Culture is the core of our existence

Culture is the fabric of our lives, we are embedded in it

Culture shapes our human existence, every aspect of life is cultural

Taylor: ‘Culture or civilisation includes knowledge, belief, art, moral law, custom, and any other capabilities and habits acquired by men as member of society’
Cultures are dynamic entities

Culture is constantly in development, it is a dynamic process, not a static entity

Culture is about change, if it becomes static it ceases to be a source of inspiration

Culture conservation, can destroy cultures if it becomes conservatism
What is cultural heritage?

The collective memory of a culture as transferred through previous generations.

Also heritage is a dynamic concept, the values attached to it, as well as the way it is appreciated changes over time.
Definition of Heritage

Those places with elements of the natural and cultural environment which have a distinct aesthetically, historical or social significance and are of special value for the current community, as well as for future generations.
History is a (re)construction

Heritage is a product and as a product it is subject to differences in validation and interpretation, it changes over time both in the way it is presented to - and appreciated by - the public.
Manifestations of Heritage

Artefacts: museums, archives, libraries

Environment: monuments, gardens, landscapes, towns, villages and sites

Traditions: habits, food, customs, stories, dances, skills, religion, and value systems
World Heritage site:

 Represents a unique achievement
 Has exerted great influence
 Bears an exceptional testimony of a civilisation
 Is an outstanding example of its kind
 Is associated with values of universal significance
The perceived dangers of globalisation

The process of ‘McDonaldisation’
The phenomenon of ‘Disneyfication’
Uniformity of global cultures as the world grows smaller
Amusement as opposed to the encounter of other cultures
Fighting the process of Globalisation

Tourism accelerates changes in society, the ‘demonstration effect’

But modern communication, tv, internet contribute even more to cultural change

There is a process of ‘homogenisation’ of cultures going on
The different aspects of heritage

Cultural systems
Languages & ethnicity
Traditions & customs
Social class
Belief systems
Aesthetics
Memories & stories
Nostalgia and authenticity

Society has grown so complex, life so hectic, social cohesion so fragile, values so questionable, that there is an urgent need for reconciliation.

The post-modern consumer seeks both in the past and in far away “unspoilt” societies.
Authenticity the desire to encounter the real thing

McCannell, staged authenticity
The ultimate experience, to be invited into some’s home
The harder the tourist tries to find an authentic experience, the more it will escape him
Identity

Naisbitt (1990): “The more homogenous our lifestyles become, the more steadfastly we cling to deeper values. We all seek to preserve our identities, be they religious, national, linguistic or racial. The more worlds grow more simular, we shall increasingly treasure the traditions that spring from within.”
The Tourism Phenomenon

Tourism is not about travel
Tourism is not about accommodation
Tourism is about the attractions (pull factor)
Tourism is chasing dreams

According to Graham Dann, tourism is the longing for:

- Paradise
- The simple life
- Childhood
- Past times
The essence of tourism is:

To mystify the mundane
To amplify the exotic
To minimize the misery
To rationalize the disquietude
To romanticize the strange

(Mason, 1994)
Tourism growth

International Tourist Arrivals, 1950-2020

Source: World Tourism Organization (WTO)
The myth that tourism is a clean industry:
It consumes the environment like any other industry, waste, emissions of greenhouse gasses. The core of the problem is the very nature of the tourism industry:
Driven by low pricing into an increasing competition, with ever decreasing profit margins. With the ironical effect that the further you travel the cheaper the trip.
The core of the problem is that tourism is considered a right and no longer a luxury.
A right that has to be provided at low costs.
Not the destination, but price is the decisive factor, and people at the destination pay ultimately the price.
Old & New Tourism compared

Search for the sun  Experience differences
Follow the masses  To be in charge
Selfish, careless    Enjoy, not destroy
Having             Being
Superiority        Understanding
Precautions        Adventurous
Dining in hotel    Try local food
Homogeneous        Hybrid
## New Tourists (1)

<table>
<thead>
<tr>
<th>More experienced</th>
<th>Changed values</th>
<th>Changed lifestyles</th>
</tr>
</thead>
<tbody>
<tr>
<td>More travel exper.</td>
<td>Having to being</td>
<td>Flexible workhours</td>
</tr>
<tr>
<td>Quality conscious</td>
<td>‘for the fun of it’</td>
<td>More income</td>
</tr>
<tr>
<td>Better educated</td>
<td>Environmental friendly</td>
<td>More free time</td>
</tr>
<tr>
<td>More fun/adventure</td>
<td>Appreciate differences</td>
<td>Healthy living</td>
</tr>
<tr>
<td>More variety</td>
<td>High touch</td>
<td>Frequent short breaks</td>
</tr>
<tr>
<td>Special interests</td>
<td>Search authenticity, and the natural</td>
<td>Travel = way of life</td>
</tr>
</tbody>
</table>
New Tourists (2)

<table>
<thead>
<tr>
<th>Changed demogr.</th>
<th>More flexible</th>
<th>More independent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empty nesters</td>
<td>Spontaneous</td>
<td>Consumers in charge</td>
</tr>
<tr>
<td>Ageing population</td>
<td>Hybrid consumers</td>
<td>Risk-taking</td>
</tr>
<tr>
<td>Smaller households</td>
<td>Unpredictable</td>
<td>Different from crowd</td>
</tr>
<tr>
<td>More singles &amp; couples</td>
<td>Less holiday planning</td>
<td></td>
</tr>
<tr>
<td>Cocooning</td>
<td>Changed booking behaviour</td>
<td></td>
</tr>
<tr>
<td>DINKYS, YUPPIES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sustainable development

The tension between exploitation of the available resources versus the conservation of the resources

Advantages of a planned approach

Sustainable tourism is a “contradiction in terminus”
Principles of sustainable tourism

The environment has an intrinsic value which exceeds the tourist value.

Tourism is to respect the spirit of the place.

All stakeholders have to cooperate in order to implement these principles effectively.

Change in a dynamic society is inevitable, it should however not corrupt these principles.
Quality aspects of sustainable tourism

Quality of the experience

Quality of the environment

quality of life
Sense of place
Sense of identity

All tourism developers should have in mind that the very essence of the tourist experience is the sense of place in the destination and the sense of identity (strange, new, exotic or familiar) that goes with it, if not it will destroy the destination in due time.
A tourist attraction has to be strong on all three components:

- Activities for visitors
- Physical setting of the resources
- Concepts and meanings which the visitor brings to the setting

Model “Senses of Place” by Canter, in: Pearce, Analysing Tourist Attractions, Tourism Studies, vol 2, no.1, May 1991
Planning

Planning is a multidimensional activity and seeks to be integrative. It embraces social, economic, political, psychological, anthropological, and technical factors. Planners must be concerned about the past, present and future of the destination.

Gunn, Tourism planning,,; Taylor &Francis, Washington 1994
Tourism planning approach

Environmental and sustainable development approach

Tourism is planned is such a way that the natural and cultural resources are not degraded

Carrying capacity analysis is an important technique
Community oriented

Maximum involvement of local community in planning and decision-making
Maximum community participation in the development and implementation
Socio-economic benefits for the local population
External integration

Determination of the place of tourism in a wider field of national and regional policies, and the relationship with other relevant fields as the environment, economy, traffic and transport, cultural heritage conservation.
Social integration

In all tourism development we have the tension between conservation and exploitation, all decisions need to be based upon the wishes and needs of all relevant groups.
Simultaneous and equal attention for:
Marketing
Infrastructure
Support services
Organisation
Public support
Environment
Irridex

Euphoria: visitors are welcome
Apathy: visitors are taken for granted
Irritation: saturation is reached
Antagonism: irritation is shown openly
Classification of cultural tourists

The importance (centrality) of cultural tourism in the decision to visit a destination

Research McKercher
Tourism van be interesting for cultural sites

More appreciation (and means) for its preservation

Better mix of income generating activities

Positive spin-off for the local economy

Can stimulate traditional crafts
There are however some important factors to consider

The competition among cultural destinations and attractions is very strong,

The key question is how do you create added value for your site,

Tourism has its own dynamics and is difficult to control.
The tourism offer exceeds the demand
Ways to deal with heritage

Physical protection, conservation, and restauration

Making visible, reconstructions, visualisations

Remembering and reference, indirect visualisation, visual art, staging, naming, materialisation

Presentation of the content, carriers of information, illustrations, digital media, Models

Branding, Image, tourism product development, city marketing
The experience industry
We do ever more in our leisure time, but less intensive
The competition is killing, there is too much of the same on the market, too many clones of the succes of others
The Tourism Profile

Define the identity of a region, a place, what is the core of the experience for the visitor and what do you need to achieve that

Attractions must be actualized, commoditized or somehow commercialized to facilitate consumption of the experience
Story-line development

Canadian heritage starts each development of a site with two questions:

What is the “spirit of the place”?

How do we our visitors to experience that?
Story-lines

There are many stories to tell, one should however make a choice based on the identity of the region and its markers.
# Three images of the past

<table>
<thead>
<tr>
<th>Critical colonial (approximately 15%)</th>
<th>Romantics/‘Noble savage’ ideology (appr. 35%)</th>
<th>Neo-colonial ideology (approximately 50%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>They do not think in terms of civilised/non-civilised</td>
<td>Life used to be much better in the past, less hectic</td>
<td>No civilisation, no government</td>
</tr>
<tr>
<td>People had the same characteristics as today</td>
<td>Society was much more caring in the past</td>
<td>To survive from day to day</td>
</tr>
<tr>
<td>We can learn from the past</td>
<td>They made more beautiful objects in the past</td>
<td>Less humane, hard labour in bad circumstances</td>
</tr>
<tr>
<td>No doubt that they were as smart as ourselves</td>
<td>The past is a better place to live in</td>
<td>Only attention for the bare necessities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>People were less intelligent</td>
</tr>
</tbody>
</table>
The UNIQUE-Experience

Uncommen
Novelty
Inspiring
Quality
Understanding
Emotions
The principles of good interpretation

Interpretation must be related to something in the personality or the experience of the visitor.

The aim of interpretation is not instruction, but provocation.

Interpretation is not the same as providing information, but it is a revelation based upon information.

The facts are a mean to an end, not an aim in itself.
Displays in museum

Heritage Interpretation through museums & heritage centres
A common phenomena: museum fatigue
Result: exit oriented behaviour
Result: exit oriented behaviour
Reasons: too scientific approach
Reasons: too much objects on display
Reasons: too aesthetic display
Reasons: too much text to read
The museum experience

- Personal context
- Interactive experience
- Social context
- Physical context
Communicating with visitors

Introduction, unfreezing, the entrée
Information, moving, the main dish
Integration, refreezing, the desert
abstract

understand

interaction

model

explanation

realidad

manifestation

concrete

observe

basis model of exhibitions
the four levels of information
Take care that you are in control of development

For the tourism industry is heritage a frees available resource

Take care that you control the numbers and the revenue de
Visitor management

Control accessibility and traffic flow

Have instruments to guide the visitor flow

Spread visitors in time and space
Too many visitors can cause problems

They cannot find their way
Damage by overcrowding
Congestion
Long waiting lists at attractions & services
Too many people on one location
Disturbance of daily life of local people
Parking problems
Main complaints of residents

Accessibility of their place of residence
Lack of parking space
Disruption of the public transport system
Noise, indecent behaviour and waste
Queuing up for daily needs
Carrying capacity

The level of use which threatens the atmosphere and character of a site/region and diminishes the quality of the experience

The level of use which results in an unacceptable situation for the population

The level of use which causes tear and wear

The level of use which results in unreparable damage
Exploring nature

Satisfaction

High

Low

Use

Low

High
Theatres, concerts

Satisfaction vs. Use

High Use

Low Use
Museums, exhibitions historic monuments

![Graph showing the relationship between Satisfaction and Use, with Satisfaction decreasing as Use increases.](image)
Attraction parks

Satisfaction

High

Low

Use

Low

High
Information needed to manage the relationship between visitor needs and management issues

*Visits*

Amounts (annually, monthly, weekly, daily, and per hour)

visit patterns (peaks, troughs, predictable periods)
Information needed to manage the relationship between visitor needs and management issues

*Management activity:*

Revenues
Costs
Level of staffing
Nature and intensity of activities
Information needed to manage the relationship between visitor needs and management issues

**Visitors profile:**

Demographic (age, gender, place residence, income and education)

Psychographic (motivation, expectations, level of satisfaction)

Visitors behaviour
Collection of information

By ticket sales
Questionnaires
Interviews
Observations
Key trends in cultural tourism

- Less distinction between “high” culture and “popular” culture
- More focus on live elements
- Increasing amount of suppliers
- Growing professionalism
- The use of new media
The potential visitor of the future

Will be closer to the middle aged sector
More affluent than in the past
Demanding more quality of service and experience
Active both mentally and physically, seeking for destinations that offer a change to learn and to participate, as well as to have fun
Success in attractions is likely

Nature, attractions that have a “green” image and offer visitors a closer contact with wildlife and the natural environment.

The Contemporary: visitors seek to explore daily life of the visited communities as well as to learn about their heritage.
Heritage Funding

Traditionally heritage is funded out of public resources

In the market economy heritage attractions increasingly have to find additional financial resources
Sources of revenue: direct funding

Government & local authorities
Grants
Donations & legacies
Sponsorship & joint promotion
membership schemes
Sources of revenue:

Admission fee to site or monument and parking facilities
Retail, merchandising, mail order
farm shop, garden centre
Catering, restaurants & cafés
Banqueting, conferences
Sources of revenue

Accommodation, bed & breakfast
Training courses, residential conferences, holiday cottages

Events, Historical events, festivals
Craft fairs, concerts, shows, war games, exhibitions

Interpretation, Guidebooks, publications, audio tours, audiovisuals, guided tours, simulators
<table>
<thead>
<tr>
<th>Region</th>
<th>(US$ billion)</th>
<th>Growth rate (%)</th>
<th>Market share (%)</th>
<th>Receipts per Arrival (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>455.4</td>
<td>475.8</td>
<td>2.9</td>
<td>4.5</td>
</tr>
<tr>
<td>Africa</td>
<td>10.3</td>
<td>10.7</td>
<td>3.6</td>
<td>3.7</td>
</tr>
<tr>
<td>Americas</td>
<td>122.4</td>
<td>136.4</td>
<td>4.4</td>
<td>11.5</td>
</tr>
<tr>
<td>East Asia and the Pacific</td>
<td>75.2</td>
<td>82.5</td>
<td>6.4</td>
<td>9.6</td>
</tr>
<tr>
<td>Europe</td>
<td>233.1</td>
<td>231.5</td>
<td>0.6</td>
<td>-0.7</td>
</tr>
<tr>
<td>Middle East</td>
<td>9.8</td>
<td>9.7</td>
<td>12.4</td>
<td>-1.6</td>
</tr>
<tr>
<td>South Asia</td>
<td>4.6</td>
<td>5.1</td>
<td>7.1</td>
<td>11.1</td>
</tr>
</tbody>
</table>

Source: World Tourism Organization (WTO)  
(Data collected through August 2001)
<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>International Tourist Arrivals (million)</th>
<th>% Change 2000/1999</th>
<th>Market share (%) 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1999</td>
<td>2000</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>France</td>
<td>73.0</td>
<td>75.5</td>
<td>3.4</td>
</tr>
<tr>
<td>2</td>
<td>United States</td>
<td>48.5</td>
<td>50.9</td>
<td>4.9</td>
</tr>
<tr>
<td>3</td>
<td>Spain</td>
<td>46.8</td>
<td>48.2</td>
<td>3.0</td>
</tr>
<tr>
<td>4</td>
<td>Italy</td>
<td>36.5</td>
<td>41.2</td>
<td>12.8</td>
</tr>
<tr>
<td>5</td>
<td>China</td>
<td>27.0</td>
<td>31.2</td>
<td>15.5</td>
</tr>
<tr>
<td>6</td>
<td>United Kingdom</td>
<td>25.4</td>
<td>25.2</td>
<td>-0.8</td>
</tr>
<tr>
<td>7</td>
<td>Russian Federation</td>
<td>18.5</td>
<td>21.2</td>
<td>14.5</td>
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<tr>
<td>8</td>
<td>Mexico</td>
<td>19.0</td>
<td>20.6</td>
<td>8.4</td>
</tr>
<tr>
<td>9</td>
<td>Canada</td>
<td>19.5</td>
<td>20.4</td>
<td>4.9</td>
</tr>
<tr>
<td>10</td>
<td>Germany</td>
<td>17.1</td>
<td>19.0</td>
<td>10.9</td>
</tr>
<tr>
<td>11</td>
<td>Austria</td>
<td>17.5</td>
<td>18.0</td>
<td>2.9</td>
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<tr>
<td>12</td>
<td>Poland</td>
<td>18.0</td>
<td>17.4</td>
<td>-3.1</td>
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<tr>
<td>13</td>
<td>Hungary</td>
<td>14.4</td>
<td>15.6</td>
<td>8.1</td>
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<td>14</td>
<td>Hong Kong (China)</td>
<td>11.3</td>
<td>13.1</td>
<td>15.3</td>
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<td>15</td>
<td>Greece</td>
<td>12.2</td>
<td>12.5</td>
<td>2.8</td>
</tr>
</tbody>
</table>

Source: World Tourism Organization (WTO)  
(Data collected through August 2001)
Tourism in the EU: some facts

Most important consumer block in the world travel trade, 370 million citizens

Average spending on tourism 9% of household budget

2 million businesses, which employ 9 million people = 6% of the EU employment

Tourism contributes for 6% to EU GDP
Tourism, the future looks bright

Annual growth estimated of 4%
In the next decade 3 million more jobs
WTO expects tourism volume to double by 2020 = 720 million arrivals p/y (including from member states)
The SWOT analysis

**Strength:**
What are the strong points of the destination?

**Weakness:**
What are the weak points of the destination?

**Opportunities:**
Which factors offer chances for the destination?

**Threads:**
Which factors are to the disadvantage of the destination?

---

**Internal analysis**

**External analysis**
EU Tourism: SWOT

Traditional folklore, gastronomy, culture
Great product diversity in all aspects
Consolidated image of destination
Safety & security
Tourism actors striving for quality
Tourist organizations with high know-how
Application of quality control systems
EU Tourism: SWOT

No framework for transnational quality improvement
Inadequate public transport and traffic jams
Perceived as expensive destination
Weak information systems for tourists
Negative image of tourism sector
High operations costs, seasonal fluctuations
Classification obsolete and unreliable
EU Tourism: SWOT

- Develop quality management model
- Stimulate exchange of ‘best practice’
- Increase ‘empowerment of consumers’
- Creation of quality jobs
- Attract a stable and differentiated demand
- Economic development for neglected areas
EU Tourism: SWOT

Growing number of effective players in world tourism
Quality/safety improvements in competing destinations
Excessive concentration on a few operators
Unsustainability (social or environmental)
Many small enterprises hinders innovation
Lack of suitable employees
Community involvement

Stakeholders in development

Communities are effected by tourism

How are communities defined at the destination level?

By kinship
By ethnicity
By origen in the region
By the fact that they live there
Tourism development should bring:

Economic development: stability and wellbeing of the area

Jobs: financial stability, personal satisfaction for individuals, families and the community

Profit: for the visitor industry, especially business based in and around the local community
Centralisation vs Decentralisation

Decentralisation emphesises local involvement: decision making on the local level

More rational decision are made

more local commitment,

development is ‘owned’ by the local population

Involvement of NGO’s on the grassroots level
Development & ‘Social Capital’

Social capital refers to the institutions, relationships, and norm that shape the quality of social interactions in a society.

Social cohesion is vital for a society to prosper economically and to strive for sustainable development.

Social capital constitutes a civic society.
Development should achieve:

A competitive economy: producing for export as well for a domestic market

Productive employment: bringing long term employment & increased prosperity

Environmental protection: it remains within the functional limits of the ecosystem
Stakeholders in development

Every member in society is a stakeholder they often get a voice in being organised

Being a stakeholder not necessarily means a positive attitude towards development or sustainability
Types of stakeholders

Local authorities
Enterprises, shops, restaurants
NGO’s
Local groups
Professional groups
Specific interest groups
Farmers
How can we involve stakeholders

Community meetings
Dialogue approaches
Participatory research
Community involvement is not easy

There are a number of possible conflicts of interest between different stakeholders.

Local traditions (position of chieftains, and of women) can stand in the way of integral involvement of the whole society.

Development often splits a society in those involved and those who are outside.

The problem of jealousy.
ICOMOS Cultural Tourism Charter (1999)

Principle 1

Since domestic and international tourism is among the foremost vehicles for cultural exchange, conservation should provide responsible and well managed opportunities for members of the host community and visitors to experience and understand that community's heritage and culture at first hand.

Commentary:

More important factors than tourism for cultural change are the impact of tv, the internet en the rapid urbanisation.

The text supposes a cultural support among the local population, the is however if there always is one.
Principle 2

The relationship between Heritage Places and Tourism is dynamic and may involve conflicting values. It should be managed in a sustainable way for present and future generations.

Commentary: In many destinations is domestic use a greater danger for the continuity of the heritage than incoming tourism.
Principle 3

Conservation and Tourism Planning for Heritage Places should ensure that the Visitor Experience will be worthwhile, satisfying and enjoyable.

Commentary, Nobody can be against it, however this principle does not take into account the motives to visit for various categories of the public
Principle 4

Host communities and indigenous peoples should be involved in planning for conservation and tourism.

Commentary: Local communities and indigenous people are not necessarily identical.

Local interest are not in all cases sustainable.
Principle 5

Tourism and conservation activities should benefit the host community.

Commentary, Obviously, however it implies in many cases a reversal of the existing balance of power in the field of tourism.
Principle 6

Tourism promotion programmes should protect and enhance Natural and Cultural Heritage characteristics.

Commentary: Nobody will deny this statement, but be aware of shallow platitudes and straightforward stereotyping such can lead to