MANAGING VISITORS:
HELPING THE FRAIL
TO PREVAIL

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CONTENT

1. **Introduction**, an apology for tourism 5

2. **The significance of the cultural and natural environment** 10
   2.1 Definitions of heritage 10
   2.2 The funding of heritage 14

3. **Heritage and culture as commodities and as reflections of our identity** 17
   3.1 Heritage and nostalgia 17
   3.2 Heritage and cultural identity 20
   3.3 Heritage and history 21
   3.4 Heritage and authenticity 24

4. **Heritage and sustainable tourism** 27
   4.1 Tourism and Sustainability 27
   4.2 Sustainability and quality control 31
   4.3 Sustainable tourism planning and development: the tourism chain 32

5. **Quality of the Resources: the heritage management plan** 37
   5.1 Elements of the site management plan 37
   5.2 Carrying capacity and Limits of Acceptable Change 39
   5.3 Zoning 49
   5.4 GIS application, land-use planning for visitation 51
   5.5 Monitoring 64
   5.6 Visitor management 67

6. **Quality of Life: the stakeholders of heritage** 72
   6.1 Community involvement 73
   6.2 Stakeholders, integrated heritage management and sustainable tourism development 75

7. **Quality of the Experience: visitors** 80
   7.1 Segmentation of heritage tourism 80
   7.2 Trends and developments in the demand 84
   7.3 Recording and analysing visitor data 86
8. Managing the quality of the experience 90
   8.1 Competitiveness and Unique Selling Points 91
   8.2 Product Market Combination 100
   8.3 The development of story lines 103
   8.4 Product development for heritage sites 110
   8.5 Exhibitions and visitor centres 114

References 121

Appendix 125
1. INTRODUCTION:
AN APOLOGY FOR TOURISM
A REGRETFUL ACKNOWLEDGEMENT OF OFFENSE BY TOURISM

After the tsunami had left its trail of destruction on the beaches of Thailand and Sri Lanka, we were soon urged to return to these destinations. We should not abandon these poor people, but enable them with our presence as tourists to take up their lives again and rebuild their businesses and we like to believe that. Both the providers and the users have a stake in maintaining the myth that the annually migration, which we call holiday, is not only beneficial for the guest but also for the host. But is this true, is tourism really the beneficial and non-polluting industry that enables local people to have a share in the increasing prosperity? The tourism industry is eager to maintain these kinds of myths about faraway destinations. Reality however is in many cases much less bright. As Mason observed, the core of tourism is to “mystify the mundane, amplify the exotic, minimise the misery, rationalise the disquietude and romanticise the strange”. (Mason, 1994) Tourism is the selling of dreams, which can at the same time become the nightmares of others.
The core of the problem is not so much the holiday phenomenon, but that it is embedded in the premises of the tourism industry. Disguised as the liberty for the consumer to make choices the tourism sector is caught up in a predominantly price driven market. A market in which the competition is killing and increasingly more turnover has to be generated with ever decreasing profit margins. A market in which ironically the trip becomes cheaper the farther you travel. For in the developing world the product can be delivered with fewer costs than in the more affluent parts of the world. In this process the harm that is done to the environment, cultures and inhabitants of destinations is dismissed as “tourism is needed to fight poverty” and “this is what the tourist wants”.

The tourism industry has indeed no smoking chimneys, nor drains industrial waste into the sea, but is far from a clean service industry. This myth is maintained for we do not count the effects of the tourism air miles on our environment. Air transport has per passenger kilometre a very high emission of greenhouse gasses, and air travel is in almost all cases to far away destinations. The fuel for ships and aeroplanes is not even included in the Kyoto treaty and consequently 25% of all the fuel sold in The Netherlands does not need to be compensated for as it is used outside the county. Specifically for developing countries climate change has however major implications. The planting of trees to compensate for our holiday movements is a sympathetic, but meaningless action. There is simply not enough agricultural land available on our planet for the necessary compensation. Apart form the fact that we
need that soil desperately to raise the food needed for the growing population of the planet. The use of resources by tourism is another major threat to local and global ecosystems. The tourist doing a trekking in the Himalayas consumes per person per day more firewood than a Nepalese family in a week. The water consumption of a tourist multiplies the local use and often results in scarcity. Even on such a rich water endowed island like Bali some paddies remain without irrigation due to the reservation of water for the tourist, who needs a shower in the tropics three times a day. Tourism is consumption and everything that is consumed diminishes. Sometimes art is literally taken away from temples to be sold as souvenirs. However, the tear and wear of thousands of visitors per day causes most times even more damage. Also metaphorically consumption takes something away; everything touched by tourism looses its glamour, and over time its value. There are only gradual (and definitely temporal) differences in that respect between mass destinations and more exclusive niche markets. Once every mass destination was exclusive and in time any exclusive site will become a mass destination.

The biggest problem of tourism however is in its numbers. More than 700 million international holidaymakers travel annually and that number is expected to double in 20 years time. The second problem is that almost all these people want to see and to experience the same, for only the highlights are worth visiting. So cities like Venice (more than 10 million visitors a year) and Florence are overrun and in Jordan 3000 visitors a day cause more damage in Petra than 2000 years of exposure to every kind of weather could ever establish. Nature reserves all over the world fight a lost battle to reduce as much as possible the effects of the hordes of tourists, and although we know that limitation of the accessibility is the only option, in most cases this solution is out of bound.

Particularly in developing countries the authorities want ever more tourists and all means to that end are employed. In Peru they wanted to install a cable railway to make the site of Machu Picchu more accessible, though the actual amount of visitors is already exceeding the number that can be properly processed at the site. The UNESCO threatened to remove the site from the world heritage list in order to stop them. Likewise the UNESCO is concerned about the plans for the construction of exclusive hotels and golf courses at Angkor in Cambodia. The temples, part of a more than thousand years old wonder of hydraulic engineering could sink into the marshes due to changes in the level of groundwater. Tourism consumes steadily the attractions on which it is build and gives very little in return. The millions who visit Venice come predominantly as day visitors, their spending is in no way related to the costs of tourism. Neither is their interest in proportion to the historical value of the place visited, for their actions are most times limited to making calls on their mobile phones and sitting on a terrace sipping a cappuccino in the sun. Previously tourists came to Luxor for a couple of days in order to see the temples
and the Valley of the Kings, now it is a day excursion from the Red Sea resorts, and there is hardly any possibility for the locals to make some money out of tourism. This results in endless complaints of tourists of the aggressive way in which sellers approach them. No wonder, for the window of opportunity to sell something to visitors is now reduced from several days to just five minutes; the time tourists need to walk from the bus to the entrance of the attraction.

The core of the problem however is the conviction in Western society that a holiday (just like a car, a television, a GSM, and a refrigerator) is no luxury, but a fundamental right. That right has to be offered at low costs for it should by no means be an elite affair. Price is the decisive factor, not the destination or the culture visited. Prices can be kept low in developing countries due to less stringent building permits or hindering environmental regulations as well as the low costs of the labor factor. Together with the low cost carriers in the airline industry a price war has emerged which seems very attractive for the consumer, but which reduces in the end all that is particular to the trivial. The sour result of this price war is that often the local population at the destination pays the price. The World Tourism Organization may have an ambitious program called ST-EP (Sustainable Tourism & Elimination of Poverty) supported by all major tour operators, but personally I look upon it as a cynical response to the increasing critique of tourism. It enables them to claim that “we cannot abandon these poor people”. For that reason the emotions of the public is being exploited to convince us that we not only can go on holiday with a clean conscious, but that we do a good job at the same time. The cynicism of the travel trade gets an extra dimension when we realize that the discussion about the fuel prices for airplanes is back on the agenda. Notwithstanding the fuel surcharge due to the current high oil prices, kerosene still costs only 25%
of what the average European consumer has to pay per liter; no VAT or any other taxation is levied. Flying would be considerably more costly with VAT and environmental taxation, so the branch organizations have mobilized the poor in the developing world in order to avoid such a discussion. The secretary-general of the Association of European Airlines recently stated in a discussion on taxation on greenhouse gas emissions: “If ministers were sincere about helping developing countries, they would be asking themselves how they could encourage, not discourage, travel and tourism to these regions” (Peeters, 2005).

But demolishing trade barriers and putting an end to subsidising our agriculture will yield more benefits to the elimination of poverty. Mass tourism to developing countries is not an adequate response to fight poverty. On the individual micro level and on the short term income generated from tourism can make a difference in the struggle for life, but on the macro economical level in the long term, there are both culturally and ecologically only losers at the destination. Only a few destinations like Bhutan - where you have no access if you do not pay 200 US$ per day – have not surrendered for the seduction of the easy profit. Some destinations hope to reposition themselves on a more exclusive tourism market in order to get away from the pitfall of increasing numbers and diminishing revenues. A policy aimed at a more elite tourism can have a positive impact on more sustainable use of the natural and cultural environment, but ironically such a policy is not self-evidently better for the poor in the society. The exclusive disposition of the resources needed for the elite among the tourists is not beneficial for the labour opportunities of the local population. Higher prices and a more elevated level of service demands equally better educated staff, which is often recruited from outside the region even for the more menial jobs. Local food production is in most cases below the quality levels required by the management and cannot compete with products from outside de region. The benefits of this policy for the local population are very limited (Cohen, 2002). The model adopted by Bhutan seems here the best option: a levy per day for the treasury in order to carry out projects for the entire community. However a basic condition for success is a reliable government and such is in many far away destinations a rather scarce phenomenon.

Tourism has to move away from the price war, which is currently raging the industry in order to be able to receive the predicate sustainable. In the end a fair price should be paid for travelling to a far away destination, so it will not be worthwhile to fly thousands of miles if you only want to sit in the sun on a beach. If you really want to enjoy the ecological and cultural highlights of the world, than you must also be prepared to pay for it, and if necessary wait for your turn. Popular attractions can be on the ration. At the Alhambra in Grenada ‘time-ticketing’ has been introduced, you purchase a ticket for a certain day and a certain hour and on that point in time you can enjoy the site in a relatively quiet way. Much more destina-
tions should start to introduce such systems, it does not overburden the resources, it extends the length of stay and yields higher local profits, and in particular for those who have only a little share in the current transient tourism practice. The tourism industry will not like it, and even threaten to stay away, as they already did in some destinations. But such a threat is empty, for they have nowhere else to go. It is tourism that needs the culture and the nature, not the other way around.

In this book we look into ways to utilise the resources available for tourism without consuming them. The emphasis is on the cultural domain. The focus in the second chapter is on defining heritage and contains a typology of heritage based attractions for tourism development and exploitation. In chapter 3 we look deeper into issues related to the domain of cultural heritage. In chapter 4 we discuss sustainable tourism development. In the next chapters we focus on three aspects: the quality of the resources and their maintenance in chapter 5. The quality of life of the people who depend on, or have to respond to tourism development in chapter 6, and the quality of the experience of the visitors in chapter 7 and in the last chapter we will focus on the tools to manage the quality of the experience.
2. THE SIGNIFICANCE OF HERITAGE

Generally speaking heritage is everything previous generations have made, kept and left for us. The concept includes both the cultural and natural environment, the emphasis however here is on the cultural aspects. Cultural heritage has three ways of manifesting itself:

- Artefacts: in museums, archives, and libraries.
- Environment: monuments, landscapes, gardens, villages, towns, and sites.
- Traditions: habits, customs, stories, dances, skills, cooking, value systems.

Cultural heritage is much more than the remains of the past that reflect the ingenuity of mankind and which are worth protecting. Heritage can also be highly emotional charged and can be a very personal issue. Ashworth put it this way: “Heritage has a quite specific meaning which is not the same as conserved relict historical resources. Heritage implies the existence of a legatee and is only definable in terms of that market: all heritage is someone's heritage”. (Ashworth (1992:98)

In that sense heritage is always created, either personally or collectively. Heritage is created for some reason, as a reflection of a cultural identity, or from nostalgic reasons or as an expression of nationalism or regionalism. Such raises questions like; whose heritage are we talking about, and who owns heritage? In many situations these questions are much less straightforward than they seem to be in the official definitions.

Heritage represents values and is vulnerable, prone to erosion by the passing of time, either literally as tear and wear or as neglect, or metaphorically in the progression of time when attached values are shifting. The remains of the lives of our ancestors – if acknowledged as heritage – needs to be cared for and its care and conservation is a costly process. Visitation of heritage sites can play a vital role in heritage care, both as an increasingly important factor in the financial support of it as well as in increasing the public awareness of its significance and attached values. In this chapter we will look into the definition of heritage, the types of heritage attractions and the funding of heritage.

2.1 Definitions of heritage

There are many definitions of heritage, here we quote the Australian Heritage Commission:

“Those places with elements of the natural and cultural environment which have a dis-
tinct aesthetically, historical, scientific or social significance and are of special value for the current community, as well as for future generations.”

Sites of cultural significance belong primarily to the local community, but their importance can encompass a wider regional and national level, or in the cases of World Heritage Sites it is considered representing universal values. The research of Van der Aa (2002) however illustrates that economic and tourism related aspects play an important role in the UNESCO WHS nominations process. Despite warnings from the World Heritage Centre, by means of the list of World Heritage in Danger, none of the listed sites has ever been removed from it. The original idea of the World Heritage List to protect endangered sites from neglect and destruction has gradually evolved into a listing of national pride. In the early years of the WHS list it was often a difficult task to convince authorities that a site needed additional protection, nowadays authorities try to get as much of their heritage listed for it has shown to be a very attractive marketing tool in international tourism.

**UNESCO considers the following as Cultural Heritage**

**Monuments**: archaeological works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science.

**Groups of buildings**: groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science.

**Sites**: works of man or the combined works of nature and man, and areas including archaeological sites, which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view.

**Source**: Convention Concerning the Protection of the World Cultural and Natural Heritage.

The World Heritage Committee of UNESCO works with an extensive list of conditions for recognition as World Heritage Site the most important are (source: Convention WHS):

- The site represents a unique artistic achievement, a masterpiece of the creative genius.
- The site has exerted great influence, over a span of time, or within a cultural area of the world on developments in architecture, monumental arts or town planning and landscaping.
- The site bears a unique or at least exceptional testimony to a disappeared civilisation.
- The site is an outstanding example of a type of building or architectural ensemble that illustrates a significant stage in history.
- The site is an outstanding example of a traditional human settlement which is representative of a culture and which has become vulnerable under the impact of
irreversible change.

• The site is directly or tangibly associated with events or with ideas or beliefs of outstanding universal significance.

• The site meets the test of authenticity in design, materials, workmanship or setting.

• The site has adequate legal protection and management mechanisms to ensure the conservation of the nominated cultural property.

Apart from the *Convention Concerning the Protection of the World Cultural and Natural Heritage*, which is concerned, with the tangible heritage, there is within UNESCO equal attention for the intangible heritage. The *Convention for the Safeguarding of the Intangible Cultural Heritage* defines the intangible cultural heritage as the practices, representations, expressions, as well as the knowledge and skills, that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. It is manifested in a wide variety of human expressions. The intangible cultural heritage is transmitted from generation to generation, and is constantly recreated by communities and groups, in response to their environment, their interaction with nature, and their historical conditions of existence. It provides people with a sense of identity and continuity, and its safeguarding promotes, sustains, and develops cultural diversity and human creativity. Cultural expressions are described under five categories: Handicrafts (silverware, leatherwork, weaving and pottery), fine arts (such as painting and sculpture), the spoken word (traditional oral history), performance art (such as dance), ceremonies (both secular and religious).

UNESCO focuses on the perceived intrinsic values of heritage, obviously from a tourism perspective there are also other components important to include heritage into the domain of tourism. The Pacific Asian Tourism Association (PATA, *Tourism at Heritage Sites*) formulated 8 criteria for the evaluation of cultural heritage:

• It is important in demonstrating the pattern of development in the history of the region, both from a cultural as from a natural point of view.

• It shows rare, uncommon or endangered aspects of the region’s natural and cultural history.

• It has the possibility to convey information which can enhance the understanding of the region’s natural and cultural history.

• It is important in showing the characteristics of a wider class of phenomena.

• It is important for the presentation of specific esthetical characteristics as being valued by a community or a cultural or religious group.

• It is important in showing a high degree of development in a creative or technical achievement.

• It has strong of special significance for a community or another cultural group for social, cultural, symbolic, religious, spiritual or other reasons.

• It has a special relationship with the life or the work of a person, social group or organisation, which has significance in the history of the site, region or country.
These criteria provide elements for the development of the unique selling points of heritage attractions in the framework of tourism development. In chapter 8 we will focus on this aspect of the use and exploitation of heritage sites as visitor attractions.

There is a rich variety in heritage attractions, as culture presents itself in many different forms and expressions.

**Attractions of natural history.** As nature reserves, nature trails, aquaria, zoos, aquatic reserves, geological sites, caves, canyons, cliffs, and waterfalls.

**Attractions based on the sciences.** As science museums, science centres, ‘hands on’ centres, centres for ‘alternative’ technology.

**Attractions based on handicrafts.** Attractions related to hand made products and processes. (pottery, metalwork, glass production, carpentry, weaving).

**Attractions of the industrial process.** Related to the mass production of goods: porcelain, breweries, distilleries, old forges, water- and windmills.

**Transport attractions.** As transport museums, tourist and conserved railways, canals, shipping history, aviation history, warfs and vehicles.

**Social-cultural attractions.** (Pre) historic sites, private houses, museums for social history, museums for decorative arts.

**Attractions related to historical persons.** As locations and sites associated with authors, painters, politicians.

**Attractions around performing arts.** As theatres, street theatres, circuses and centres for performing arts.

**Gardens.** Ornamental gardens, horti, style- and historical gardens, botanical gardens and arboreta.

**Theme parks.** As nostalgic parks, ‘historical’ adventure parks, fairytale parks.

**Festivals.** As crafts markets and festivals, re-enactments of historical events.

**Stately homes and palaces.**

**Religious attractions.** As cathedrals, churches, abbeys, cloisters, mosques, temples, places for pilgrimages.

**Military attractions.** As castles, forts, battlefield, prisoner of war camps, military museums.

**Memorial places for atrocities against humanity.** Sites associated with the elimination of racial groups, or mass murdering of populations.

**Towns.** Historical towns, groups of buildings in an urban setting.

**Villages and hammocks.** Rural settlements with vernacular architecture.

Rural, protected landscapes. As national parks protected rural and natural areas.

**Coastal towns & coastal landscape.** As nostalgic seaside resorts, beaches, dunes.

**Regions.** Historical or specific geographical areas.

Obviously in this overview not all man-made and purpose built attractions are related to heritage. However, as discussed later, the boundaries between genuine heritage attractions and theme- and amusement parks are eroding. Tivoli in Copenhagen is not only an amusement park, but has at the same time a nostalgic appeal as a heritage site. Disney World as a theme park relies heavily on cultural heritage in theming (Indiana Jones rides, Caribbean Experience, 1001 Nights) and the icon of Mainstreet USA is in itself an expression of American heritage.

2.2 The funding of heritage

Heritage managers are confronted with the fact that financial resources are needed in order to enable them to preserve the heritage of which they are the custodians, as well as to make these resources available for the public. There is a wide variety of revenue sources, the primary source is financial support through subsidies as a merit-good. However the possibilities are much wider than public funding, there is also a range of activities that can be developed by the management to increase the always too tight budget. Due to privatisation and decentralisation of government policies, there is an increasing creativity and ingenuity in finding new ways of earning some additional money. Visitors are an ever more important economic factor in the maintenance, preservation and management of heritage sites. In many countries heritage attractions become more depended on revenue earned at the sites and managers are seeking new ways of making money to perform their custodial duties.

Among the most important sources of income for heritage sites (apart from public funds allocated by local/regional/national authorities for its maintenance and management) are the following fees (ICOMOS/WTO, 1993: P. 23):

Admissions: The rating of different admission categories, i.e. individual, child, family, senior citizen, group, students. For sites with large seasonal fluctuations in the number of visitors, a variation in admission fees for high and low tourist season may be appropriate. In developing countries, it may be appropriate to have different admission fees for national citizens and international visitors.

Licensing: Heritage sites can generate income through licensing fees earned from the commercial production of postcards, reproductions, facsimile documents, copies of art objects, recordings. Licensing is for a defined period of time and subject to renegotiating at specified intervals.

Concessions: At some sites outlets for food services, guest lodging facilities, tour guides, gift and souvenir shops, transportation services, etc. is given in concession outside the management structure of the site. It is desirable to have a minimum concession fee in the contract in addition to a predetermined percentage of the concessionaire’s profits. Also a quality control by the site management of the items/services provided by the concessionaire should be included into the contract.

Rentals: At large sites with an abundance of historic buildings, it may be appropri-
ate to lease for compatible purposes those buildings that are not required for use in visitor services. Such buildings also may be leased to site employees for housing. In some cases it may be appropriate to make surplus buildings available for agricultural or commercial purposes.

Permits: The site management can issue special permits for a wide array of activities: to use open lands for agricultural purposes, to permit hunting or fishing, to film commercial movies or advertisements. These special permits can carry variable fees depending on the scale and term of the specific activity.

Terry Stevens gives an overview of other sources of income, however not all of these revenue possibilities will fit in any situation, and in some countries not all mentioned methods are applicable within the available legal framework.

<table>
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<th>Overview of possible other sources of revenue income at heritage sites</th>
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<tr>
<td><strong>Direct funding</strong></td>
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<td>Government funding</td>
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<td>Local authority funding</td>
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<td>Grants, Donations, Legacies</td>
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<td>Membership “Friends of”</td>
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<td>Endowments</td>
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<td>Sponsorship/joint promotion</td>
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<td><strong>Retail</strong></td>
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<td>Merchandising</td>
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<td>Mail order</td>
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<td>Farm shop, Garden centre</td>
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<td>Franchise reproduction</td>
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<td><strong>Catering</strong></td>
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<td>Restaurants/cafés</td>
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<td>Banqueting</td>
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<td>Corporate entertainment</td>
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<td>Conferences</td>
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As shown above there are plenty of opportunities for additional forms of revenue for heritage sites, there is however a warning to be made here. Increase in visitor numbers does not necessarily lead to increase in revenue. Depending on the management model of the site the effect of more visitors can also result in an increase of the exploitation costs of the site. In certain situations the rise in exploitation costs can even undo the rise of admission fees and the extra retail sales (Van Herwijnen, 2003).
3. CULTURAL HERITAGE AS A REFLECTION OF OUR IDENTITY

In his publications on heritage (Ashworth 1992, 1994) emphasises the commodification process, the packaging and interpretation of heritage. It is obvious that heritage today has a great market appeal, museums and heritage sites do very well and their numbers are rapidly increasing. Tourism is about the consumption of experiences, the more so for cultural tourism. At the same time the past, or the foreign culture, is increasingly a closed domain for most of the tourists. Special provisions are requested to accommodate visitors. McKercher and Du Cross (1999) rightly mention that: “To succeed cultural heritage tourism must be actualised, commoditised or somehow commercialised to facilitate consumption of the experience”.

However, apart from something for sale on the marketplace, heritage is also at the roots of our existence, and as such it can be a very controversial issue as well. Heritage is the outcome of a melting pot of value systems. The ingredients are: cultural systems, belief systems, traditions, social class, languages, politics, aesthetics, ethnicity, memories, expectations, habits, hopes, fears, and dreams.

Out of all this there are four distinct aspects that emerge, the faces of heritage:
- A collective identity, we will refer to this aspect further as Cultural Identity.
- An individual identity, we will refer to this as Nostalgia.
- History as the identity of events.
- Authenticity as the identity of objects.

We will examine these as agents that shape our image of the past.

3.1 Heritage and Nostalgia

Nostalgia is a very strong motive for visitors to determine their destinations. Graham Dann (1994) discriminates within tourism between four types of nostalgia: the longing for paradise, the simple life, past times, and the return to childhood. We do not perceive these as four different types of nostalgia, but rather as four expressions of the same phenomenon, as an attempt to escape from the stress and the nuisance of the ordinary daily life. Society has grown so complex; life has become so hectic, social cohesion so fragile, values so questionable, that there is in the modern world an urgent need for reconciliation. This reconciliation has been
sought in the future in the form of projections of an Utopia, but it seems that with
the collapse of ideologies we in the West increasingly seek this reconciliation in the
past. There is a need for roots. In the past thirteen years, visits to archives in
Holland have tripled, 53% of those visits relate to the search into ancestry (De
Haan, 1995).

People need something to hold on to in a world wherein everything seems to be
drifting. That need is projected into images of Paradise: unspoiled landscapes, con-
nected with eternal spring and youth, with places where the contradictions and
struggle for live are resolved. Such is also translated into images of simple rural life,
where social relationships are strait and clear. Both elements are also found in the
theme of the return to the childhood. Visitors to a reconstructed village of peat cut-
ters in the eastern part of Holland have a particular interpretation of the “historical
evidence” presented to them. Although the presenters tried to convey a message
about the hardship of making a living in such conditions, most of the visitors do
not see the poverty, but only their own poetic projections. It reminds them of times
when life was simple and easy, to which they have a longing, living quietly “in the
country”, far away from the frustrations, responsibilities and the hectic life. Their
reactions as noted in field observations are likewise: “look how cute”, and: “isn’t it
funny?”

Visitor reactions can be even more awkward. The Dutch art historian Pierre Jansen
once told a group in front of Van Gogh’s “Aardappel eters” (Potato eaters) about the
poor living conditions in those days. One of them reacted “It cannot have been so
hard, look, they even had an antique oil lamp above the table!”

Many professionals (Hewison, 1988) in the field of heritage fear that the latest type
of ‘heritage attractions’ - which are more populist than the traditional forms - are
sacrificing history for nostalgia. The idea is that these attractions do not provide a
‘true’ image of the historical reality. Swarbrooke (1994) summarises the main criti-
cism of nostalgia as that it gives people a false impression of history and that it
encourages the population to look backwards rather than focussing on the chal-
lenges of the present and the future. He has a point here, however the false impres-
sion that life in the past used to be so much better than today is not only to blame
to the new heritage attractions. The contribution to this sentiment can also be
found in the more traditional heritage institutions like museums. Period rooms may
easily give the impression that life in the past was better than today. There is how-
ever a profound misunderstanding in this criticism towards nostalgia; the idea that
there is something like historical reality, that history consists of facts and is not
based upon interpretation.

Numerous examples can be found of attractions based on nostalgic elements, to
name a few: Wigan’s Pier, Beamish, Catherine Cook Country. These are heritage
attractions constructed upon images with little or none sound historical base. There
are other sites that do have their roots in historical facts that virtually provide the
same kind of experience: Ironbridge, New Lenark, Yorvik. Some of them are entirely artificial and only playing with historical themes: Rob Roy visitor centre, the Canterbury Experience, the Shakespeare Experience. The longing for a past becomes also apparent in rapid succession of trends in decoration and design, the 30’, the 40’, the 50’ and the 60’ are all in favour, vintage cars, antiques, the popularity of boot sales, the past is very much in demand. In this respect Swarbrooke (1994) remarks ironically that the tourism industry is now already exploiting its own heritage artefacts with rides in steam trains and on vintage steam liners.

Heritage is a product and as a product it is subject to the differences in validation and interpretation, and it changes over time in the way it is presented and appreciated by the public. At this very moment heritage - as nostalgia - is a very marketable
product. Such is neither good nor bad, it just indicates that there is a need for it, that there is a demand for a past to which people can relate themselves. Here we also enter into the more collective aspect of heritage, the realm of cultural identity.

3.2 Heritage and Cultural Identity

Heritage has also collective aspects, as expressions of a regional or national identity, or tribal pride, or of ethnicity, or can be used for political reasons. Cultural identity can be seen as a powerful counter-trend against the global cultural domination of the West and the cultural uniformity that comes with globalisation. Cultural identity represents the wish to protect the uniqueness of one's own culture, language and identity, and their attached value-systems, from outside influences. Obviously cultural and ethnic roots are becoming increasingly important, and to quote Naisbitt and Aburdene (1990; 120):

"The more homogeneous our lifestyles become, the more steadfastly we cling to deeper values, we all seek to preserve our identities, be they religious, cultural, national, linguistically, or racial, the more worlds grow more similar, we shall increasingly treasure the traditions that spring from within".

Museums and heritage sites are obviously very powerful tools in this respect. Not surprisingly the museum boom in the 19th century is related to the romantic idea of the nation state. The erection and subsequently filling of these buildings shaped the national identity. Museums are part of the invention of tradition, the great ambition of 19th century to provide a base for the nation state. That force is still in operation; new countries make new national museums. Recently the government of Catalonia has created such museums, to forge the Catalanian identity.

An essential part of the politics of identity are the myths and dreams which groups use - through ethnicity, religion, or the historical or contemporary boundaries of a state - to shape their certainties in an uncertain world by saying: we are better, or at least different from all the others.

It seems than within the European space the importance of the 19th century nation state is declining. The more Europe unites in economical and political terms, and the stronger Brussels gets, the more people will express the need to cling to a distinct identity they can still relate to. The Europe of the future will be a Europe of the regions rather than the states. The commitment of the population will concentrate on the region they feel related to. So Wales, Scotland, Catalonia, Brittany, and Nieder-Sachsen will provide the necessary focal point of identification instead of the United Kingdom, the Kingdom of Spain, the French Republic, or the Federal Republic of Germany. The more abstract the centre becomes the more the need to
identify with what is at hand. The revival of regional idioms, the renewed interest in regional and local history, folklore, etc. is an expression of this development. The enormous influx of museums in Europe over the last 20 years is not particularly in prestigious national institutions, but in modest developments on the local level. Bringing together a collection and building a museum, being proud of one’s own history and achievements, is the expression of trying to find a solid base for one’s identity in a world getting so complex, abstract, and obscure that it does not provide any longer the consolidation that is needed.

In this respect it is interesting to observe that whereas before World War II heritage was predominantly the domain of the political right, today the left shows more interest in the regions, the dialects and regional languages, the past, and nature. It is a move away from a political culture dominated by economics. In tourism, the regions try to build a distinct profile, based on a different atmosphere, different people, different culture, different language, different heritage, different food, and different customs. It is more than being competitive on a tough market; it is about their identity.

The task of heritage institutions is to present the universality of mankind. To present the myriad ways in which men and women have given meaning to their lives, how they have struggled and survived, their hopes and fears, in good times and bad times, in beauty and ugliness, their dreams, hopes, and fears. Heritage sites and museums are treasure boxes of values, they should present the systems of signification of past and strange cultures in such a way that it gives us understanding of our own time, our own life, and our own value systems. Heritage is at its best when it provides us a mirror to the past as well as a window to the future. The fact remains that heritage is a double-edged sword, which is as easily used as abused. We are all familiar with its use: the presentation of the relics of the past, for enjoyment, education, and research. But we are often less familiar with its abuse. Heritage professionals work in a wonderful world, but have also to be aware that they also work in a minefield of meanings.

3.3 Heritage and history

Heritage is not the same as history. Heritage is history processed through mythol-ogy, ideology, nationalism, local pride, romantic ideas, or just plain marketing into a commodity. The past is to most visitors not an aim in itself, but a starting point from which they depart on a discovery-tour. A journey that will tell them as much about the history as it will tell them about themselves. Provided they are prepared to listen and look carefully, and provided the story is communicated properly, giving the facts, but leaving at the same time space for imagination, wonder, and curiosity.
When we refer to heritage and history we are biased by the notion that there is some kind of objective historical truth. That there is somewhere a ‘historical reality’, which can be visited in museums and at historic sites. The physical remains of the past are out there, they are literally ‘objective’ but at the same time they are subject to our ‘subjective’ experience. This ‘historical reality’ is not an independent identity, it is subject to interpretation. The world becomes real in relationship with us, and in the world outside we project our hopes and fears, our dreams and expectations. Imagination and understanding of reality are always linked together. As John Barlow, text writer of “The Grateful Dead” once stated: “History is what you remember, and if you do not believe it is reviewed all the time, you have not paid enough attention to your own memory. When you remember something you do not remember the thing itself, you only remember the last time you remembered it.”

David Loewenthal wrote, The Past is a Foreign Country, and that is exactly the right expression. History is not fixed in time, but changing within the present. The past is merely our conception of it and does not have an unchanging identity of its own. “Objects have not a single past but an unbroken sequence of past times leading backward from the present moment. Moreover there is no ideal spot on the temporal continuum that inherently deserves emphasis.... In elevating or admiring one piece of the past we tend to ignore and devaluate others. One reality lives at the expense of countless others.” (Crew & Sims, 1991, p.160)

When you look around our historical presentations you will find many examples of this process. The Spanish will put more emphasis on the bad weather conditions when they present the defeat of their ‘Great Armada’, and the British on the determination of their commanders and their superior skills as sailors. A good example of this phenomenon too is the Airborne Museum near Arnhem, Holland, commemorating the ‘Battle of Arnhem’ in 1944 in which an allied task force was defeated by the German. It is full of heroics, of the glory of battle, everything of the kind you can imagine. But it does not touch upon the question why these soldiers were defeated and least of all about the lack of co-ordination among the allied chiefs of staff and the stupid quarrels of competence and dominance among them. When we look into the predominant representation of history in the west it is not difficult to show that it is less ‘objective’ than it is declared to be. There is enough material to show its bias. Notwithstanding our ‘objective views’, ‘historical evidence’, and any other kind of qualification we stick to our interpretations, there will always be someone to challenge these.

Another source of bias has little to do with people making decisions on what to portray, but is an outcome of the durability of material, ravages of time, wars, neglect, and the lack of conservation. The simple fact that not everything from history sur-
vives the historical process is a source of bias in the representation of it. Castles, palaces, and cathedrals have a longer span of life than the dwellings of ordinary people. The same applies for the content of these premises. But in museums the visitors only find fine period rooms giving an image of the life-style of the upper class of that era. No wonder people stroll around in exhibitions full of nostalgia; the evidence is in the museums, lives used to be so much better those days. The whole idea that the past is a better place to live in is induced by this bias in the representation of the past in museums and heritage centres.

Among a lot of the custodians of the past there is a growing awareness of this bias and there is a trend to preserve the ordinary and redress the balance. There is an increasing interest in social history in particular with collections from late 19th and early 20th century, which still can be traced. Also the interest in industrial archaeology is a good expression of this change in attitude. History, as the interpretation of the past, is - like any other phenomenon - subject to change, and even to fashion. The way historians in the past looked at history tells nowadays as much of them, the society they are lived in, as it tells us about history itself.

The same applies for heritage, which too easily is defined as the tangible remains of the historical process. But heritage “has a quite specific meaning which is not the same as conserved relict historical resources”. (Ashworth, 1992, p. 99). Ashworth argues rightly that heritage is the product of a process in which selection is central: “Heritage conservation is creation and not preservation of what already exists. The nature of the final product (as heritage) is not determined by the resource endowment, nor can it reflect any supposedly accurate factual record of the past”. (Ashworth, 1992, p. 97):

Heritage is interpreted in different ways in various periods such has however not altered the common view that objects reflect the truth. David Loewenthal (1985: 244) observed: “Although it is now evident that artefacts are as easily altered as chronicles, public faith in their veracity endures; a tangible relic seems ipso facto real”.

This process is most obvious in movies based on historical themes. King Arthur is presented as a knight in magnificently shining armour, which was unknown in his days. But as this is the image imposed on the audience in movies on television and in novels and comic books of knights, it has to be presented that way. Otherwise the image presented to the public would not be perceived as reliable. The picture Monty Python is painting in “King Arthur and The Holy Grail” of this era in history is probably much more accurate, but less popular.

Heritage can only exist by the virtue of interpretation. But that interpretation is - like the study of history itself - subject to fashion, taste, ideology, and last but not least personal preferences. This puts those professionally engaged in the art of inter-
pretation sometimes in a difficult position. They are the ones who have to navigate between the Scilla and Charybdis of “evidence” and “attractiveness”, the more so because nowadays there is an increasing emphasis in the heritage industry on income generating activities.

There is however one relief for the interpreters. If they do not provide the interpretation, the visitors will do so for themselves based on their own ideas, misconceptions and prejudice, and no matter how exciting the result may be, it will contain a lot more bias than our own educated guesses.

3.4 Heritage and authenticity

Authenticity is a modern Western concept, closely related to the impact of modernity. Modernity is characterised by breaking away from tradition and the past, into a realm where innovation and personal creativeness are favoured above walking the trodden path. In modernity discontinuity is both the expectation and the norm and such has uprooted western society. Westerners conceive their own cultural environment as inauthentic and they increasingly look for authenticity elsewhere. They either seek it in ‘unspoilt’ exotic destinations, the past (the heritage experience), in nature (looking for paradise) or in the ‘simple’ life as in rural tourism (Dann, 1996). Despite the emphasis in the literature on the ‘authentic experience’, any authentic experience is not necessarily a good experience. Field research among tourists on an adventure tour in Latin America revealed the contrary: the more authentic the experience the higher the amount of complaints from the tourists. For local transportation falling into disrepair, basic sanitary provisions when local food is ruining your intestines, and the confrontation with appalling poverty is, however authentic, not the pursuit they had in mind (Hermes, 1998). Rightly McKercher and Du Cross (2000) remark that ‘People want ‘authenticity’ but not necessarily reality’.

As most of the tourists are westerners, it is not surprising that the literature on authenticity and handicrafts is strongly dominated by western authors. The emphasis westerners put on creativity, originality and authenticity is not shared with all other cultures around the world. Some non-western languages do not even have a word for ‘copy’. In the Orient there is less emphasis on authenticity as it is currently used in modern western societies. In the Javanese language the term ‘son of’ is used to differentiate between a remake and an original and there is not necessarily less value attached to the copy as long as it is within the tradition of good craftsmanship. The importance of craftsmanship and its traditions is also emphasized on the island of Bali. In the vicinity of the village of Ubud are many workshops catering for sculptures which are for sale all over Bali. Cats with long necks, ‘African’ masks, Egyptian figurines, ‘Swiss’ dollhouses and characters from ‘Tintin’ provide a thriving business. Reason for critics to complain that these have nothing to do with
Balinese culture, that Bali has sold itself to tourism, and loses its identity. The Balinese have a different perception and they are not ashamed about these sculptures. Interviews with producers and sellers of these products reveal that the craft of woodcutting as such is what the Balinese are good at, and do for many centuries. Such an attitude makes clear that the act of sculpting is considered more essential for the cultural identity of the Balinese than the forms that are created in the act.

There may be a valid question here whether the concern for the authenticity of local crafts and traditions is predominantly felt among anthropologists and tourism experts. Authenticity has many different aspects of which the material authenticity is the most obvious. Material authenticity is expressed in aspects like the traditional materials for the production of the object, the genuine decorations used on the object, and of course most preferably signed by the maker as the ultimate authentication. There is also the conceptual, contextual, and functional authenticity (Ex and Lengkeek, 1996). These different aspects are not always mutually consistent. The conceptual authenticity refers to the original idea behind the object. The Egyptian stele, which is presented in a museum as Egyptian art, is conceptually however a funerary stone. Contextual authenticity is lost if altarpieces - designed to be looked at from a low position - are displayed in an art gallery on the same visual level as the observer. Functional authenticity is often lost in the act of preservation of the object. The functional steam train in its second life cycle as a visitor attraction ceases to be an authentic means of transportation and is reduced to a tourist ride.

Notwithstanding the emphasis in the literature on authenticity, most western tourists buying these objects are equally unconcerned with authenticity in the classical sense as a reflection of traditional culture. Tourists on the island of Bali are also quite happy to buy locally produced Madonna’s and carvings of Leonardo da Vinci’s ‘Last Supper’ at Hindu temples. Touched by the holiness of the visited places they purchase their own icons of holiness as an affirmation of the experience. In a way it can be seen as a reconfirmation (in a material purchase) of a meaningful experience. In neglecting traditional Balinese design the tourists follow in the footsteps of the Balinese themselves. As most of the ‘traditional’ Balinese temples are not that old, there are many carved relief’s on them in which the Gods have exchanged their chariots for what now looks like nice vintage cars.

Likewise, some tourism experts have commented negatively on the development of a new type of monsters at the Balinese New Year Festival. Traditionally effigies in the form of huge monsters are made in every village and neighborhood to drive out the evil spirits from the island. There is a traditional design for these monsters, but increasingly other images are used as well to frighten the spirits. We noticed enormous Hells Angels on motorbikes and tourists depicted as drunks with a beer bottle. Some view these as derivations of the original design, but one can also perceive...
them as proof of the vitality of the underlying belief system which uses new images of what locally is considered to be horror, to frighten off the evil spirits even more effectively. When indigenous dances, music, and ceremonies are performed in a staged setting it is suggested that they lose their original meaning and value for the cultures involved. But folklore in western countries shows that performance, enjoyment, and feeling of local pride can go hand in hand.

The tourists themselves are much less concerned with the subtleties of authenticity as described above, as long as there is a functional authenticity. Tourist consumption of the other culture is most of the time very superficial, even among the acknowledged cultural tourists. In his article *The ethnographer/tourist in Indonesia* Edward Brunner describes his experiences as a tour guide of a group of highly educated American tourists who were on an explicitly cultural tour in Indonesia, accompanied by academics to introduce them profoundly into the culture visited. While visiting Bali he as an anthropologist noticed that in a certain temple a ritual would be performed that only takes place once a year. The timing of such an *odalan* festival is unpredictable and it is a performance that the Balinese put up for themselves. He decides to go there with the group for a genuine authentic experience. I quote from his description what happens at the site:

“Shortly after noon, the festival started, and it was spectacular. Elderly Balinese women began dancing in a line around the temple courtyard. …Priest were sprinkling holy water, …, incense was burning, the gamelan playing,… it was all happening at once, an ethnographer’s paradise. At that point, just as the festival was beginning the tour director announced that we had to go back for lunch and that everyone should go back to the tour bus. I protested…. Stay, I said, to see this dazzling ceremony. ‘But we have seen it’, replied one tourist as the group followed the tour leader back to the air-conditioned bus.” (Bruner, 1995:233)

Obviously a balance is needed between the tourist, the experience of the culture visited and the host community. But we should not point primarily at the tourist as the source of all evil. If things do not work out properly in most cases the blame is due to the ‘laissez faire’ attitude of local and regional authorities. The lack of a clear policy and the greed of a few entrepreneurs are much more damaging than the influx of tourists. The tourist, the culture and the community are dependent upon each other. The tourist needs the living culture for the authentic experience but the maintenance of that resource, which depend on the spiritual and economical well-being of the local community.
4. HERITAGE AND SUSTAINABLE TOURISM

The concept of ‘sustainability’ - initially used in reference to the exploitation of our resources in the natural environment - is now also widely used in the cultural domain. Our cultural environment is as much under pressure as nature. Tourism is often seen as the major contributor to the increasing pollution of our cultural systems, and there are many sad examples to illustrate its often negative impact. However, apart from the booming of tourism, other factors contribute as a threat to the cultural heritage of mankind, like overpopulation, the uncontrolled introduction of modern technology, a non-critical ‘modernisation’ of societies, urbanisation, and rapid changes in the infrastructure of countries are a severe danger. In the last 50 years much of our common heritage has already disappeared. Cultural heritage is meant here in the broadest sense of the word. Every year approximately five languages are lost. Traditions, values, skills, oral history as well as monuments, sites and objects of artistic and historic value are under threat.

Sustainable cultural development has the same aims as sustainable development in the natural environment: to stop further disintegration. The aim is to provide the future generations to as many possibilities to make their own choices in regard to culture as we have had ourselves. Sustainable development is not an attempt to stop further developments and innovations in societies. The aim is not a kind of cultural conservatism, but controlled development with regard to the past and the possibilities of coming generations. Culture is, just like a language, a phenomenon constantly in development, a living identity. Culture, like society, is a dynamic pattern and when it changes into a static pattern it will cease to be a source of inspiration. When conservation of culture is turning into conservatism, the treatment will be worse than the disease. But if we do not care about the route of development a lot of our past will be lost forever.

4.1 Tourism and Sustainability

Tourism as an activity is not in itself intrinsically harmful. However, its very nature relies on cultural and physical environments as its main attractions. Tourism can take place in some of the most vulnerable environments such as small islands, coastal zones, mountain ranges and cultural or historic centres. However, this reliance on the environment, and the development that comes in its wake can cause tourism to sow the seeds of its own destruction:

- In the Pacific and the Caribbean there are countless examples of reef destruction through poor sewage disposal.
• Fragile mangrove swamps (the breeding ground for many marine and coastal zone species) are being drained and cleared for building and development.
• The people of the Himalayas thought that by keeping tourist hikers in simple, low profile village hostels they would avoid problems caused by the consumption of tourism. Unfortunately, they have not. Quite reasonable demand for cooked meals and hot showers by tourists meant that forests in trekking areas have been severely depleted, due to the increased demand for firewood.
• The steps of the Acropolis are worn out by the hundreds of thousands of visitors every year.
• The fragile balance of water and land at Angkor is threatened by the uncontrolled development of tourism infrastructure, which causes an imbalance in the environment that is a serious danger to the remains of this magnificent ancient city.

In order to minimise the impact of visitation we have to be aware that heritage has an intrinsic value, which outweighs its value as a tourism asset. Its enjoyment by future generations and its long-term survival must not be prejudiced by short-term considerations. Tourism should be recognised as a positive activity with the potential to benefit the community and the site and must not be allowed to damage the resource, prejudice its future enjoyment or bring unacceptable impacts. Hence tourism activities and developments should respect the scale, nature and character of the place in which they are situated. In any location, harmony must be sought between the needs of the visitor, the place and the host community. In a dynamic world some change is inevitable and change can often be beneficial. Adaptation to change however should not be at the expense of either of the actors involved. (Tourism and the Environment, Maintaining the Balance, ETB, 1991)

The International Committee for Monuments and Sites (ICOMOS) Charter on Cultural Tourism is developed in this spirit:

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.

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.

Principle 3
Conservation and tourism planning for heritage places should ensure that the visitor experience will be worthwhile, satisfying and enjoyable.
Principle 4
Host communities and indigenous peoples should be involved in planning for conservation and tourism.

Principle 5
Tourism and conservation activities should benefit the host community.

Principle 6
Tourism promotion programmes should protect and enhance natural and cultural heritage characteristics.

On the level of destinations codes of conduct can help promote beneficial relationships between host communities, visitors and businesses. They lay down a set of basic rules that apply for all parties involved. In general, codes of conduct have three aims:

• Creating a general framework for communication about environmental and sustainability issues.
• The promotion of good working relationships and consumer practices.
• Setting of standards that can also be used in promotional material.

UNEP makes a distinction between several types of codes of conduct:

Behaviour codes. These include advice for planning the trip as well as for issues arising on the trip. Planning advice encourages the tourist to learn as much as possible about the destination, and to patronise tourism business, which demonstrate a commitment to environmental conservation. If focussed on a particular destination behavioural codes encourages the tourist to respect local culture and traditions, to support the local economy by buying local goods and services, to contribute to local conservation efforts, to use energy and water efficiently, to dispose of waste properly, and use only designated roads.

Specialist activity codes. These codes are for specialised activities such as mountain biking, climbing, or white-water rafting and kayaking. The basic premise of such codes is “enjoy, but don’t destroy”. Such codes generally emphasise these points: avoid disturbing wildlife and damaging ecosystems; dispose of waste properly; respect the practices of the local community; and respect local legislation.

Site specific codes. These codes address tourist behaviour at a specific location, such as national parks and protected areas. Such codes often combine general guidelines with more specific localised ones: dispose of waste properly; protect the natural and cultural environment; use energy efficiently; pay a fair price for goods and services; do not give money, sweets, or other items to begging children.

Host communities codes. Codes of conduct for host communities address three major areas of interaction between host communities and tourism: the social and cultural norms of the host community; the economic development of the host community; and the protection and preservation of the local environment. These codes
are useful tools for focusing on issues of local communities, they inform tourists and tourism businesses about the concerns of the host communities. Such as there are: the role of the local population in tourism development; safeguarding local cultures and traditions; educating the local population on the importance of maintaining a balance between conservation and economic development; and providing quality tourist products and experiences.

Tourism industry codes. The tourism industry is the principal source of voluntary environmental codes. Government, tourism organisations, tourism industry associations, and non-governmental organisations focusing on tourism are the main producers of these codes.

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**Example of a behaviour code**

THE ARK ‘GOOD TRAVELLER’ CODE

- Be a considerate guest. Remember your resort is someone else’s home.
- Save precious natural resources. Try not to waste water, and switch off lights and air conditioning when you go out.
- Be kind to wildlife. Loud music, bonfires, litter and off road jeep driving can disturb or destroy animals, birds and plants.
- Be adventurous! Get out and meet the local people by walking or cycling and eating in local restaurants. You will get to know the country and people much better.
- Always ask before taking photographs or video recordings of people. Do not worry if you do not speak the language – just a smile and a gesture will be understood and appreciated.
- Support traditional local skills and businesses by buying authentic crafts made in the area…but do help safeguard nature by avoiding souvenirs made from ivory, fur, skins, coral or any other wildlife.

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**Example of a site specific code**

THE HIMALAYAN TOURIST CODE

- Limit deforestation, make no open fires (try to encourage use of kerosene for fires).
- Remove litter, burn or bury paper (carry out all non degradable litter).
- Keep local water clean and avoid using pollutants (e.g. detergents) bury or cover toilet wastes.
- Plants should be left to flourish in their natural environment.
- Help your guides and porters to follow conservation measures.
- When taking photographs, respect privacy, ask permission and use restraint.
- Respect Holy places (preserve what you have come to see, don’t touch).
- Giving to children encourages begging (formal donations are a way to help)
- You will be accepted and welcomed if you follow local customs.
- Respect for local etiquette earns you respect.
- Observe standard food and bed charges.
- Visitors who value local traditions encourage local pride and maintain local cultures.
4.2 Sustainability and quality control

When we look into tourism from the point of view of sustainable development, there are three key elements in mutual relationship: the heritage (quality of the resources), the community (quality of life), and the visitors (quality of the experience).

**Quality of the resources**
The quality of the resources deals with the historical remains, traditions, and objects entrusted upon us as custodians of heritage. It deals with the carrying capacity of our sites, towns and villages, with the integrity of our heritage and the preservation of values, buildings, skills and objects of historic and artistic significance. The quality of the resources depends on the way they can be used as an economic asset. Without a use for our heritage there would in most cases hardly be an incentive to invest in their preservation. The quality of the resources is also expressed in the way the heritage is revitalised or rehabilitated, if it is only done for the sake of tourism, it will cease to be a source of inspiration. In a sense there is too much at stake than to leave the decisions predominantly to the experts. Heritage is for most people not a value in itself, but an asset to be used. There is an increasing need for an integrated approach of the problems we have to face. Only in combining knowledge, resources and efforts we will be able to achieve something. We have to make sure it will be an active and a vital aspect, carried by the community. Quality of the resources is discussed in chapter 5 within the framework of the heritage management plan.

**Quality of life**
The quality of life deals with the host community; here we have to be concerned with the integration in society, the economic viability, and the social impact of the intended development. The quality of life should be improved by the development of cultural tourism. The local population should be able to gain economic benefit, both in terms of jobs and other earning capacities. This aspect is of vital importance in tourism development. In our opinion sustainable tourism can flourish best for both the host and the guest on a small scale, run by indigenous agents integrated in society. Local or national authorities may gain from the heritage resources, but if this is the main target cultural tourism will not be sustainable. When culture is only exploited as an asset, the very nature of culture will change and in the end fakes are presented as genuine expressions of the indigenous culture. Quality of life will be discussed in chapter 6, where we look specifically to stakeholders in the tourism development process.

**Quality of the experience**
The quality of the experience deals with the visitors. Visitors seek in cultural tourism primarily an experience. A visit should raise curiosity and stimulate the
imagination. And we should not forget that there is increasingly a significant demand for quality of the provided services. The quality of the experience cannot exist without the maintenance and improvement of the quality of the resources and the quality of life. If these two suffer from the implementation of development, the quality of the experience will suffer likewise. A deserted Venice is a ghost town and not a living historic monument. Quality of the experience is the topic of chapter 7 where we look into the visitors of heritage sites.

4.3 Sustainable tourism planning & development: the tourism chain

Tourism planning aims at offering a coherent and attractive tourism supply. Marketing aims in the first place at matching supply and demand. Planning and Development are often mentioned together. Planning is about making plans; development is about implementation of the plans. Here we will mainly focus on planning, since implementation is too dependent on local conditions and circumstances to give general guidelines.

Planning has three elements:
What? Is about the physical tourism infrastructure: accommodations, facilities and infrastructure needed for tourism development. It also includes the supply of products and services and the planning of the use of resources, e.g. the human resources.
When? Is about the time schedule, the sequence of the realization of the tourism supply and infrastructure.
Where? Once it is decided which products and services will be created and what has to be done in order to do so, the question is: where in the region will those products and services be offered and where does the tourism infrastructure have to be realized?

The tourism chain

A tourism product consists of several elements. All elements have to be accounted for when developing tourism. Once we start marketing a tourism product, we have to be sure that all the elements are ready for use. This makes tourism planning a rather complicated issue, due to the involvement and mutual dependence of many suppliers and stakeholders. It is important to introduce here the concept of the chain approach. The tourism product consists of many different elements. Every element depends on one or various stakeholders. Every element consists of various sub-elements. E.g. transport depends on public transport, the road network, traffic safety, availability of fuel, and car repair.

And all the elements need to be coordinated and integrated. From a consumer perspective however, the tourism product of a destination is conceived as a whole. If your luggage gets lost at the airport, or if you get a parking fine, your wallet gets
stolen or you get indigestion, it will negatively effect your holiday experience. The same accounts for an unfriendly attitude of the local population, a lack of skills of restaurant staff or a bad quality of drinking water, littering on the streets, a feeling of not being completely safe in the streets. You might not leave the destination completely satisfied, and you will most probably not come back. The chain approach aims at an integrated, coordinated effort to sustain the quality of the tourism product, based on the mutual dependency of suppliers. Especially in destinations where many small providers with a rather low level of professional skills and experience are responsible for a considerable part of the tourism product, quality definitely needs extra attention. Training and education of all the providers are a key to success here, but also raising awareness about the mutual dependency of providers. We will go into the aspects of the different components of tourism planning. Under each component some core items are mentioned.

MARKETS
• Existing / Potential Demand.
• Evaluation of demand and development (growth, stagnation, decline).
• Regional / National / International.
• Additional segmentation criteria.

Each activity attracts its own target group, which can either be an existing or a new target group for the area. It is also important to assess where the tourists come from. Additional segmentation criteria can be added.

ZONES SUITABLE FOR ACTIVITY
• Evaluation of quality existing zones/ areas for activity.
• Evaluation of impacts.
• Evaluation of carrying capacity of zones for activity.
• Zoning.

Because tourism to sensitive areas should be focused on the natural and cultural resources as the core of the tourism product, tourism planning is based on the activities, which are compatible with their conservation. The basis for a tourism planning and the development plan is therefore the zoning plan. Activities can only be allowed in those parts of the area where negative impacts are not likely to occur.

ATTRACTIONS, ACTIVITIES, FEATURES
• Which Unique Selling Points (USP) or elements of tourism potential are appealing to the target group?
• Which attractions, activities and features are appealing to the target group?
• Needs of target group for communication / interpretation / education / information.
Not all USP of the area will be equally appealing to all target groups. Some target groups have peculiar preferences. It should be considered carefully which additional attractions, activities and features could be of interest, in order to make the offer as interesting and appealing as possible. Although most attractions and/or activities are not the core reason for tourists to come to an area, it is important that a variety on offer. Attractions and activities are complementary products that will add to the total visitor experience and will increase the length of stay. Sometimes people do visit protected areas because of a special feature as for instance bird watchers. However each target group will have specific needs for communication and information: bird watchers and mountain bikers do not necessarily speak the same language, even if they are from the same country, and their needs for information are equally specific.

**Transportation**

- Specific transportation required for activity: concerning access to region and transport within region.
- Analysis of the existing infrastructure, facilities and services.
- Additional capacity to be created.
- Locations for new supply.

Activities may require additional facilities, services and infrastructure for transportation. Hikers starting their walk from a car park will eventually have to come back there to pick up their car. If no additional transportation facilities is available (e.g. public transport), only a limited number of tours can be made. People on a cycle tour probably want to take their own bike to the region and want to return to their point of departure once their tour has ended. Additional facilities and services in public transport definitely make a difference here.

**Accommodation**

- Specific needs.
- Location.
- Analyses of the existing supply.
- Additional capacity to be created.
- Existing buildings (sites, facilities, infrastructure) available.
- Locations for new supply.

Again, special needs for some target groups. The location where accommodation is established determines part of its attractiveness for tourists. Reservation systems play an important role, especially where supply is scarce. Cyclists and hikers will usually prefer overnight stays and flexibility in the reservation system. Accommodation needs to be available at regular intervals along trails and access for hikers and cyclists should be guaranteed, since there are mostly no alternatives with-
in reach. Adaptation of existing buildings has to be preferred for new accommoda-
tions.

FACILITIES AND SERVICES
• Tour & travel services/ guides, tour operators, travel agencies, information.
• Analysis of the existing facilities and services.
• Additional capacity to be created.
• Existing buildings (sites, facilities, infrastructure) available.
• Locations for new supply.

Especially outdoor activities are very specific in their needs for facilities and infor-
mation. Cyclists want bike repair & shops, detailed cycling maps, safe cycle park-
ing, shelter for bad weather along the trails.

TOURISM INFRASTRUCTURE & GENERAL INFRASTRUCTURE
• Specific needs for activity.
• Location.
• Analysis of the existing infrastructure.
• Additional capacity to be created.
• Locations for new infrastructure.

Tourism infrastructure is the underlying physical structure that is constructed
mainly for tourism purposes. General infrastructure is for general use, both tourism
use and local population use. Parking areas for cars and coaches near the entrance
of attractions will probably be constructed mainly for tourism purposes. A cable car
is definitely a part of the tourism infrastructure, a hiking trail also. Improvements
in the sewage system and purification systems for sewage are an example of gener-
al infrastructure, although tourism development could be the direct reason to con-
struct it.

COMMUNICATION, INFORMATION, INTERPRETATION
• Specific needs for activity.
• Location/ communication channels & media.
• Analysis of the existing information and communication structure.
• Additional capacity to be created.
• Locations for new infrastructure.

Although it is not included in the tourism hardware, these are probably amongst
the most important components of tourism planning and development. They
determine an important part of the tourist’s perception of the area and of the qual-
ity of the product. A clear policy has to be established concerning these items.
Tourists considering visiting the region will need proper information and a good
and personal communication access with the region, in order to make their decision. When they come to the area and during their stay, they need to be informed about the supply, how they can get there, which activities can be undertaken, which bad weather facilities there are etc. It is not only important that information is available, but it should also be accessible. It needs consideration to establish where, when and how information can be given.

**FOOD & BEVERAGE (RESTAURANTS, SHOPS)**
- Location.
- Analyses of the existing supply.
- Additional capacity to be created.
- Existing buildings (sites, facilities, infrastructure) available.
- Locations for new supply.

Special target groups may have special needs here. Cyclists and hikers might prefer special dishes in restaurants and lightweight food to take away. They will appreciate bad weather facilities, e.g. to dry their clothes and a safe place to store their bikes and luggage. They might need food and beverage in places where people travelling by car will never get. For new facilities priority has to be given to existing buildings.

**HUMAN RESOURCES AND TRAINING AND EDUCATION**
- Specific needs for activity.
- Analyses of the existing supply.
- Additional capacity to be created.

The quality of a tourism product depends mainly on the quality of the human resources. Entrepreneurs, providers of tourism information, service-providers, they all need to have an attitude of hospitality and professionalism. Especially in areas with little experience with tourism, education and training are critical success factors. Cyclists will need reliable information about distances, relief, and the quality of the trails. They will expect bike rent staff to be able to explain them how their bikes work. Culturally oriented visitors will need knowledgeable guides. The different job profiles will have to be described, for each job qualifications will have to be set and an estimation of the number of people needed. Based on an analysis of the existing supply on the labor market and the actual quality of service providers and staff, training and education programs will have to be set up.
5. QUALITY OF THE RESOURCES:
THE HERITAGE MANAGEMENT PLAN

In many places the planning, development, and management of heritage sites can be extremely difficult due to the variety of organisations involved in the process. In particular the management of urban historic sites can be very complex. There are many stakeholders involved, various local and national government, agencies that control a variety of urban functions such as public services, zoning, public improvements, utilities, demolitions and building permits, and land use. Involvement of all these stakeholders is a critical success factor of vital importance to succeed.

Among the biggest threats for cultural heritage is uncontrolled development without any planning and with inadequate supervision of developments. Engelhart (1999) mentions statistics collected by UNESCO and UNEP at 70 World Heritage Sites 35 cases of inadequate infrastructure development and 23 cases in which the site is under threat due to lack of respect. Not in all these cases tourism is the major factor of neglect, but in many cases tourism is a major contributor to uncontrolled development. In particular visual pollution is a major problem on many sites due to an inappropriate planning process, which insufficiently has taken into account the ‘Spirit of the Place’. Examples of such visual pollution are:

- Badly designed hotels and other tourist facilities who bear little or no relationship to the vernacular architecture and traditional building material or with the scale of the site, and which are consequently not integrated in the existing build environment.
- The use of big and ugly advertisements.
- Inadequate and badly integrated landscaping.
- Overpowering infrastructure, i.e. electrical wiring and telephone cables.
- The distortion of the view by new constructions.
- Low maintenance of buildings and landscape.
- The use of contrasting elements in street furniture.

5.1 Elements of a heritage site management plan

In order to make sure that the planning process is based on a sound foundation, the following overview is a guideline for basic planning requirements. Such plans should consider the proper level of visitor access and tourism at the site (ICO-MOS/WTO, Cultural Tourism:1993).
Boundary Survey and Description
The description of the listed site or reserve boundaries should be clear. Wherever possible an appropriate buffer zone should be also designated to help to protect the site. For planning purposes, the buffer should be treated as if it were part of the listed property even though the intensity of application of controls may be less.

Land Use Plan
A comprehensive land-use plan for the site should include any nearby settlements and the access corridor linking the site to the nearest urban centre, since it is crucial for the visitors’ overall experience. At urban sites, boundary lines and buffer zones should be drawn to protect historic streetscapes. In a rural setting, strong visual elements such as hills, tree lines, old roads and walls should be included within the boundaries. Both sides of any road, river or stream used as a borderline should be included if they are within the same country.

Conservation / Site Plan
At World Heritage Sites the conservation plan is crucial. While the official submission of a site management plan is the responsibility of the national government, the site’s administrator should actively participate in its preparation. The conservation plan delineates all pertinent conservation issues, analyses them and determines scientifically the limitations of the site. The plan also outlines the administrator’s concept of tourism at the site. Based on this plan, tourism professionals can assist and co-ordinate other planning elements.

A Utilities and Services Plan
Both conservation and tourism management depend on utilities and services such as electricity, sewers, water, telephones and fire- and police protection. Although
important, they should never jeopardise a site’s integrity. Establish requirements and limits to guarantee that the delivery of current and projected utilities does not damage the site.

**A Community Development Plan**
The quality of life for the residents within or adjacent to a site has a great impact on the quality of the visitors’ experience. Whether an urban neighbourhood or a rural village, what is good for the visitors must also be good for the residents. Make use of the government’s community-development staff of skilled professionals who are consulted when planning the delivery of medical services, sanitation, housing and schools. They are involved as well in agricultural support, development of cottage industries and family planning. Many countries have instituted job-training programs to prepare local residents to work in the tourism sector. Site managers and tourism planners therefore can be important partners in community development.

**A Tourism Plan**
Tourism officials should be consulted when preparing the conservation plan, but the tourism plan itself should be one of the last considerations of the planning process. Tourism planners must recognise the goals, physical limits and visitor opportunities inherent in all other aspects of the plan. It must address:

- Transportation to and from the site, as well as within the site.
- The full range of guest services as; food, toilet facilities.
- Site tours, training and licensing guides, provision of travel information and interpretation.
- Museum installations, visitor paths, information signs, and admission kiosks and sales outlets for film, postcards, stamps and souvenirs.

Co-ordinating of conservation- and tourism planning is vital for the development of heritage sites. All too often land-use plans have allowed the construction of unsightly multi-storey buildings, badly situated parking areas, or the forced relocation of long-time residents. Co-ordinating conservation and tourism planning can help eliminate the chances of such tragedies. When a country nominates a site to the World Heritage List, it must also mobilise the nation’s full resources to conserve, protect and present it. When site administrators, conservators, community leaders and tourism officials see themselves as part of a larger, comprehensive planning process, risks and waste can be avoided.

**5.2 Carrying capacity and limits of acceptable change**

The concept of Carrying Capacity is one of the cornerstones of sustainable tourism development of sensitive areas. It is based on the idea that sustainable tourism
development aims at optimizing positive benefits and minimizing negative impacts. A basic assumption is that all visitors cause impacts and that there is a direct relationship between the number of visitors and the size of the impact. It also assumes that impacts can be assessed, measured and attributed to visitors and can be distinguished from other factors like climate change, pollution, change of habitat, and plagues. And it assumes that a limit to visitor access can be calculated with some exactness and that respecting this limit will prevent unwanted and unplanned impacts to occur.

This limit is called the carrying capacity: the number of visitors that an area can receive during a given period (year, month, week, day), or the number of visitors present at the same time, without causing unwanted and unplanned impacts on the area’s resources, which would jeopardise sustainable development.

Respecting this capacity equals sustainable visitor use. The words “unwanted” and “unplanned” already indicate that setting limits, or objectives, is a matter of priority and a consequence of the overall objectives of a strategy and a management plan. Which means that these limits are site specific and are to a certain extend subjective. A change in priorities for conservation or management objectives has consequences for the carrying capacity. It is therefore impossible to develop a reliable quantitative methodology that would fit the characteristics of all kind of different sites and different management philosophies. There is no doubt about that vulnerable areas are highly sensitive to visitor impacts and that there is definitely a relationship between visitor numbers and size of impacts. This means that a sustainable tourism development strategy for vulnerable areas should include limits to growth for visitors and tourists in order to respect the carrying capacity of the resources.

However carrying capacity is, or should be, more than a solely defensive approach. The modern integrated approach of visitor management is based on a more proactive engagement and focuses not exclusively on avoiding negative impacts, but also on maximising the (net) benefits of visitors. Assessing carrying capacity not only prevents negative impacts; it also helps to realise positive impacts. Too many visitors or tourists in an area can also jeopardise quality standards. The area can loose its exclusivity, can loose the solitude that is related to a wilderness experience. It even can loose direct or indirect economic benefits, whereas these economic benefits for a protected area and surrounding communities were the very reason to engage in tourism. This means that we should not only consider maximum numbers of tourists, but also the optimal number. The optimal number of visitor’s aims not only at avoiding negative impacts, but also on maximising positive impacts. In this way tourists and visitors can enjoy wilderness, peace, and authenticity and have personal contacts with the host community, without crowding, parking problems and littering. Only if local people and stakeholders benefit economically and socially, tourism enhances the local quality of life. If the local economy is rural and small
scaled, few people will benefit from a big scale tourism development and it will be hard to guarantee local control over tourism development.

Fig. 5. Overcrowding at the Borobudur, carrying capacity is exceeded

In order to assess the physical capacity/management capacity the following information is needed, if possible reflected in detailed maps:

1. **Resources of the area vulnerable to visitor use/tourism development**
   - Inventory of red list and other unique endemic species, including data about their habitats, migration patterns.
   - Inventory of other vulnerable resources and areas of the site.

2. **Management goals and objectives (including visitor management)**
   - The management plan of the (protected) area and for the different zones (goals and objectives, conservation policy, policy on protection of species, habitats and eco-systems).
   - The zoning system.
   - The conservation goals monitoring system.

3. **Data about visitors/tourism, tourism development and impacts**
   - Detailed maps with all routes, facilities, accommodation and attractions for visitors/tourists.
   - Information about visitor numbers and characteristics, visitor flows, visitor patterns, activities, seasonality.
   - Data on visitor impacts related to the specific ecosystem and its zones and the activities undertaken by visitors, both general and site specific.
   - Methods, criteria and indicators for the monitoring and assessment of impacts.
Carrying capacity is probably one of the most discussed concepts in sustainable tourism development and visitor management of protected areas. This could be due to the abundance of academic literature and debate but there is however also an almost complete lack of practical methods and tools to make the concept operational in the field. The approach presented here will definitely not overcome this problem. Our aim has been, to present merely a qualitative management perspective. We focus on management decisions concerning the quality of the visit and the conservation of the quality of the environment. By posing the right questions, appropriate management actions can be determined. Only in those cases where calculations are possible, reliable and sensible, a quantitative method can be applied. We do not have the illusion that this approach will close the debate on carrying capacity: academics will have good reasons to criticise the lack of academic debate and probably the consistency of the method and its concepts and elements. Conservationists will not give up immediately their distrust against tourism development and will rightly stress the delicate balance between conservation and tourism development.

Carrying capacity will never be a completely satisfactory concept. But it is, and probably will remain for quite some time, the only concept that we have to make sound decisions about the number and kind of visitors that we want to attract to an area or region and the impacts that we will have to deal with. It is stated everywhere that tourism is a booming business. Also heritage based tourism and visits to heritage sites will probably keep on growing. That means that it will not be hard to trigger a (further) tourism development in areas that have sufficient tourism potential. But once tourism starts booming in an area, it will be very tempting for some stakeholders and probably even newcomers to forget about long term sustainable tourism development strategy and to develop a tourism infrastructure which neither meets sustainability criteria nor quality standards. The concept of carrying capacity enables us to set limits to growth according to sustainability criteria. Carrying capacity in our approach is not just seen as a tool for planning and development, but also for monitoring tourism development. It aims at detection and prevention of bottlenecks and (potential) conflicts. In the next paragraphs we will go deeper into the concept and into the different elements of which it consists.

**The carrying capacity as a system: an overview**

The carrying capacity of an area is a complicated concept, which includes several interrelated elements. Resources cannot be exploited in a sustainable way if carrying capacity is not respected. This means that again the sustainable use of resources form the core of our analysis. We will limit ourselves to those resources with a potential vulnerability to visitor impacts. We distinguish different elements of carrying capacity. Every element represents a tool, which has a specific use. Instead of presenting definitions, we mention for each element the goal that it aims to achieve.
The outcome of the estimation of the different “capacities” will hardly ever coincide, so how to interpret the outcome? Generally the lowest value should be considered the most appropriate one. As we discussed before, the different capacities are interrelated. If one of them is exceeded, the balance between the elements will already be distorted and the other elements will probably sooner or later get affected too. Capacity levels are influenced by two factors: the characteristics of the tourist and the characteristics of the destination area and its population. It is obvious that analysing the characteristics of existing and potential markets is a fundamental step for tourism potential assessment. The behaviour and attitude of tourists towards nature and local community and the characteristics of the resources of the host area have to form a synergy without exceeding the different capacities.

**The elements of carrying capacity: Social carrying capacity**

Social carrying capacity is concerned with the limits of local tolerance for tourism. It is obvious that this is a key element for tourism development. If local people do not support tourism development, it can never be sustainable. The following elements of social carrying capacity are important:

- the perception of tourism by the local community.
- the host-guest relationships.
- the compatibility of the different visitor groups.

As far as we know, there are no “ready to use” methods to assess the social carrying capacity. In communities without previous experience with tourism it is almost impossible to “predict” the social carrying capacity. This leads us to the conclusion that a sustainable tourism development strategy should base its concept of social carrying capacity on the judgement of the communities involved, bearing in mind the different points of view of the stakeholders within the community or area. Problems usually are based on different perceptions of tourism and on a lack of consensus about the benefits that each party involved expect.

Four stages can be discriminated in the attitude towards tourists, the so-called Irridex, the irritation index. The Irridex indicates that if a saturation point in a destination has been reached the cost of tourism starts to outweigh the benefits of tourism.

- Euphoria: visitors and investments are very welcome.
- Apathy: visitors are taken for granted.
- Irritation: a saturation point is reached, tourists are distrusted.
- Antagonism: irritation is shown openly, tourist is seen as the cause of the problem.
Site management can influence social carrying capacity by:
- Showing residents socio-economic significance of the development
- Identifying overall development goals and priorities with residents
- Promoting local attractions with resident endorsement
- Maintaining integrity and quality for local opportunities for recreation and relaxation
- Investing local capital, labour and entrepreneurial ability in tourism development
- Community participation in tourist events and activities
- Mitigating local growth problems before proceeding with any further increases in tourism activity.


The elements of carrying capacity: Economic Carrying capacity
Economic carrying capacity is to enable the local economy to sustain tourism development (feasibility). Here the carrying capacity refers to a minimum of tourists that should be attracted in order to make sure that the benefits expected from a tourism development could be guaranteed. On the other hand it is about the maximum number of tourists that a community/region is able to deal with, avoiding negative impacts to prevail over positive impacts. Again it is about the ability of a community/society to deal with change and to be able to control the impacts.

An important aspect of the integrated approach is that tourism development is being integrated in the economic structure and that it reinforces other sectors. Especially for traditional, rural areas, where the traditional activities without any doubt form part of the tourism potential, dominance of tourism over other sectors has to be considered as a threat for sustainable development. From an economic point of view an over-dependence on one sector is also unwanted. Moreover, quality tourism is based on certain exclusiveness. More tourists do not necessarily imply more benefits in the long run. There is a considerable overlap between social and economic aspects of carrying capacity. Economic structures and social structures are intertwined.

The elements of carrying capacity: Ecological carrying capacity
Ecological carrying capacity is usually based on evidence of damage to ecosystems, habitats, and species by visitors/tourists and other users. Of course the bottleneck here is, that data gathered through systematic monitoring of ecological values/indicators over a longer period of time need to be available. It is very hard to prove that some deterioration can be attributed to human actions. To determine which actions and activities cause the damage and to isolate the role of tourism impacts, it is even harder to prove that the number of tourists has been the cause and not their behaviour. Proper visitor management and influencing tourism behaviour are important.
factors that can raise the carrying capacity. Therefore the concept is closely related to the next element of carrying capacity.

THE ELEMENTS OF CARRYING CAPACITY: PHYSICAL/MANAGERIAL CARRYING CAPACITY

The physical capacity, the number of people that “fit” in the area, is only partially based on the natural and geographical conditions. The (tourism) infrastructure, the facilities like parking areas, routes and catering and the way the visitor management operates, all influence the physical capacity. The definition of physical carrying capacity is therefore the number of visitors that can be dealt with at the same time, or within a certain period of time.

Crowding is the main symptom of exceeding this capacity and it is predominantly determined by the capacity of infrastructure, facilities, services and available space. This means that the average time spent by visitors in the area is an important factor. The “weakest point” determines the capacity in the system. “Must sees” are often bottlenecks, a visitor centre can have a capacity of 200 visitors an hour, but if there is a crucial video show, which is beingshown three times per hour in a room with a capacity of 40 people, the capacity is reduced by a 40%. On top of that, waiting visitors can reduce the capacity even further by limiting access to other rooms. The efficiency and effectiveness of the way the physical capacity is being managed determines management capacity.

If a parking area has a capacity of a thousand vehicles, but the entrance system where the parking fee has to be paid is not operated in an efficient way, unnecessary crowding occurs and a part of the capacity remains unused. If there is not a good system that indicates the drivers where they can find an empty space, people start moving around in circles, causing annoyance and more delays. A proper management of the parking area can raise the capacity and enhance the quality of the visitor experience. Flexibility is one of the keywords here: a parking place for a coach could also be used as parking for six cars. 40 persons an hour could use a public toilet. Once the toilet gets dirty, this reduces the capacity considerably. People will try to find other, and probably less appropriate ways to fulfil their urgent needs, which eventually leads to deterioration of the site.

Fluctuating quantities of visitor’s move from one area to another, moving at a certain speed, often following set courses. They demonstrate often fixed patterns of behaviour, which can be guided and controlled up to a certain point. Managing visitor flows is based on monitoring these behavioural patterns. As long as visitor numbers do not exceed the quantities set by the infrastructure, facilities and services and visitors respect the routes and activities designed for them, no problems will occur. Close monitoring of the visitor flows will detect the places where stagnation and crowding occur and/or where unplanned negative impacts occur. Here interventions are needed, which can take the form of technical solutions, trying to offer alternative routes or offering information, which convinces people to choose other routes or activities, or maybe just change their time schedule. The evaluation of the
role of visitors of protected areas and the impacts of visitor flows has been chang-
ing over time. Today people are being encouraged to visit protected areas, in order
to raise more public support for their conservation. This means that some visitor
impacts are being tolerated for “the good cause”.

**The Elements of Carrying Capacity: Psychological Carrying Capacity**

Psychological carrying capacity refers to the maximum number of visitors that an
area can deal with within a certain period of time, without causing negative impacts
on the quality of the experience for the visitor. Sometimes there will also be a min-
imum level, if a place where we expect other people to be present is completely
empty, like a hotel or a restaurant, we can start feeling uncomfortable. We start ask-
ing ourselves, if we made the right choice. Even a hard core wilderness tourist will
experience loneliness if he does not meet any fellow travellers during a long trip.
The psychological carrying capacity of course is hard to calculate or even estimate,
since it focuses on the quality of individual experiences. It is closely linked to the
overall experience of the individual, and even to his state of mind. Different target
groups have different perceptions about crowding. Wilderness lovers looking for
temporal solitude will already be bothered by the presence of one other person. But
even these people might like to discuss their experiences in the evening with fellow
travelers over a meal and a beer near the campfire.

If a dedicated bird watcher comes to an area with his or her partner, who is not
interested in birds at all, he or she will probably have different preferences and
expectations. And if little children join them, a search for playmates and peers
becomes part of the holiday experience.

Of course there are target groups that are perfectly compatible and others that are
highly conflictive. Examples of potential conflicts are between fishing and boating
and hiking and biking. Within a target group people can show different behaviour.
Mountain bikers, who stick to the code of conduct and are respectful to other user
groups, will cause less annoyance then groups that do not.

Obviously carrying capacity is not the same in all circumstances. It also depends on
the setting of the tourist activity. The appreciation for museums and galleries is
diminishing more gradually when there are more other visitors than is the case in
wilderness hiking. While in concerts and theatres, being there alone in the audience
is an eerie experience.

The concept of psychological carrying capacity is important to guarantee the qual-
ity of the tourism experiences for different target groups. It is obvious that a quan-
titative approach will not be very successful. We therefore opt for a more qualita-
tive approach, centred on the concepts of quality of the experience, crowding and
other annoyances.
Some critical general considerations concerning carrying capacity

This paragraph is not meant to criticise the concept of carrying capacity, it just wants to avoid unrealistic expectations. The main problems within the concept are:

- There is general agreement on the notion that visitor impacts are not the only cause of deterioration of natural and cultural heritage and of social and economic problems of regions.
- Deterioration of resources can seldom be attributed with exactness to tourism or visitor use.
- Deterioration not only depends on the number of tourists, but also on the kind of tourists and their behaviour. The average visitor does not exist. Different user groups have different impacts and within each group some people are more respective than others.
- User behaviour is subject to change. Impacts of “new” behaviour cannot be assessed on beforehand.
- Every area has unique characteristics and vulnerabilities, no single method can deal with this completely.
• Limits of acceptability of impacts are due to management considerations and cannot be assessed with 100% objectivity.
• There are no universal formulas to calculate carrying capacity, several elements cannot be calculated at all.
• Some impacts are seasonal, depend on weather conditions or other accidental factors.
• Several impacts are hard to detect and to measure. Some can only be detected when the damage has already been done.
• A crucial contradiction in the concept is that it aims at assessing and controlling impacts beforehand, to predict impacts. The very nature of impacts is that they are a consequence of already existing behaviour and facilities.
• Many impacts can be avoided/ reduced by proper management.

Of course these problems exist for quite some time. As a consequence new concepts, like Limits of Acceptable Change (LAC), Visitor Impact Management (VIM) and others emerged. Nevertheless, the basic idea remained unchanged, and the application and implementation of the concept of LAC’s in the field have been shown to be difficult and tedious work.

Mill and Morrison (1998, *The Tourism System*) divide LAC’s into nine steps:
• *Identify area issues and concerns:* Ask local residents and visitors to indicate the types of activities and acceptable levels of development.
• *Define and describe tourist activity opportunity classes:* Determine acceptable and unacceptable developments for specific areas or zones.
• *Select indicators of resource change:* Select indicators of change in biological, social, and other resource areas.
• *Inventory existing conditions:* Find out the existing conditions using the indicators for each type of resource in specific areas or zones.
• *Specify standards for resources and social conditions:* Determine tolerable limits of change for each indicator and each resource.
• *Identify alternative opportunity class allocations reflecting area issues and concerns and existing resource and social conditions:* Review and perhaps revise acceptable or unacceptable developments for specific areas based on information collected for various indicators.
• *Identify actions needed for each alternative:* Identify alternative actions for each area or zone to keep them within the LAC.
• *Evaluate and select a preferred alternative:* Assess and choose a preferred set of actions for each area or zone by conferring with local residents and visitors.
• *Implement the preferred alternative and monitor conditions:* Institute the preferred alternative and monitor to ensure that the LAC standards are not exceeded.
An example: “LAC Applied in the Severn Gorge”

Though useful progress was being made under the headings of the key policy areas, Access, Interpretation and education, it became clear that the ‘thread’ of LAC through the work was not developing as we anticipated. After a series of discussions and draft reports it became obvious to the Trust that the approach followed by the consultant team would not derive a carrying capacity for the countryside in question. The final report was accepted on the basis that they could do no more than outline a process, a set of issues and a list of actions that would enable the Trust itself to take LAC forward. This process closely followed the stages outlined in Sideway, 1994. In accepting the report the Trust realised that it had much to consider if it chose to continue what was being loosely termed “LAC”.

However, there was a strong sense that the apparent complexity, time and resource requirements associated with the particular LAC process development were unnecessarily demanding for the Trust given its relatively small size and resources. The implementation seemed to be that to pursue LAC in any substantial way would basically stall most of the Trust’s other management and development work.


5.3 Zoning

Although zoning is a common phenomenon in protected areas and in visitor management, zoning as a component of a sustainable tourism development strategy is more encompassing. The objective of tourism zoning is to define which activities, infrastructure, accommodation and facilities could be located in the area or the region within the framework of sustainable tourism development.

The focus of zoning is not only the protected area, but also the whole region. We have a responsibility for an overall sustainable development, which means that we will also have to safeguard vulnerable elements outside the area boundaries. Tourism is considered as a tool for development, which means that zoning also, has a role in meeting the strategic goals. Zoning is not just restrictive, but also a tool for sustainable development. Tourism zoning includes more elements than visitor management, but also accommodation, tourism infrastructure and commercial activities, which usually can not be found within the boundaries of the designated area.

Zoning has to provide a spatial framework to avoid the negative impacts in the core of the protected area, as well in its periphery. These impacts can be:

- Disintegration of the environment as a result of excessive development and intensified use.
- Pollution of surface water, air and problems with waste control.
- Visual pollution through uncontrolled development.
• Traffic congestion and congestion of pedestrian areas.
• Insufficient capacity of facilities and services, as water, electricity supply, toilets, catering.
• Changes in the traditional land use, diminishing of open space, inhabitants who leave the cities and their expensive houses and land sell to speculative trade, loss of cohesion in the community.
• Damage to archaeological and historical sites due to over exploitation.
• Tension between the community and visitors about the overuse of public facilities.
• Social problems as crime, vandalism, and prostitution.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Tourism Potential</th>
<th>High Vulnerability (Low Carrying Capacity)</th>
<th>Low Vulnerability (High Carrying Capacity)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High</strong></td>
<td>Low Impact Activities</td>
<td>Tourism Development Zone</td>
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<td></td>
<td></td>
<td>Observation Facilities</td>
<td></td>
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<td></td>
<td></td>
<td>(Accomodation, Food &amp; Beverage, Tourism</td>
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<td></td>
<td></td>
<td>Infrastructure, Facilities, Activities)</td>
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<tr>
<td><strong>Low</strong></td>
<td>Zero Development Zone</td>
<td>Intensive Development Zone</td>
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<td>(Car parks), Sport Facilities, Theme</td>
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<td>Parks, Events, Shopping Centers, General</td>
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<td></td>
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<td>Infrastructure)</td>
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</tr>
</tbody>
</table>

The scheme shows how the different basic activities and components of tourism planning that should be planned in an area. Obviously the scheme could be more detailed: different degrees of Tourism Potential and Vulnerability could be included. Geographical Information Systems (GIS) can be successfully applied for establishing different zones for different functions, for it can provide different layers of information over the actual map of the area that can be visualized in many different ways to facilitate the decision making process.

Input for zoning consists of:
• Assessment of ecological, economic and social carrying capacity.
• Assessment of the actual impacts of tourism- and recreation.
• Existing zoning plan of protected area.
• Data on activities for which the area has sufficient potential and capacity.
• Data on trends in tourism demand and activities.
Example of zoning in an archaeological setting at Borobudur National Archaeological Park, Indonesia

Borobudur, a large late eighth century Buddhist monument, is one of the most impressive and important archaeological sites in South-East Asia. Major reconstruction works were undertaken from the early 1970s to the early 1980s by the Indonesian government with UNESCO and other international assistance to stop the water-related damage that was deteriorating the monument and, through provision of a suitable drainage system, preserve the monument indefinitely. Park plans were formulated for Borobudur and Prambanan, another important monument in the area, within the framework of regional tourism plans for all of Java. Much consideration was given to the importance of the monument in tourism and educational process, their impact on the local communities, and the need for continuing research and preservation of other archaeological sites in the area. Maximum visitor capacities were determined for peak daily and hourly periods, and the types of domestic and foreign visitors determined. Visitor facility needs were calculated based on the projected park usage and the conservation facilities required. The land use planning approach was that of establishing zones for various types and intensities of land use around the monument. Five zones were established:

**Zone 1.** The area for protection of the immediate environment of the monument with no development allowed except for landscaping.

**Zone 2.** The area for the development of facilities for visitor use, park operation and archaeological conservation activities.

**Zone 3.** The area, including the access road and smaller monuments, within land uses are strictly controlled to be compatible with the park concept.

**Zone 4.** The area for maintenance of the historical scenery.

**Zone 5.** The area for undertaking archaeological surveys and protection of unexcavated archaeological sites.

An important component of the implementation program involved the relocation of some residents further away from the monument in order to implement the zoning plan.


### 5.4 GIS application, land-use planning for visitation

A major goal of land-use planning is to create an optimal spatial structure of land use activities and the interactions between them. To create such a structure, it is necessary to determine the suitability of land for various uses and to make sure that land found most suitable for a specific use is also earmarked for that use. The latter is done through zoning. We have therefore to do with two types of land-use plan-
ning: land suitability analysis and land-use zoning. The end result of the suitability analysis is a number of land use allocations. These allocations form the basis of zoning. It is however up to the decision-makers, who are taking numerous non-spatial factors into account, to decide in what respect an allocation has to be translated into a zone.

Proper zoning for visitation must be based on the suitability of land for that purpose. Suitability is determined according to a set of factors and constraints, such as slope, soils, and flooding. A distinction must be made between zoning on a macro level and that on a micro level. On a macro level, visitation is competing with other activities for land. In a regional planning study, it is only one of a number of main activities for which land is allocated. Often many factors are involved. We can call this multi-use multi-factor allocation. However, a single use can also be considered. Here we have to do with single-use multi-factor allocation. In our case, the focus is then on recreation only. The distinction between multi-use and single-use is narrow. Often a number of land use categories are considered in one land suitability analysis. The end result might then be a series of single-use suitability maps or one multi-use suitability map, where conflicts resulting from overlaps have been solved by a choice heuristic.

On a micro level, an area that has been selected for visitation is subjected to further analysis to determine suitable locations for the different activities that occur in it. Here we also have to do with multi-use multi-factor allocation. Possible uses are, for example, campgrounds, picnic areas, and paths and trails. However, single use can also be considered at this level, for example by determining the suitability of land in a recreation area for campgrounds. On a micro level, one can also undertake single-use single-factor allocation, for example by determining the suitability of land for campgrounds based on one factor, namely soil.

A pioneer in the field of land suitability analysis was Ian McHarg, a landscape architect and urban planner. In his famous book *Design with Nature*, he explained suitability analysis as follows: “In essence, the method consists of identifying the area of concern as consisting of certain processes, in land, water, and air – which represent values. These can be ranked – the most valuable land and the least, the most valuable water resources and the least, the most and least productive agricultural land, the richest wildlife habitats and those without specific value. As well as in the areas with great and little scenic beauty, historic buildings and their absence and so on.” (McHarg 1969: 34)

To determine land suitability, an overlay procedure consisting of different steps has to be followed. We take the single-use multi-factor allocation:
Step 1: map factors by class
Various maps are created, one for each factor:
• Soil map, showing different types of soils (sand, silt, and clay).
• Slope map, showing different slope classes (0-2%, 2-5%, 5+%).
• Flood plain map, showing areas inside or outside the flood line.

Step 2: rate each class of each factor for each land use
To determine suitability for the specific use, a scale is created from low suitability to high suitability. The following example is given:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Factor class</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soil</td>
<td>Sand</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Silt</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Clay</td>
<td>3</td>
</tr>
<tr>
<td>Slope</td>
<td>5+%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2-5%</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>0-2%</td>
<td>3</td>
</tr>
<tr>
<td>Flood plain</td>
<td>inside</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Outside</td>
<td>3</td>
</tr>
</tbody>
</table>

In the above table, one can see that a clay soil indicates more suitability and a sandy soil less suitability, how steeper the slope, the lower the suitability, and flood plains are considered as less suitable.

Step 3: map ratings for each factor
In this step, single factor land suitability maps are created; in our example, three maps: a soil factor map, a slope factor map, and flood plan factor map.

Step 4: weighting of factors
Factors are weighted according to their importance.

Step 5: overlay single factor suitability maps to obtain composite maps
In this step, an overall suitability map is created. In this map, the zones with the lowest numbers are least suited for the specific land use, whereas the zones with the highest number are best suited for that land use. We can show the procedure by means of the following diagram.
We shall first pay attention to some studies that have been implemented on a macro level.

**Levels of analysis**

**Macro level analysis**

Ian McHarg (1969: P. 103-115) proposes in his land use study of Staten Island, New York, a zoning system for passive and active recreation based on sieve maps, a technique that can easily be implemented with geographic information systems (GIS) using polygon overlays. He developed a matrix of ecological factors and a five-point scale, where for each factor the ranking criterion, scale ends and direction of scale are indicated. A good example is air pollution. Its ranking criterion is incidence, and the applicable scale runs from maximum to minimum. For air pollution, the first rank is highest, and the last rank is lowest, with the latter as the most preferred. McHarg (1969: P. 110) lists the following factors for passive recreation:
• Unique physiographic features.
• Scenic water features.
• Features of historic value.
• High-quality forests.
• High-quality marshes.
• Scenic land features.
• Scenic cultural features.
• Unique geologic features.
• Scarce ecological associations.
• Water-associated wildlife habitats.
• Field and forest wildlife habitats.

Provision is made of weighing the factors chosen. The end result is a map of passive recreation suitability, where high values indicate high suitability.

Accessibility can play a role in the distinction between suitability for various types of recreation. In a study on the Allegheny Plateau, McHarg (1969: P. 142) maintains that accessibility determines areas for wilderness as opposed to areas for short-term, intensive recreation. Accessibility can be measured by drive time isochrones for major origins. It is also possible to obtain a measure for overall accessibility of recreation areas.

In the latter study, McHarg does not optimize for single use, but for multiple compatible land uses. He developed a matrix, where each land use is tested against all other land uses to determine the degree of incompatibility between them (McHarg 1969: P. 144). The result of the incompatibility analysis is a map showing clusters of compatible land use combinations, for example prime urban – commercial forestry – recreation.

MICRO LEVEL ANALYSIS
A very refined method for the zoning of recreation areas is Visitor Experience and Resource Protection (VERP), developed by the United States National Park Service (NPS). It can be seen as a good example of zoning on a micro level. The VERP method is based on the LAC process (limits of acceptable change).

If this process is followed, visitor experience opportunities and resource conditions are determined first, and then it is determined how unrestricted access can be accommodated. Unrestricted access is seen as a valid goal, but the goals of visitor experience diversity and resource protection are equally valid. The VERP framework contains nine stages, of which the following are relevant to the zoning process:
• Identify planning constraints.
• Analyze recreation resources and existing visitor use including resource concerns and sensitivity.
• Determine potential management zones.
• Allocate potential zones to specific locations.

Planning constraints are based on decisions and agreements that set certain limits to what could be considered during a planning process. Examples are agreements for joint management of resources and fishing rights.

ANALYSIS OF RECREATION RESOURCES

An experiential resource analysis is undertaken to get an understanding of the delimited recreation area as a system of physically definable and experientially different spaces (United States Government 1997: P. 33). This involves a typical process of polygon overlaying of various data layers. Polygon borders are, for example, based on vegetation type, landform and cultural areas, and with these specific landscape units are defined. Next, the experiential qualities of each unit are described with reference to the natural and cultural resources contained in the landscape unit. Some units may have similar kinds of experience opportunities. These are then combined into resource experience opportunity areas. Then, for each opportunity area a number of selected attributes are analysed. Rating scales of unique – abundant and very low – very high are used. Examples of attributes are relative availability of resources in and outside a recreation area, the ability of the resource to withstand use, and the potential interest of the resource to visitors.
Fig. 8. Resource experience opportunity areas of Arches N.P. (source: U.S. Government 1997: P. 36)
ANALYSIS OF EXISTING VISITOR USE

The purpose of the existing use analysis is to get an understanding of the existing visitor experience opportunities in the recreation area. This is done by documenting visitor flows and behaviour, determining visitor concentrations, and existing facilities and infrastructure. A major task is to understand the motives for visitor behaviour.

ANALYSIS OF RESOURCE CONCERNS AND SENSITIVITY

Another type of analysis that is undertaken before the next stage is the resource concerns and sensitivity analysis. The purpose of this analysis is “to identify the primary resource concerns and resources that are sensitive to human use or environmental change”. (U.S. Government 1997: P. 40). The analysis will result in one or more maps indicating the resource sensitivity of areas to human activity. First, sensitive resources are mapped. Then, these maps are overlaid to create a synthesis map. Higher weights can be allocated to more sensitive resources. Examples of such resources are archaeological sites, wetlands, and habitats of endangered species.

DETERMINATION OF POTENTIAL MANAGEMENT ZONES

In the next stage we move from description to prescription. The aim is to plan for a diversity of experiences and to allocate land accordingly. A range of potential visitor experiences is determined and resource conditions are accommodated, both through the creation of potential management zones (United States Government 1997: P. 43). Each potential zone is determined by resource and social conditions and by types and levels of visitor use, park development and management activity. A matrix is developed consisting of two axes, one listing the potential zones and the other the key factors or descriptors of the potential quality of the zones. There are three categories of main descriptors:

- Social descriptors (related to the effects of visitors on other visitors).
- Resource descriptors (physical and cultural related to the experience).
- Managerial descriptors (aspects of visitor experience controlled by management).

Examples of potential management zones are biking, pedestrian and motorised sightseeing.

ALLOCATION OF POTENTIAL MANAGEMENT ZONES TO SPECIFIC LOCATIONS

The potential management zones are allocated to specific locations. Here the decisions are made about what activities must be included in different parts of a recreation area such as a national park. These decisions are based on a synthesis of information that has been obtained in the previous stages: desires and concerns of the visitors, planning constraints, potential and limitations of park resources, and range of potential visitor experiences and resource conditions. Certain land use patterns will emerge, which are examined before the final allocation of management zones.
Various professions possess specific expertise to determine suitability of land for recreation. A good example is that of the soil scientist. Soil is an important factor in outdoor recreation. The type of soil dictates in a large measure type and location of recreational activities (Montgomery & Edminster 1966: P. 104). Many soils have moderate to severe limitations regarding recreation. For example, soils subject to flooding have severe limitations for use of sites for camps or picnic areas. Such soils might be more suitable for use as nature study areas or hiking (Montgomery & Edminster 1966: P. 105). Soils with steep slopes are not suitable for many recreational activities, but could, on the other hand, be used as ski slopes. Montgomery & Edminster (1966: P. 108-110) developed a rating system involving three classes of soil limitation: none to slight, moderate and severe. Based on this classification, they could indicate soil limitations for camp areas, buildings, play areas, paths and trails, and picnic areas. A number of criteria are used here. For example, for paths and trails the following criteria were used: wetness, flooding, slope, surface texture, and surface stoniness or rockiness. Next, soil types are grouped in soil limitation classes for different recreational uses. The result is a number of suitability maps, one for each use. For example, well drained, level and gently sloping soils are considered to have none to slight limitations for camp areas. These characteristics are associated with fine sandy loam soils.
Fig. 9. Management zones of Arches National Park (source: United States Government 1997:P. 53)
LAND SUITABILITY ANALYSIS WITH GIS

It has already been mentioned that GIS is a valuable instrument in creating land suitability maps. Especially the raster GIS model is used for this purpose. We will give an example of a GIS based land suitability analysis using MapCalc, designed by Joseph K. Berry, a well-known GIS scientist. This example is a single-use multi-factor micro level analysis of campground suitability, in which the following steps are taken:

CREATION OF BASE MAPS

The following base maps are created: elevation map, water map, roads map, and slope map.

![Example of base map: slope map](source: Joseph K. Berry)

CREATION OF DERIVED MAPS

The following maps are derived from the base maps:
- Slope map (0 to 65% slope).
- Road proximity map (0 to 10,7 cells away from road).
- Water proximity map (0 to 10,1 cells away from water).
- Water exposure map (from 0 (not seen) to 121 (water cells seen)), and
- Aspect map.
CREATION OF PREFERENCE MAPS
The following maps are interpretations of the derived maps:
• Slope map (with suitability scale from 1 (worst) to 9 (excellent)); gently sloped areas are rated the best.
• Road proximity map (with suitability scale from 1 (worst) to 9 (excellent)); areas close to road are rated the best.
• Water proximity map (with suitability scale from 1 (worst) to 9 (excellent)); areas close to water are rated the best.
• Water exposure map (with suitability scale from 1 (worst) to 9 (excellent)); areas seeing a lot of water are rated the best.
• Aspect map (with suitability scale from 1 (worst) to 9 (excellent)); westerly oriented areas are rated the best.

CREATION OF OVERALL PREFERENCE MAP
This map is generated through calculating the average of the individual preference maps. Areas with higher average suitability are the best areas overall.
CREATION OF CONSTRAINT MAPS
These maps are created by a classification into two classes: suitable or not suitable:
• Water constraint map (areas too close to water are not available for locating a campground).
• Slope constraint map (steep areas (with slope greater than 50%) are not available for locating a campground).

CREATION OF OVERALL CONSTRAINT MAP
Here the individual constraint maps are multiplied. Only areas that are available on both maps (1x1) are identified as suitable overall.

CREATION OF CAMPGROUND POTENTIAL MAP
The overall constraint map is multiplied through the overall preference map. The result is a map with a 0 indicating unavailable areas and higher values indicating various degrees of suitability.
CONCLUSION

From the above campground suitability analysis it can be concluded that GIS is not only a very useful instrument regarding the multitude of calculations that must be done, but that it offers also the opportunity to show intermediate and final results of different scenarios with clear and visually attractive maps. Especially in a situation where stakeholders have different opinions on recreation zoning, GIS can therefore play an important role in facilitating collaborative decision-making. However, the VERP example shows us that in the process to create land use zones in a rational and transparent way, different types of analysis are undertaken. GIS is only one of the tools in the toolbox of land suitability analysis and zoning.

5.5 Monitoring

Any tourism development plan and any development project need careful monitoring. Monitoring is the key to the recognition of problems before they become so overwhelming that they become out of control. In general a monitoring system is designed to evaluate the policy, the development of plans, and the specific programmes in order to give feedback on the objectives to be reached. Monitoring has to follow the impact within the defined parameters on the economical situation, the environment, and the social-cultural situation in the community in a structured and formalised way. The result is to be analysed and reported. This database allows the management to monitor the developments over a period of time and to decide upon changes in policy. On the local level interviews with local people can result in deeper understanding of their attitudes towards tourists, and visitor surveys can provide relevant information on their perception and expectations of the site/region as a heritage destination.

With occurrence of saturation, the quality of the product is threatened, there will be a decline of visitor numbers or a type of visitors is attracted with increasing negative effects on environment, population and resources.

No matter how well planning may be applied and how careful the development
may have been carried out, there is always the danger of being the victim of your own success. Easily the point can be reached where the capacities of either the environment, or the community at large, or the resources we care for are at stake. Monitoring is meant to avoid damaging any of these elements with an early warning system that indicates that certain set limits have been exceeded. This is based upon a feedback mechanism in which the objectives and the interventions to achieve the set aims are monitored with performance indicators, which after evaluation provide feedback upon the objectives (e.g. set too high) and the management interventions (e.g. too soft, contra productive, etc.). Monitoring furthermore helps us to improve our understanding the complex systems we are working with and enables us to address unanticipated consequences and inadequate management measures. In measuring the performance of the organisation it is a basis for benchmarking.

In order to properly establish a model for monitoring the impacts of visitors on a site the following elements have to be taken into account:
1. Review and summarise what is known about the current situation of the site.
2. Review the management objectives and make sure they define clearly the type of experience to be provided and the type of situation to preserve.
3. Identify measurable indicators, which the management objectives have to meet.
4. Determine standards for each of these indicators.
5. Undertake the research based upon these indicators.

![Fig. 16. The sequence of monitoring](image-url)
6. Evaluate the found data.
7. Determine causes of discrepancies.
8. Identify alternative management options.

The following overview provides possible indicators and management en policy measures that can be useful in setting up a monitoring system:

<table>
<thead>
<tr>
<th>Indicators of tourism condition</th>
<th>Indicator types</th>
<th>Measures</th>
<th>Possible indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical</td>
<td>Infrastructure, transport</td>
<td>Crowding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Superstructure</td>
<td>Danger</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Land/space</td>
<td>Supply</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economic</td>
<td>Capital market</td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td>Operation costs</td>
<td>Other sector competition</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Opportunity costs</td>
<td>Tourism competition</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Labour</td>
<td>Labour shortage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inflation</td>
<td>Rampant inflation</td>
<td></td>
</tr>
<tr>
<td>Ecological</td>
<td>Process changes</td>
<td>Irrevocable change</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fire risk</td>
<td>Disaster expectation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pollution levels</td>
<td>Threatened uniqueness</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Erosion levels</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Wildlife viability</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vegetation viability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceptual</td>
<td>Visual amenity</td>
<td>Dissatisfaction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>User preferences</td>
<td>Loss of visitors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Activity satisfaction</td>
<td>Landscape and quality change</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Resident satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Socio/cultural</td>
<td>Population stability</td>
<td>Lost traditions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Standard of living</td>
<td>Inequitable benefits disruption</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Services/amenities</td>
<td>Crime/disruption</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community viability</td>
<td>Tourist resentment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social problems</td>
<td>Visitor/resident mix</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Traditions/language</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Political/administrative</td>
<td>Policy/program priorities</td>
<td>Inability to achieve objectives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Receptiveness to change</td>
<td>Failure to cope with pressures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assistant levels</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Gunn, 1994, Tourism Planning, p. 87.*
Proper monitoring is only possible when the management objectives are specific enough and attainable to enable them to be evaluated. Management objectives must in order to produce results furthermore be clearly understood by the staff and stakeholders must be able to identify with them.

The monitoring of a site is however by no means an easy exercise and requires a profound understanding of the site, its constraints, and its possibilities. The questions in the appendix provide a clue of the kind of observations, surveys, and research that can be carried out to assess the actual situation on a heritage site.

5.6 Visitor management

Little attention has been given to the management of the flow of visitors to a town or a region. Most of the attention in tourism is focussed on the economic impact, and less attention has been given to the social impact on the local people and the disruption tourism can cause to the fabric of a society. When the amount of visitors is low, there is in most cases no need to worry. There is however an increasing demand for historic towns and -regions due to the increase in attention and awareness of the past, the increase in mobility, and the growing numbers of tourists' world-wide.

The competition between the providers of almost identical products (old towns) is getting stronger, and hence the maximisation of visitor satisfaction. Furthermore there is an increasing public awareness of the quality of the environment and the preservation of our heritage.

As a result of these developments it is necessary to consider measures to control and guide the flow of visitors. The tourism product is the result of four independent elements:

- Attractions (monuments, museums), and the atmosphere of a place.
- Commercial activities (shops, hotels, restaurants).
- The infrastructure of the place, such as streets, parks, parking facilities, sign posting, and street furniture.
- Local services as public transport, maintenance and public safety.

The four elements usually have little influence on each other; there is generally no communication between the different actors involved. However a town or region is used both by its inhabitants, tourists and other users as entrepreneurs, commuters, commercial visitors, shoppers, and visiting friends and relatives. Lack of co-ordination between these different users can cause tension and result in the following phenomena:

- Tourists cannot find their way.
- Tourists or other visitors having difficulty finding a parking space.
• Congestion in inner cities and damage because of overcrowding.
• Too many tourists on one place at a given time.
• Long cues at attractions, which has a negative impact on the visitor experience.
• Entrepreneurs and local people who are hindered in their activities by tourists or their vehicles (tourist coaches).
• Long cues for services as public transport, post offices and banks.
• Unfriendly treatment of tourists by local people.

In order to realise visitor management a sequence of initiatives have to be undertaken, they are here set out in 6 steps:

Step 1
Someone has to take initiative; in most cases this will be either the local authorities or the local tourist board. The co-operation of the local authorities is vital, for they are a very important player in the field; many of the instruments to be used are within the jurisdiction of the local authorities.

Step 2
When the decision has been made to install a system for visitor management, there needs to be a structural organisational framework to support the implementation and operation of visitor management. There are many parties involved and visitor management can only be successful if all actors share the same vision and long-term structural approach. The actors involved are:
 For tourism: the local tourist board, other tourism organisations and entrepreneurs, local policy makers;
 For the heritage product: local departments for culture/monuments, spatial development, traffic control, and other public services. In the private domain the owners/users of monuments, cultural attractions.
 For the inhabitants and other users: the chamber of commerce, the local Council, interested parties as entrepreneurs. A co-operation between public and private parties can only be successful if all parties involved agree upon the aim and the level of ambition and the division of responsibilities and competencies. There has to be transparency in the financial involvement of all parties with a clear picture of the division of the risks and eventually profits to be made.

Step 3
Focus points have to be identified. The choice is based upon the actual and future to be expected bottlenecks related to the tourism policy and the level of ambition. The focus points can be divided into eight areas:
• The improvement of the physical accessibility of the town.
• The control of motorised tourism related traffic.
• The conduct of visitors through the inner city.
• The spreading of tourists in time.
• The spreading of visitors in space.
• The awareness of the value of heritage and hence its protection.
• The prevention of negative impacts of tourism.
• Involvement of inhabitants and other users.

Step 4
Defining of the aims to be reached. Based upon the local tourism policy, the level of ambition and the focus points of intervention, the aims to be reached have to be defined between all parties involved.

Step 5
Development of an action plan. Such a plan involves priorities, instruments to be used, who is responsible for what, way of implementation, and finances.

Step 6
Evaluation. Periodical measuring of the implemented activities has been effective. Based upon such evaluation adjustments can be made or improvements realised. In order to know the effectiveness of certain measures, there has to be a point zero measuring.

Instruments of visitor management
All the instruments of visitor management mentioned in this paragraph can be used on its own, as well as in combination with other instruments, depending on the specific local situation and the problems to be solved. In most cases we will see a mix of instruments used.

The improvement of the physical accessibility of the town
It encompasses all means of transport (private and public). Improvement of the accessibility increases the carrying capacity, optimises the quality of the experience and minimises the inconvenience for inhabitants and other users.
• Information facilities.
• Traffic circulation plans.
• Parking areas at the perimeter, park & ride facilities.
• Sign posting to parking facilities.
• Regulation timetable public transport.
• Special public transport in tourist season or with special events.
• Design of specific tourists routes.

The control of motorised tourism related traffic
Improvement of the traffic flow or to prevent access of tourism related traffic to an area. This can increase the capacity of a town, reduce the inconvenience for inhabi-
itants and other users, and reduces the potential pollution. It also increases visitor satisfaction.
• Information facilities.
• Discouraging tourist circulation and realisation of pedestrian areas.
• Traffic circulation plans.
• Parking areas at the perimeter, park & ride facilities.
• Sign posting to parking facilities.
• Encouraging transport alternatives (i.e. bicycles).

THE CONDUCT OF VISITORS THROUGH THE INNER CITY
It prevents visitors to stroll purposeless around or to get lost and so end up in areas where they have nothing to do, it reduces irritation at both sides.
• Information facilities and visitor centres.
• Guiding systems and routing systems.

THE SPREADING OF TOURISTS IN TIME
The aim is to reduce peak periods and spreading of tourists to periods in time in which there is less pressure. It includes well-balanced spreading of tourists over different parts of the day at the attractions, as well as a spreading over a longer period of time, extending the season. Such optimises the carrying capacity and reduces the inconvenience. It also increases visitor satisfaction.
• Promotion of shoulder- and low season.
• Measures that lead to higher prices for accommodation and services in peak periods.
• Price differentiation for less popular visiting hours.
• Time ticketing, the sale of tickets beforehand fixed on a given date and hour.
• Development of special events.
• Extending opening hours of attractions.

THE SPREADING OF VISITORS IN SPACE
A spreading of tourists from heavy-laden areas to less laded areas. Levelling reduces inconvenience for local people and increases visitor satisfaction.
• Promotion of alternative attractions.
• Price differentiation.
• Time ticketing.
• Information facilities.
• Visitor centres.
• Guiding systems.
• Differentiating in routes.
• Development of special events.
• Improvement alternative attractive areas.
• Realisation of additional attractions to engage part of the visitors before visiting
the site, AV-shows, visitor centres.

- Enlargement of tourist areas.

**The protection of the heritage and the increase of awareness of its value**
- Information facilities.
- Visitor centres.
- Guiding systems.
- Partly, temporarily or permanent closure of attractions.
- Limited access for group visits.
- Time ticketing.
- Improvement alternative attractive areas.
- Limiting access by vehicles.
- Denying access with high heels or wet clothing.
- Replace originals with replica’s.

**The prevention of negative impacts of tourism**
- Demarketing the destination.
- Partly, temporarily or permanent closure of attractions.
- Limited access for group visits.
- Time ticketing.
- Maintenance in accordance to the visitor’s use of the areas involved in tourism.
- Police surveillance in accordance to the visitor’s use of the areas involved in tourism.

**Involvement of inhabitants and other users**
For tourism development it is important that the local people have influence upon the development of the policy, it is vital to take the inhabitants serious in this respect, they are major stakeholders in tourism.
- Better communication with local people about the result of certain measures.
- A local forum as partner of the local authorities or site management.
- Surveys among local people.
- Development of a monitoring system.
- Special fees for local inhabitants to attraction.
6. QUALITY OF LIFE: THE STAKEHOLDERS OF HERITAGE

A few years ago at a conference on cultural tourism in Africa one of the speakers was involved in a project in cultural tourism development in a tribal community. He announced proudly that they had included in the tour to the village the visitation of a ritual circumcision of a boy. Such an announcement raises many questions, such as; there might be a shortage of boys in the high season, or how many times can you circumcise someone? More seriously, are there any limits to the exposure of foreign eyes? But most important of all: who is demanding such a ‘product’? The underlying assumption is that tourists are looking for an ‘authentic’ experience. But authenticity is in the eye of the beholder, in a sense it is just the assessment of how closely the experience meets your expectations.

McCannell’s (1979) classic work on staged authenticity and his concept of front stage and back stage areas have lead some in our profession to the idea that staging is wrong. That staging is degrading the original cultures and in time will diminish the attached cultural values. The same applies to allowing strangers into someone’s most private and sacred space, as in the example of the circumcision above mentioned. But there are many different shades of gray in this area and where the line is drawn between the public and the private space is different in many cultures. And is all staging really that bad? When working in Indonesia an Indonesian colleague replied on my question why so little of his compatriots were attending the rehearsals of the traditional dances at the Sultan’s palace, with a simple and revealing: “Are you regularly going in Europe to 18th century court dances in royal palaces?” Obviously the answer was “no”, and his response was that Indonesians are the same, and by the way, he did not consider these dances as representative of his own culture, but of an upper class culture from the past. So much for the Western preconception that links these performances to the core of the Javanese culture.

Why do we consider an open-air museum like ‘Williamsburg’ an attraction, and why is it that an arranged ‘surprise’ visit of tourists to a Moroccan wedding in Marrakech is a fake? Are we measuring with two different standards? Yes we are, leisure and recreation are firmly considered in the western countries to be an enterprise. But tourism, specifically for developing countries is still haunted by the myth of the host and the guest, a concept that largely ignores the economic exchange that is at the basis of the tourist’s experience, whether or not disguised as the traveller. Staging can also be seen as the way in which people at a destination guarantee the
value of the tourism product. While at the same time safeguarding their private lives, they are obviously fully entitled to do so.

Tourism can have serious impacts upon local populations. The research done by Yamamura (2003) in the WHS city of Lijiang in China shows that in the past ten years of rapid tourism development has severe demographic consequences. In recent years the usage of historical buildings built by the Naxis, the indigenous ethnic group of Lijiang, has drastically changed. At present over 60% of shops are tourist-oriented souvenir shops and restaurants. Furthermore over 50% of the shopkeepers are temporary residents, with a large majority renting space from indigenous owners. Yamamura concludes that the location of the indigenous’ residence and its culture are rapidly changing as tourism develops and that a re-evaluation of policy is needed in order to achieve sustainable tourism. People living near (or as in the case of Lijiang even in) heritage sites are strategic partners in the planning and development for opening up these resources for visitation by tourists. The definition of the aims and targets are a first step in the process of planning. What do we want to achieve, who do we want to reach with our product, what should be stimulated or just slowed down, how do we see the future, what is the image we like to obtain for our leisure/tourist product? These types of questions should not only be considered by politicians or public servants, but should relate to both the public and the private sector. The community as a whole should support the chosen direction of development. Apart from the physical development we need to investigate the political will and the public support to the plans. Without these any investment is idle, the key words here are co-ordination and collaboration. Tourism uses the cultural landscape as its prime resource. That landscape is ‘owned’ by local communities and for them to participate in tourism and its consumption and delivery modes, they must be part of the development decision-making process. For that reason we look more closely into the involvement of the community.

6.1 Community involvement

Tourism cannot take place without the involvement of a community. In most cases this will be the ‘host’ community living and working at the destination. This community is unlikely to be homogenous. Rather than a single group of people, who share aspirations and ideas, the local community is likely to comprise of many different sets of people including hotel workers, teachers, street-cleaners, entrepreneurs, retired people etc. Failure to get the balance between profitability and maintaining cultural and social integrity can result in negative community attitudes and resentment of tourism. Tourists and the tourism industry can in certain circumstances become the focus of hostility and being blamed for a range of problems in the society. Careful and ahead planning and regulation which involves early and fre-
quent consultation with community residents can ensure that a community tourism product is created, distributed and consumed in a manner which benefits that community in the best way. If tourism is inadequately implemented it might even lead to tensions among local people between those who benefit and those who do not, and ultimately threaten the fabric of society. In many so called ‘community-based’ tourism projects we see envy seeping into the society, those who had the courage (or the means) to participate in the project are jealously viewed by others, when they are successful.

According to local circumstances (local politics, laws, history and customs) participation and consultation in the planning process will vary. However, just decentralization of the development process to the level of the local community is a too simplistic approach. Decentralization here is used as a shift of responsibility away from the usual political and economic center to the locality. Such can result in increased democratic participation, as a result there can be increased commitment to implementation because the decision is ‘owned’ and therefore ‘cherished’ by the local population. However, a change from central to local control does not necessarily mean an increase in the quality of local involvement or participation in decision making. There are three levels of involvement fundamental to the quality of participation:

• At the lowest level, (based on simple information giving) the decision-makers tell actors that they are about to make a decision and ask for relevant facts.
• At the middle level, there is consultation, whereby the decision-makers take in local views as part of the information gathering process, but without being bound by them. They may even decide to press ahead with a course of action, which is controversial.
• Lastly there is what could be termed as the highest level: participation and power sharing.

Indigenous peoples are a specific issue within community involvement. They can play an important role in the development and management of heritage tourism. There is an increasing concern about the impacts of tourism on the lifestyles and traditions of native peoples. Land use is among the most sensitive of issues, especially in countries where native people have been uprooted or moved from their homes due to development process. Indigenous peoples have often suffered from the loss of their natural habitat, traditions, and customs, and rarely have access to adequate political or legal protection and support. Heritage tourism can be seen as a means of increasing the profile of indigenous peoples and can bring economic benefits. If managed carefully, it can also lead to a renewal of cultural pride and community cohesion. However as stated earlier, culture is dynamic and changes over time. Indigenous peoples’ culture is not static, and it should not be fossilised as ‘heritage.’ Indigenous peoples do need specific political and economic support if they are to become involved in the tourism industry.
6.2 Stakeholders, integrated heritage management and sustainable tourism development

In the management of heritage attractions is the stakeholder approach fully accepted as a tool for integrated heritage management. Traditional heritage management was too often based on the idea that conservation is the core of the heritage business. Sites were often seen as a closed system and keeping it closed and preferably fenced off from the public was the best way to preserve these valuable assets. Conservation was seen as the only legitimate stake, and local communities, agriculture, and the tourism industry were to be kept at bay. Modern heritage management departs from the idea that a protected area has a relationship of mutual dependency with its environment. Change is a characteristic of modern society. Change can create both opportunities and threats. Good management means dealing in an effective way with changes in this environment.

There are more reasons to consider heritage as an open system:

- Ecosystems and habitats do not always coincide with reserve boundaries. Large herbivores and carnivores, birds of prey, and migratory birds cannot be effectively protected within the current system of nature reserves in Europe. Ecological corridors and safe havens are needed to protect these species effectively. This means that co-operation of stakeholders like farmers, logging companies, communities, and even hunters are needed.

- Heritage depends heavily on the public sector. Funding, political support and jurisdiction is too often insufficient. Public support for heritage should be increased through a more open approach, based on marketing and communication. In this way heritage sites can also increase their direct income.

- Developments outside the field of heritage have an impact on the values that need protection. E.g.: use of herbicides and pesticides, changes in the agricultural policy of the EU, new methods for forestry and logging, new infrastructure, pollution and tourism development, but also a re-evaluation of cultural assets as the shift from ‘high’ cultural assets towards the ‘popular’ culture.

- In many countries heritage has also to deal with private property within the boundaries of heritage reserves. This involves all kind of traditional and new economic and social activities as well as communities claiming traditional rights of land use, versus tourism developments like second homes and leisure activities.

- New challenges - like tourism development – demand an integrated planned approach. The ‘laisser fair’ approach is not very efficient: once negative impacts of a ‘spontaneous’ tourism development become visible, it is already too late to restore the balance: tourism has become a vested economic and social interest and the damage is already done. Many European heritage reserves and sites deal with visitor numbers of various millions of visitors a year.
A stakeholder approach for conservation management has many advantages for sustainable tourism development. Therefore a close, well-structured, long-term cooperation is needed. Here we provide an outline with some useful and practical information and clear guidelines. We do not offer a fixed framework or worksheets, since local circumstances and conditions will be different in every region. How cooperation will work out depends mainly on the “social competitiveness” of a region especially in those regions where social competitiveness is low and the motivation to co-operate has yet to be created, it could be a time consuming and complicated process. Sustainable tourism development is based on an integrated approach: not just seeking tourism development, but using tourism as a trigger for regional sustainable development and bringing benefits to the stakeholders. Sustainable tourism development also implies that the heritage management accepts a direct responsibility for developments outside the core conservation area, since this is where tourism infrastructure is to be built.

Essential for community involvement is:

Making use of local expertise. Commitment and hospitality improve the quality of your tourism product. Involving stakeholders implies involving the community and all kind of local and regional enterprises and organisations. If they have a positive attitude, or are willing to participate as partners, benefits for the quality of the tourism products and services and for the quality of the tourist’s experience are obvious. If people are involved in decision making or have an active interest, they will have a more positive attitude.

Avoid conflicts on the use of resources. If local resources are being used for tourism development, this might exclude other options for use, which are not compatible. A forest can be used for outdoor activities, but also for hunting and logging. A meadow can be converted into a camping, but then loses its agricultural and ecological functions. This implies that tourism development has to deal with conflicting interests. A stakeholder analysis helps detecting possible sources of conflict and stimulates looking for win-win situations.

Dealing with a dynamic environment and changing power relationships, partnerships and alliances. An important outcome of a stakeholder analysis is that it provides us with an analysis of the external environment of a project. It not only provides us with an overview of the parties that our project depends upon, but also what the stake of each party is and which attitudes towards the project are to be expected. It forces us to think in strategic terms, to think about alliances, partnerships and win-win situations.

Commitment to sustainable development depends on stakeholder value. Working with stakeholders means establishing solid networks and sound support. This means that thinking in terms of stakeholder value can be very useful: if we depend on people to reach our goals, what do they expect from us in exchange for their support? Mutual benefits will have to be formulated as clearly as possible.
Tourism development is a complex phenomenon: many stakeholders are involved. Although most development strategies at local and regional scale involve stakeholders, tourism development is even more complicated, especially if integration with other economic sectors is aimed at.

Sustainable development is about long term benefits and commitment. A main problem of sustainable development is that it aims at long term objectives, while short-term thinking is tempting for many stakeholders. Rural and natural areas are very sensitive to visitor impacts and often have a limited carrying capacity. Especially when tourism development is successful, it is crucial that all stakeholders stick to the limits of growth. Mutual confidence among stakeholders is crucial for the success of the strategy.

There are concrete benefits, which can be expected from a stakeholder involvement:

- Increased sense of ownership of conservation- or development initiatives by local communities, and an increased motivation leads to improved productivity and efficiency.
- Increased likelihood of project continuation, maintenance or sustainability after formal project support is withdrawn. Stakeholders have been involved for a long time and based on a long-term perspective. Involvement is based on a synergy between self-interest and common benefits.
- Increased cost sharing and effectiveness of conservation or development initiatives, a growing number of international organisations work with similar approaches for strategies on rural renewal and regional development.
- Increased relevance and efficiency of conservation and development initiatives.

Projects that are integrated in the social and economic networks of an area and with other development or conservation projects are more likely to reach their objectives and to consolidate their outcomes. In integrated heritage management and in sustainable tourism development, stakeholders and stakeholder analysis are key issues. Integrated Heritage Management is based on the idea, that the conservation goals of a natural or cultural heritage site can only be reached if the people and organizations that you depend upon have a positive attitude towards the conservation goals and the organization that manages the resource. In sustainable tourism development it is obvious that a heritage site cannot be managed successfully completely by itself. A stakeholder analysis is a useful tool to make a strategic analysis of the “environment” of your project, in order to know which people and institutions you will have to deal with.
**A stakeholder audit**

In order to assess who our stakeholders are, some basic questions will have to be answered:

- **Which stakeholders do we have concerning the realisation of the conservation goals of the protected area?** Whom could we consider to be a “partner”? When analysing recent conflicts about conservation issues: which parties were involved (both organisations or persons) that could be considered to be the ‘cause’ of a problem as well as organisations or persons that helped to solve the problem? Are there any organisations/persons that you consider being real supporters of the protected area and its goals?

- **With whom are we competing about access to natural and cultural resources?** Resources are scarce and they usually have several options for their use. Conservation is just one of them. Although some forms of use could be compatible with conservation, the intensity and the way of use are at least fuel for potential conflicts. Visitor access is another dilemma in the use of natural resources. Unfortunately economic use of natural and cultural resources is usually not the most sustainable use. At this point competition is usually strongest and conflict is likely to arise. Making an analysis of actual and future competition is a core item in every conservation and development strategy.

- **Where do we get our funding and other resources?** Few conservation- and development projects can do without funding and other support, especially in an initial phase. That means that we depend on funding and the institutions, which have supported us, are key stakeholders.

- **Who have been allies and partners in the past?** What are the conditions with which they would support us again? What can their support consist of?

- **Who else do we ‘depend upon’?** Although the items just mentioned will provide us with an insight into who our main players could be, it is useful to ask ourselves the question whether or not our assessment is complete. What about the media, the public opinion, NGO’s, religious organisations, visitors, nature lovers, bird watchers, charity organisations, and associations of local people, political parties, government institutions and other authorities? Finally we have to ask ourselves which enterprises would be willing to sponsor our project?
A stakeholder audit in steps (Based on: Hall & McArthur 1998)

**Determine interests, priorities and values of each.** A good start would be to try to perceive your organisation and your project from the perspective of the stakeholder. In order to achieve such it is needed to get into the mind of each stakeholder, it is a crucial exercise in order to create mutual understanding and eventually consensus. Even for reluctant stakeholders it is crucial that they feel that their needs are understood such eases the dialogue.

**Review of past behaviour and alliances of each stakeholder.** Although a stakeholder audit could be new, most stakeholders are usually not! What lessons could be learned from previous experiences?

**Estimation of the power of each stakeholder and possible coalitions between stakeholders.** The relative importance of each stakeholder has to be assessed. Which coalitions or alliances between stakeholders could be possible and how would this change the power balance?

**Assess how well current needs of stakeholders are being met.** What is the stakeholder value for every stakeholder? When do we consider stakeholders to be satisfied with our performances? How can we increase their value?

**Start establishing personal contacts with stakeholders and win their confidence.** It is important to get in touch with all stakeholders for the tourism strategy as soon as possible. It is easier to discuss the plans in a very early stage, for this will give stakeholders the idea that they are being taken seriously and inn a position to influence the decision making process. Once goals and time schedule are set, talks with stakeholders can come under pressure due to deadlines.

**Define common interests.** Make of each of the stakeholders an overview of the attitudes, interests and wishes. Such will provide an insight into common interests. Where and how can synergy be created? Which win-win situations could be suggested?

**Bring partners together.** Here the process management is crucial. Although the first meetings can have an informal character, they should be motivating for the participants. Meetings must be relevant for all partners. Never give the impression that decisions already have been made.

**Formulate common goals & targets and a strategy to reach these.** This is the start of the formulation of the strategy. Common goals & targets motivate people to become partners and show real involvement.

**Set up of an organisational framework.** Decision making on strategic issues, the formulation and implementation of a strategy are complicated items as such. Stakeholder involvement complicates these processes even further, since many actors are involved. Costs and benefits and tasks and roles of all partners will have to be agreed upon, including a financial blueprint. The organization will also have to facilitate the process in order to make things run smoothly and to keep involvement for stakeholders appealing.
7. QUALITY OF THE EXPERIENCE:

THE VISITORS

Although cultural tourism and heritage tourism is seen by many experts as an increasingly important sector in the tourism industry, there is some discussion about the volume of this segment. The World Tourism Organisation estimates that 37% of all tourism trips is culturally motivated and that the demand is growing by some 15% annually (Richards, 1999). The problem however is that cultural tourism is rather ill defined. Often all participation during holidays to cultural events and attractions are counted, but motivations and specific circumstances are rarely taken into account. Looking for shelter in bad weather can induce a visit to a museum. A visit to a cathedral can be motivated by the wish to find a cool place to avoid the heat of the day. When the Metropolitan Museum of Fine Arts in New York still had free access its toilet facilities were frequented by New Yorkers because nowhere else there were clean public toilets available. Tour operators will bring their clients to a site because it is the only site worthwhile to visit, or the access fee is so low that the operator makes more money bringing the tourist to this site instead of making a visit elsewhere.

Every site attracts particular kinds of visitors. They all have different interests, needs, and desires. There are many reasons for visiting sites. Some visitors are on a patriotic journey others are on a pilgrimage. Some visit out of curiosity, others to place a check-mark on a personal list of travel adventures. Some visit out of a life-long wish, others visit in order to be off the beaten track. People from every walk of life will visit a site, therefore in order to provide for interpretation and education, it is useful to think of visitors according to their needs.

7.1 Segmentation of heritage tourism

The ICOMOS/WTO segmentation into four categories of the scholarly visitor, the general visitor, students, and the reluctant visitor is a rather superficial distinction into different market segments.

In his article ‘Towards a classification of cultural tourists’ McKercher (2002) gives an interesting classification of culturally oriented tourists based upon his research in Hong Kong. McKercher makes a division in the market along two dimension: whether the experience sought in deep or shallow, and whether the importance of culture was either low of high in the decision making process to visit
a destination. He then arrives at the following segments of the market. McKercher identifies five different types of cultural tourists:

- The purposeful cultural tourist (high centrality/deep experience), for these tourists is learning about, and experiencing other cultures the major reason for choosing a destination.
- The sightseeing cultural tourist (high centrality/shallow experience) is less after experiencing the other culture but interested to visit the cultural highlights.
- The casual cultural tourist (modest centrality/shallow experience) for this group culture plays a less dominant role in the decision making process for the destination, and being the tourist allows them not to get too deeply involved.
- The incidental cultural tourist (low centrality/shallow experience) does not make a choice for a destination based upon culture, and being there the tourist will only get superficially involved.
- The serendipitous cultural tourist (low centrality/deep experience) did not seek cultural involvement in the choice of the destination, but whilst there gets really involved and has a deep experience.

Classification of cultural tourists

![Diagram showing the classification of cultural tourists](image)

**Fig. 17. The importance (centrality) of cultural tourism in the decision to visit a destination. Source: McKercher, Towards a classification of cultural tourists, p. 32**
The divisions Mckercher found for Hong Kong between these segments cannot be translated to other destinations. The division of these categories of cultural tourists vary at different destinations and for different groups at destinations and their primary markets. However his finding that 30% of the visitors will come purposefully to a destination for its cultural offer without seeking a deeper understanding of its nature by getting involved, is probably an estimation that account for much more destinations. As well as the amount of 50% for which culture is a secondary aspect in the decision to visit a destination. The remaining 20% gets deeper involved in the culture of the host community either actively or incidentally.

Eric Cohen provides another theoretical model to different target groups in heritage tourism. Cohen is an important author in the authenticity debate. He postulates that authenticity is not a uniform, objectively defined concept but has a different meaning and importance for different target groups. In all probability this approach can also be applied to other phenomena related to authenticity, like nature, culture and heritage. He applies two criteria for his typology tourists:

- Up to which point do people take their own culture (“centre”) as a reference/focus, or are they interested to get familiar with other centres or even to adopt the other “centre” instead of their own.
- Up to which point are people satisfied with their own culture (“centre”), or are they looking for alternative “centres”.

The typology of Cohen of tourists leads to a continuum/range from “mere pleasure” to “quest for the other centre” and includes 5 modes.

**The recreational mode**
Satisfied with own culture and with their existence and daily life.
Their tourism behaviour is based on their own culture and way of life: they seek basically the same benefits as they do in daily life. Authenticity does not play a significant role.

*Tourism examples of the recreational mode:*
Tourists looking for the environmental bubble of their own culture in a different place (all inclusive resorts, completely organized trips with travel guide of their own nationality, looking for products and services from their home countries.

*Heritage tourism examples:*
No interest in heritage, except in “icons” and typical highlights. Hit & Run visits. Very limited interest in information and interpretation. Authenticity is a non-issue: staged authenticity is fine.

**The diversionary mode**
Although they are not satisfied with their culture and way of life, they stick to their own culture, basically because they are not familiar with alternatives and are prob-
ably afraid to leave the beaten track and to experiment. In their leisure time they are looking for “diversion”, for fun, for thrills. Leisure is based on “push”/ “escape” motives: Leisure is a roaming for new, undefined experiences and sensations, with fun, hedonism, controlled adventure and possibly sex and thrills. Authenticity does not play a significant role: staged authenticity could be attractive.

*Tourism examples of the diversionary mode:*
Environmental bubble is point of departure here too, but does not seem satisfactory. All kind of thrills and superficial experiences are sought after, like theme parks, discotheques, sex, excessive use of alcohol or drugs. They can be found in mass resorts, on party destinations.

*Heritage tourism examples:*
No interest in heritage, unless theme-park-like facilities are being offered. Heritage has a low stimulation level, this group seeks a high stimulation level, so disappointment is close. This is usually the group that causes problems and damages.

**The experiential mode**
Like the diversionary mode, they are not satisfied with their culture and way of life, but they are more driven by “seek” motives/ attracted by “pull” motives of a destination. New experiences form the core of their holiday motives. Experiences are temporary by nature: people know that after the experience they will return to their own culture, enriched by/ compensated by the experiences/ adventures. Their fascination for other cultures is limited in time and place, although their involvement can be high.

*Tourism examples of the experiential mode:*
Adventurous tourists, travelling independently or with smaller tour operators, nature based tourism, cultural tourism, adventure, long distance hiking, cycling etc.

*Heritage tourism examples:*
High interest in heritage, looking for intensive heritage experiences, wants to submerge in heritage. Authenticity is key issue. Greedy for information, interpretation should be sold as “discovery”, not as education. Long time stays in national parks etc, combined with low impact activities.

**The experimental mode**
The people in this mode are not satisfied with their culture and way of life and are definitely looking for alternatives. In their travel they want to experiment with other cultures, in order to see if these centres fit them better. If so, they will probably not return to their own culture. They would then move to the next stage, the existential mode.

*Tourism examples of the experimental mode:*
Religious tourism, longer term stays in other countries, long term back packers (backpacking as lifestyle), hippie like settings, preference for remote destinations, reject contact with other tourists.
**Heritage tourism examples:**
For most people nature and cultural heritage as signifiers/core values with a high symbolical, sometimes religious value. People identify with nature and culture and try to adapt their way of life to it. Authenticity is key issue. Information and interpretation needs are very specific.

**The existential mode**
They are in fact no longer tourists, since they moved to another culture in order to live their lives there for an undefined period of time. They reject their old culture and are usually very proud of their new culture and existence.

*Tourism examples of the existential mode:*
All over the world in more or less remote areas people can be found who claim to be completely happy in their new homeland. They often have local partners and reject the old culture (and of course tourism) completely.

*Heritage tourism examples:*
Identification with heritage depends on local culture, but they tend to identify with natural and cultural heritage and its values. They consider themselves to be local experts and defenders of this heritage: no need for information or interpretation, tend to be educators themselves. Authenticity is a key issue.

### 7.2 Trends and developments in the demand

In their article ‘The future for attractions’ Martin & Mason point to a series of trends in recreational behaviour that also bears relevance for the participation in heritage attractions. In their research they encountered some changes in the lifestyle and attitudes of the public. There is a clear concern for “green” issues, the problems of the Developing World, health and safety. Martin & Mason express these shifts in Western society from material wealth (*the quantity of life*) to more emphasis on well being (*the quality of life*) as illustrated in the next table.

Martin & Mason give the following actual characteristics of the visitor:
- Older, with the characteristics and priorities of the middle-aged.
- More affluent, with considerable money to spend in the chosen leisure time.
- More demanding in terms of quality both in delivered service and experience.
- More aware of value for money, the relation between expenses and deliverance.
- More physical and mental activities, possibilities to participate.
- Searching for the combination of fun, entertainment, and education.

The average time Dutch people have available at their leisure is 47 hours weekly of which 19 hours are spent outside home. People between 20 and 35 years of age are spending relatively more time outdoors. These figures have not changed much over
the last 20 years. There is however a tendency to put more and more activities into the available leisure time than we used to do. In other words we are involved in more different activities in the same period of time, we do more, but less frequent. Our leisure time behaviour is much akin to the way we use the television: we zap through programs and along canals. Consequently we can assume that the span of attention at a visited attraction has been lowered over the last decade, visitors need more input to be captured and subsequently satisfied. It is obvious that the participation in leisure activities is more transient. One of the main problems concerning tourism and recreation behaviour is that activities become trivial. Tourists want to do ever more in their leisure time which leads to a more superficial consumption, visitors become more and more passers-by. The consumer demands at the same time more service and better quality, which leads to a rat-race between attractions which of them can satisfy the demands of the customer in less time.

An interesting way to evaluate the way in which tourism resources are used by consumers and and the ability relate this information to policy development of a destination or a site is the application of the ASEB Grid Analysis as developed by Beeho and Prentice (1995). This approach is based upon a conventional SWOT analysis combined with the Manning-Haas Demand hierarchy and is applied to aid consumer-led product development. It is based upon four levels of demand or hierarchies of demand for outdoor recreation. The first level is the particular leisure activity. The second is the setting in which this activity takes place. The third is concerned with the experiences gained by the consumer of the activity and its setting, and the fourth level tries to establish the benefits that the consumer derives from the activities. In the following figure the Manning-Haas Hierarchy of Demand is applied for heritage sites.

It is to be noted here however that the fourth level of personal and societal benefits is often difficult to investigate and that most visitors interviewed find it difficult to differentiate between the level of experiences and benefits.
The Manning-Haas Hierarchy of Demand

<table>
<thead>
<tr>
<th>Level of hierarchy</th>
<th>Example (from Manning)</th>
<th>Example Borobudur 1</th>
<th>Example Borobudur 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1. Activities</td>
<td>Wilderness hiking</td>
<td>Visit to the site as part of an excursion of an all incl. Tour</td>
<td>Individual visit to the site at sunrise</td>
</tr>
<tr>
<td>Level 2. Setting</td>
<td>Rugged terrain</td>
<td>In the tropical heat Guided tour time frame set by tour operator</td>
<td>In the morning cool Few people Own timeframe set</td>
</tr>
<tr>
<td></td>
<td>Few people</td>
<td></td>
<td>Limitations of access by site management</td>
</tr>
<tr>
<td></td>
<td>No restrictions</td>
<td></td>
<td>Limitations of access by site management</td>
</tr>
<tr>
<td>Social setting</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Managerial setting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 3. Experiences</td>
<td>Risk taking Challenge</td>
<td>Informative Admiration</td>
<td>Adventure “Mystical” Emotional involvement</td>
</tr>
<tr>
<td></td>
<td>Physical exercise</td>
<td>Understanding</td>
<td></td>
</tr>
<tr>
<td>Level 4. Benefits</td>
<td>Enhanced self esteem</td>
<td>Having been there Ticking off WHS</td>
<td>Peace of mind Tolerance to other religious values</td>
</tr>
<tr>
<td>Personal benefits</td>
<td>Increased</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Societal benefits</td>
<td>Commitment to conservation</td>
<td></td>
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</table>

The Manning-Haas sequential hierarchy of demand (after Beeho & Prentice, 1995).

7.3 Recording and analysing visitor data

Knowledge about the visitors to a specific attraction is of vital importance for the marketing and the management of the attraction, and to forecast future developments. By collecting information about the visitors profile and activities preferably measured over different time spans, the management receives a useful tool for planning. It is important to know where your customers come from, what their expectations are, the level of their (dis)satisfaction, how they arrive at the attraction. Vital information is also to determine if your visitors come alone, or is small groups of family and/or friends, or within a tour organised by a tour operator. This type of visitor information can be of vital importance for improving the management and the visitor satisfaction at the site and can predict peaks in visitor arrivals. It can be important for the installation of special amenities or services or interpretation at the site for different groups of users.
The collected data can be useful for a variety of reasons:

**The projection of staffing needed.** The number of staff needed is directly related to the number of visitors at a given point of time. A site manager can plan how many staff is needed, for how long and when they are needed.

**The projection of Income.** By following the numbers of visitors, the management can anticipate the expected cash flow.

**Propels for private funding.** Potential donors, investors and contract service concessionaires will want to know recent, current and projected levels of visitation.

**Underlining the need for public funding:** Departmental and ministerial fiscal officers will want to know the recent, current and projected levels of visitors to the site. Site management needs documented figures to maintain levels and/or justify increases in public funding.

**Marketing & Public Relations, other promotional activities.** Statistics are useful for press releases, promotions and announcements made throughout the year.

**Assessing services and infrastructure.** Knowledge of the fluctuations in the number of visitors also enables the site management to assess the appropriateness of the site's existing services and infrastructure, and to plan for their maintenance and eventually their expansion.

---

**Data with regard to visitors can be obtained through different channels:**

Through the system of ticketing, the more advanced the ticketing system is, with different price levels for different groups (domestic or foreign visitors, individuals and family groups, different price levels for parts of the day), the more information can be derived from the ticket sales.

- Through surveys among visitors.
- Through interviews with (groups of) visitors.
- Through observation of visitors’ behaviour.

**The following data can be collect for different time units:**

**Hourly.** How many visitors enter and leave the attraction each hour? The entrance and exit figures will provide an indication of the maximum, minimum, and average time spend by the visitor at the attraction. When is prime time, how many visitors have to be dealt with, this can provide vital information for staffing at different points within the attraction’s perimeter.

**Weekly.** Which days of the week are most popular for which kind of visitors? Most museums in the west receive most of their visitors in the weekend, and predominantly on the Sunday, but different patterns in other parts of the world are possible. Are there differences in attendance for different types of visitors, arrive tourists with tour operators on different days than domestic visitors?

**Yearly.** How is the distribution of visitors over a year, is there a distinct peak season?
<table>
<thead>
<tr>
<th>Techniques for determining visitor numbers and profiles</th>
<th>Forms</th>
<th>Aims</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Determining quantity of visitors</strong>&lt;br&gt;Counters</td>
<td>Counters for vehicles, turnstiles, doorways, air tubes, pressure pads, infra-red beams</td>
<td>Observation of numbers and/or group seize</td>
</tr>
<tr>
<td><strong>Determining quantity of visitors</strong>&lt;br&gt;Administrative</td>
<td>Bookings&lt;br&gt;Visitor books&lt;br&gt;Receipts and income</td>
<td>Pattern of visitation, establishing role of intermediates (tour operators, hotel excursions)</td>
</tr>
<tr>
<td><strong>Determining impact of visitors</strong>&lt;br&gt;Impact assessment</td>
<td>Noting vehicle tracks, trampling amount of waste, consumption</td>
<td>Monitoring the site</td>
</tr>
<tr>
<td><strong>Determining profile of visitors</strong>&lt;br&gt;Observation</td>
<td>Visitor flow diagrams&lt;br&gt;Types of visitor experiences&lt;br&gt;Timing experience&lt;br&gt;Recording use of facilities&lt;br&gt;Recording behaviour</td>
<td>Better understanding of the operation of the site and its facilities</td>
</tr>
<tr>
<td><strong>Determining profile of visitors</strong>&lt;br&gt;Computers</td>
<td>Programmes that record visitors choices made on interactive devices</td>
<td>Better understanding of the performance of the interpretation provided</td>
</tr>
<tr>
<td><strong>Determining profile of visitors</strong>&lt;br&gt;Surveys/interviews</td>
<td>Written (questionnaire), oral (interview), and behaviour (observation)</td>
<td>Better understanding of the nature of the visitor experience</td>
</tr>
<tr>
<td><strong>Visitor number and profiles</strong>&lt;br&gt;Sources</td>
<td>Numbers at neighbouring sites&lt;br&gt;Past studies&lt;br&gt;General number of visitors&lt;br&gt;Extrapolation from other enquiries and complaints&lt;br&gt;Other statistical data concerning tourism and recreation</td>
<td>The ability to compare your data with information collected elsewhere</td>
</tr>
</tbody>
</table>

The following data can be collect for different groups:

- Relation between the domestic market or foreign market, what is the range from which domestic visitors come (in space or in travel time). What is the dominant country of origin for the foreign market?
- What is the division between day visitors and tourists (staying overnight in the vicinity of the attraction)?
- What means of transportation is used by different categories of users? What are the consequences of such for the site management?
- Is the visit predominantly by small (family) groups or do groups handled by tour operators dominate the visit?
- What is the age range of the visitors, and what is the division in gender?

Off-site collections of data can be of importance for managers of heritage sites. By comparing data collected at the site with broader statistical information from the area/country compiled by others, the management can determine visitor patterns. Such as the percentage of foreigners visiting the area and those who actually visit the attraction. Airports, city/regional tourist information centres, hotels and restaurants, local commercial tour operators, often collect their own statistics.
8. MANAGING THE QUALITY OF THE EXPERIENCE

The focus of this last chapter is on tourism development and especially product development and marketing of heritage sites and surrounding regions. The first part was originally developed for protected areas that are usually situated in rural areas. Natural heritage and cultural heritage share a lot of common characteristics and problems. The method for tourism product development as such can basically also be applied to cultural heritage sites.

Tourism product development and marketing are a crucial part of sustainable tourism development strategies of heritage sites and their surrounding regions. A core concept of the development of marketing strategies will be competitiveness: areas will have to be competitive destinations.

Marketing focuses on the assessment of the tourism potential of a site and a region, assessment of the Unique Selling Points and the tourism profile. Product development is based on the unique features and the sense of place of the site and the region. Concepts and story lines will have to be designed to reflect these unique features. They form the basis for development of products for defined target groups: the product-market combinations (PMC’s).

Although sustainable tourism development can be a valuable option for heritage, it should only be promoted if it guarantees benefits for conservation goals. This is especially true for sites that so far have had a very limited tourism development. In such cases uncontrolled tourism development can do a lot of damage. Sites with a high tourism pressure can also benefit from a sustainable tourism development strategy, although this strategy should be based on de-marketing, upgrading of the tourism profile and on visitor management in order to reduce unsolicited impacts.

Uniqueness is the rationale for any heritage site. Many heritage sites are therefore very appealing to tourists. However a high ecological, architectural or archaeological value does not necessarily imply a high tourism potential for various reasons:

• Some sites are mainly appealing to specialists, dedicated special interest tourists with a high degree of scientific knowledge. Since their numbers are limited, they might form a too limited market potential.
• Sites can be situated in regions, which are inconvenient for tourists (e.g. accessibility, safety).
• Vulnerability of resources sets limits to visitor access (limited carrying capacity).
Such implies that heritage sites should only opt for tourism development if both their attractiveness for tourists and the capacity for additional visits have been properly assessed.

From a sustainable tourism development perspective, protected areas and cultural heritage sites and their surroundings form a symbiosis:

- The development of accommodation and other tourism infrastructure will have to take place outside the protected area/site boundaries. If this development would not be properly controlled and managed, it could eventually even jeopardize the conservation goals, as well as having a negative influence on the quality of the experience.
- Local communities and other regional stakeholders are crucial partners in development. They will be the hosts of the tourists and will have to assume a responsibility for the quality of the products and services offered. They will also have to share the concept of sustainable development, including clear limits to unwanted or uncontrolled developments.
- Complete and competitive tourism products can seldom be based on the heritage site only. The immense majority of heritage sites are no “must sees”: they are not “worth the journey” as Michelin rates their *** sites. Especially if the aim is extending the length of stay instead of attracting more day-trippers. Challenging and appealing combinations based on natural and cultural heritage, customs, handicrafts and activities will have to be offered.
- Regions surrounding heritage sites are usually rather fragile. Ecological values are not limited by the boundaries of national parks; monuments can be found in the middle of villages. Also the traditional local culture, the way of life, and rural socio-economic structures form a major tourism resource, which will have to be used in a sustainable way. They will have to be respected and safeguarded for their intrinsic value. They are the main ingredients determining the quality of life of local people.

A sustainable tourism development strategy is based on a sound and challenging perspective for the heritage site as well as for the region and all stakeholders. Long-term commitment is vital to ensure that promises can be kept. To avoid failure and disappointment, a proper feasibility study is a must.

### 8.1 Competitiveness and Unique Selling Points

‘Our area’ is from ‘our’ point of view a unique place on earth. People tend to love the place where they live. But now we have to get used to the idea of seeing our area from the point of view of our potential customers: the target groups that we would like to attract, tourism enterprises, the tourism industry. Our area turns into a des-
tination and we will have to ‘sell’ it, which means to get engaged in marketing activities. We will have to compete with other areas that offer similar features or aim at the same target groups. We will have to be unique and convince people about it. Since tourism alone can not create a sustainable future, the perspective of regional analysis must be wider.

In order to formulate a marketing strategy the Territorial Competitiveness of the area should be assessed. It is based on an analysis of ecological, cultural, economic and social resources and combining these to create a new dynamic. The concept of territorial competitiveness reflects the unique profile of the area that has to be defined in order to develop a strategy that can create new opportunities for the future.

**Territorial competitiveness of the area can be defined as:**

*The social competitiveness.* Define how the human resources of an area should be used, and how its culture, its pride, and its identity can create a proper future. Which stakeholders associations could play a leading role? Which networks are considered important, what is their role? How could new dynamics be created? How can the quality of life be maintained and improved? What should be the role of the organisation in charge of the management of the sustainable tourism development strategy in shaping the future of our people?

*The environmental or ecological competitiveness.* What ecological resources form our identity, beauty, and pride? Which landscapes and features do we love? How can we make a sustainable use of our ecological resources, of our landscape and of our cultural heritage? What would we like to conserve, what could be improved or restored? How can we create new future opportunities for nature?

*The economic competitiveness.* What is the core of our economic identity. What are the sectors and the products that constitute our pride and identity? How can we enhance their added value? What are our “industries” of the future? How can the role of tourism be defined? Which new tourism products can be created in the cooperation of sectors and stakeholders?

*The positioning in the global context.* What is the role and place of our region in the world? How do we see our future in a world that is getting smaller and smaller? What would we like the world to know and to think about us? Would we like people to come and visit us? Would we like them to buy our products? Which products should that be and how can we let the world know that they exist? How could we “market” our region on the world market, without losing our identity and the control over our own future?

The word ‘marketing’ for many people means: ‘doing business and making money’. Those involved in conservation are usually quite reluctant to connect conservation of natural and cultural resources with marketing. Marketing simply means that an organisation or project can only exist, if there is a demand for its products and serv-
ices. Heritage can only be protected, if there is a willingness to pay for its conservation. The essence of PAN Parks is formulated as “giving economic value to nature”.

Marketing is a management process that puts the philosophy of customer orientation into practice.

It is often mistakenly believed that the marketing process is something that is carried out only by the marketing departments of large organisations. In reality however, it is a process that should penetrate all aspects of each business, no matter how large or small. In other words, marketing is an integral aspect of the processes of any organisation. Therefore the major challenge facing the marketing is to insure that all the activities and functions of an organisation are geared towards the goal of customer satisfaction.

We have to bear in mind that in the case of sustainable tourism marketing, there are two different kinds of ‘customers’: the stakeholders as customers of the sustainable tourism development strategy and the tourists as customers of the tourism products and services. Since we already mentioned stakeholder value, we will focus here on the marketing of tourism products and services.

**Characteristics of heritage based tourism and small scale tourism marketing:**

**Dispersed and diverse supply**

If we want local people, farmers and communities to offer accommodation, this will determine the structure of our market. There will be many, relatively small suppliers and they will offer a variety of products and services. From a marketing perspective this is a complicated situation: how does the customer find the product and the services that are required?

**Small scaled supply**

Most suppliers will offer small quantities: some rooms for bed & breakfast, direct sale of farm products, individuals offering their services as a guide. The main question is how can supply be organised in an efficient and effective way?

**Limits to growth, low carrying capacity**

Another unusual characteristic for marketers: there is a limit to the number of people that can be attracted. When the marketing strategy is too effective, the carrying capacity will be exceeded. Selective marketing and even de-marketing are therefore key words.

**Niche marketing**

Many products and services will be appealing for small target groups, usually based on special interests. Bird watching, wilderness tours, kayak tours can attract quality tourism. Profit margins are high, but only specialised tour operators will sell these
products. Individual travellers are an important target group. Specialised magazines and Internet can be a good channel for promotion.

Growing Numbers of Competing Regions
Although any area is unique from the perspective of inhabitants, it might not be that unique from a tourism marketing perspective. There is a worldwide competition between historic towns or rainforest destinations. Scandinavian and other Nordic national parks will probably look very similar to the average tourist. Ever more regions are developing their eco-tourism and rural tourism potential. So far little market research has been done at a European level. With the exception of the World Tourism Organisation in their publication ‘Ecotourism Market reports’ (2002) which consist of 7 volumes: France, Germany, Great Britain, Italy, Spain, Canada, US.

Many Regions Have a Relatively Low Tourism Profile
We have to be aware that a high ecological value does not always imply a high tourism potential and a high tourism potential in its turn does not always lead to a high marketing profile. The number of protected areas, heritage sites and rural areas that have a “must see” character is fairly limited. Probably they would not even have the carrying capacity to deal with millions of visitors a year. Although heritage forms usually the core of the tourism potential of these regions, highlights are usually dispersed over larger areas. Only through attractive routes and trails, good concepts, attractive story lines and sound interpretation, tourism products can be made competitive.

Many Regions Are Not Easy to Reach and Are Lacking Transport Infrastructure and Services
Although this item forms part of the tourism potential assessment we remind you that, especially in combination with the former items, even very attractive areas could have to face initial marketing problems. If travelling to the area is expensive and time consuming, people will refrain from going there.

No Packages or Complementary Supply
A challenge for many protected areas is to develop packages and a complementary supply, based on the natural and cultural resources. Day-trippers usually cause more problems and generate fewer benefits than people who stay for a longer time. Increasing the length of stay by offering an attractive and original variety of activities and attractions, including bad weather facilities, generates more benefits. The longer the stay, the more time people will have to establish a real communication with the local people. In this situation they will learn more about the natural and cultural heritage and about daily life in the area. In this way less people bring more benefits.
LACK OF GENERALLY ACCEPTED QUALITY- AND ECO- STANDARDS
Still European standards are lacking, either for quality, or for environmental performances. For the consumer the actual situation in which all European countries, and even some regions, have their own quality standards for accommodation in the countryside, the quality of the demand and the price-quality relationship is often still an issue. Organisations working in the field of rural tourism and eco-tourism have been developing their own criteria. Although European initiatives like VISIT (www.yourvisit.info) have been working on sustainability criteria, the overall picture is still very vague. Also for tour operators and travel agencies this lack of standards is a threshold for their involvement in this market.

LACK OF SENSE FOR CO-OPERATION OF SUPPLIERS
The supply is dominated by small enterprises that perceive each other as competitors instead of as colleagues. The tourism product consists of a mix between the elements: transport, accommodation, food and beverage and activities. Every target group has its own preferences for these elements; the secret is to find the right mix. Therefore co-operation in the field of marketing is extremely important in order to offer “complete”, unique and attractive tourism product, that can be competitive. It does not necessarily mean that packages will have to be offered; it is better to offer a range of alternatives from which the tourists can choose their own, tailor made packages.

TOO PRODUCT ORIENTED
Suppliers just as destinations and regions have one main concern: to sell their product. It seems to be forgotten that a booking depends on the decision making process of the individual consumer. That implies that the tourist will have to be seduced to visit a destination. There are too many examples of brochures based on a region that from a tourist’s perspective has a very low distinctiveness, or does no form an attractive, complete destination. We have to be aware that tourists are not interested in political boundaries between regions or communities, other than when a border as such is a feature of interest as the Iron Curtain use to be. There are hardly any tourists to be found that make their decision for a holiday destination just based on an attractive accommodation. Brochures in which a number of accommodations play a dominant role, but that do not pay attention to the areas distinctiveness and atmosphere, will never seduce a tourist. Their design is clearly determined by the accommodation suppliers and their monitory interest.

Unique Selling Points and Tourism Profile
Unique Selling Points are the distinctive ecological, cultural, social and economic features that attract people to a specific area and thus determine the competitiveness on the tourism market. For the evaluation of the tourism potential of heritage it is important to realise that the value of heritage has three dimensions. (We only
refer to dimensions that are relevant for the assessment of tourism potential, so scientific and intrinsic value of heritage will not be considered here.

The primary assessment criteria for the tourism potential of heritage sites are:

*The esthetical value.* Beauty is the main appeal to tourists: it draws the attention of the visitor and makes him curious to see and know more about it.

*The social/cultural value.* This value is particularly relevant to the host community: the site forms part of their heritage and have therefore an important social/cultural meaning. A religious monument is being cherished for its emotional value, it’s cultural meaning.

*The historical value.* Is closely related to the social and cultural value, it is however slightly more objectives in the sense that also from outside the community historical value can be defined.

A site with a low esthetical value has a very limited tourism potential, unless important investments in information, interpretation, education and attractions can be realised. Story lines and concepts are crucial elements of the tourism product. Even sites with a high esthetical value can enhance their tourism potential and the quality of the experience through appealing and interesting story lines and attractive, creative concepts. Interpretation, education and information helps the visitor to read and understand its deeper cultural and historical significance. These meanings bring a site to ‘life’ and enhance the sense of place and the sense of time.

Unique Selling Points are the cornerstones of our tourism profile, in other words: our tourism identity. A marketing perspective is a key to success: there has to be sufficient demand for our products. The features have to be Selling Points. There are very few areas that have a single USP that is powerful enough to attract tourists. The Grand Canyon is an example of a unique geological feature that attracts millions of visitors. But even world famous national parks are attractive because of a combination of geological features, landscapes, flora, wildlife and culture. Few USP’s are really unique: it is the combination of USP’s that make an area unique and defines its tourism profile. Bear in mind that offering emblematic activities and experiences or tourism products and services of exceptional quality can create sometimes additional USP’s. Hot springs can be converted into Spa’s where unique treatments and services can be created. The catwalk that enabled people to walk above the Costa Rican Rainforest and admire it from a unique perspective is such an USP. Also development of themes, concepts and story lines can become USP’s. A USP can be rather volatile: success can be imitated, especially where artificial features are involved. It also depends on market conditions: changes in tourism preferences can easily outdate a USP.

A tourism profile is an overall identity of a tourism region. The stronger the profile, the bigger the tourism market potential. The tourism profile defines the core
of the area's competitiveness. A destination can generally have only one tourism profile, especially when tourism is supposed to be based on and oriented towards natural and cultural resources. Based on this profile various tourism concepts can be worked out, they are usually linked to specific target groups. Tourism concepts in their turn can embrace various Product Market Combinations (PMC's). PMC's offer concrete tourism products to specific target groups.

The problem of many areas is that although they definitely have certain tourism potential, many other areas have similar characteristics. There will probably be very few USP’s that are as such a ‘must’ for tourists. Although in many Finnish National Parks bears are abundant and bears are appealing to tourists, there are not many tourists who travel to Finland just to see the bears.

The combination with cottages on the lakeside, endless woods, sauna, cultural heritage, berry- and mushroom picking, a relaxed atmosphere, and the encounter with an occasional bear makes a Finnish area unique. This could be the Finnish tourism profile, for usually the combination of USP’s determines the tourism profile of an area. The tourism profile is the general tourism identity of a region: the combination of unique features, which enables the area to define its tourism competitiveness.

**Sense of place**

Tourism development is partially about “hardware” resources such as nature, landscapes, monuments, villages and cities. The software is probably at least as important: a distinctive nice atmosphere, the hospitality, and the way of life. It is about nice smells or the perfume of flowers in the air, about music, voices, and colours. It is about the magic of a place, its enchantment.

The software is hard to define and to grasp, and it is probably even harder to make proper use of it for product development and other marketing purposes. It is also the most vulnerable part of a destination; mass tourism and a lack of respect of some user groups can easily destroy this magic forever...

Sense of place is based on the senses:

- How does this place smell?
- How does it taste?
- How does it sound?
- How does it look, what is beautiful, which images?
- How does it feel (to the body, under the touch of my hands, to my feet when walking)?

Our focus here is heritage-based tourism: the resource is the core of the tourism product. Sense of place should therefore be defined in the first place by the people that “own” the site: local communities, farmers, hunters: people who have a long-
term relationship with the area like rangers, members of local associations. Local people are sometimes unable to define the sense of place, their environment is connected to everyday life and ‘goes without saying’, it is like it is. The enchantment that their environment can have for a tourist can simply not be fully understood.

*Like a Spanish shepherd once said, after having taken a group of tourists with him on his daily route into the Asturian mountains: “There is one spot on that slope where this old tree stands. That must be a beautiful place because one guy, an engineer from Valencia, took dozens of pictures there. That must be really special...”*

The outsider defines beauty here. And of course the shepherd was impressed by the professional status of this guy and by the fact that he had travelled from the other side of the country to get to the area where the shepherd had been living all his life.

Sense of place is defined in the first place by:
- The physical resources like natural and cultural heritage, landscape, and geology.
- The human capital: the people that live in the area, their know how and skills, their work and traditions.
- The local culture as a common identity of the members of a community: their pride, values, traditions and a way of life that they share.
- The experience, the sensation, the atmosphere that is unique for this site, it’s impact on the senses.

The local people, the communities, define this last element the core of the sense of place, in spite of the example above. They are the ‘owners’ of the place. Secondary confirmation can be obtained from international tourism professionals, journalists, and members of NGO’s or professional associations (mountaineers, archeologists, or nature lovers).

**Sense of time**

Sense of time adds a time dimension to the sense of place. I am here and now and I experience it with all my senses. Sense of time is particularly important to those destinations and attractions that have a ‘time dimension’. Heritage sites often breath a historic atmosphere and pretends to take the visitor back to a more or less defined historical period. Again there can be opposite perspectives, tourists are looking for authenticity and nostalgia and will define their experience like travelling back in time, while locals like to see their community as modern. They are eager to show all signs of modern life to the tourist. Too often traditional houses and interiors are being modernised to attract tourists, while the only aim of the tourist is to forget about modern life for a while (although modern facilities are often taken for granted at the same time).
Interpretation and heritage-based experiences are based on “reading the landscape”: people can understand why the landscape looks as it looks. Of course during different periods of time the landscape has been changing. The mayor changes should become visible, and if possible tangible for the visitor. In this way the visitor can get an impression of how the landscape looked like in different historical periods, about ecology and human activity and experience what life was like in every period. The different layers each have their own sense of time.

Specifically for cultural heritage we also have to take into consideration that the knowledge of history among visitors is limited and heavily biased. Developing a sense of time on a site has to take these biases into account, depending on the target ground one wishes to reach. In order to provide the visitors with an adequate image of the past, we have to be aware of the preconceptions of the past that our visitors carry with them. Only if we apply this knowledge of our customers we are able to give a differentiated image of the past.

On behalf of the Archaeological Information Centre (AIC) in The Netherlands the NIPO research institute investigated the attitudes of the Dutch public on archaeology. In their research the NIPO distinguished three dominant attitudes towards archaeology as pointed out in the following table.

<table>
<thead>
<tr>
<th>Critical colonial (approximately 15% of the public)</th>
<th>Romantics ‘Noble savage’ ideology (approximately 35% of the public)</th>
<th>Neo-colonial ideology (approximately 50% of the public)</th>
</tr>
</thead>
<tbody>
<tr>
<td>They do not think in term 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>
</tbody>
</table>

Source: Grosze Nipper, 1996
8.2 Product Market Combination

The assessment of the tourism potential, the USP’s, the tourism profile, of the sense of place, and the sense of time are the core ingredients for any tourism concept. It is hard to give a simple definition of a tourism concept. A concept can best be described as a philosophy; a new and distinctive approach of tourism. A good concept appeals to the fantasy of both suppliers and consumers and gives them a clear orientation. It gives them a common understanding, a way of seeing and recognising a Product Market Combination (PMC) as well as individual products and services as part of a wider concept. A concept has a clear message, an identity, and a personality.

PAN Parks is a good example of a tourism concept based on a brand. Although it was not designed for regional marketing, it has most of the characteristics we just described. It can make a region attractive and appealing for producers and tourists, but a region can also receive many tourists who are not interested in the concept. The tourism strategy for Northern England uses Hadrian’s Wall in a very similar way as a brand.

Based on the tourism supply and tourism potential (tourism SWOT and unique selling points), and based on the actual and potential ‘desired’ markets, PMC’s can be created. A PMC matches a specific (tourism) product with a specific target group, the same product can also (with some modifications) be the basis for various PMC’s.

We have to ask ourselves some relatively simple questions before we start developing PMC’s.
• Who are our actual tourists?
• Which are the target groups we want to reach?
• What are the actual impacts of tourism?
• Which tourism PMC’s would fit in the sustainable tourism strategy?

The actual tourist

Whether there are a few or a million tourists visiting an area or, we can learn a lot from them. By just talking to them, asking them about what they like about the area, what activities they actually are involved in, and if they are satisfied with the products and services, such will provide us with a lot of information. We also should know where they come from, if their trip was organized or if they are individual tourists, their age, the people they are travelling with (friends, their family, and special interest groups like bird watchers). And it would be great to know something about their education, their profession and their income. Even more important is to know what their motivations and needs are. Not every tourist is an eco-tourist and not every tourist visiting historic towns is a cultural tourist.
**Defining Target groups**

The next question would be, which target groups we consider being most appropriate. Public heritage sites do not always have this choice, since they have the legal obligation to receive any kind of visitor. In many cases we have to deal with the fact that the area plays an important role in local, regional and national leisure activities. In the sustainable tourism strategy we have to focus on the target groups that really will bring us the benefits that we expect.

**Evaluation of the impacts of tourism**

Regions that already have certain tourism development should start with a critical analysis of the actual situation. But also new ideas and plans will have to be evaluated beforehand to check if they meet sustainability criteria. They must be based upon an inventory of existing PMC’s, followed by an assessment how these PMC’s are developing, is there growth, stability, or even decline? Which conclusions should be drawn? The goal is to assess which PMC’s can be considered successful and promising from the point of view of sustainable development.

**Which tourism PMC’s would fit in the sustainable tourism strategy?**

Having assessed the sustainability of the PMC’s, a selection should be made which of them should be included in the marketing strategy. Having selected the best PMC’s for the STDS, the next question will be, how growth could be realized. The next figure shows us the different options for growth strategies, there are more combinations strategies for growth possible.

<table>
<thead>
<tr>
<th>Existing product</th>
<th>New product</th>
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A strategy for growth does not necessarily include attracting more tourists. From a marketing perspective existing target groups are considered to be very interesting. Since these people are already customers, there is no additional effort needed to attract them to the area. The main question is how can you make them stay longer and/or spend more? Just by making your supply more attractive and by offering additional products and services, the quality of the tourism product will increase. This should be a win-win situation for tourists and suppliers.
CASE DRENTHE

Drenthe is a province in the North East of The Netherlands, bordering with Germany. Holland is a densely populated and highly industrialised country; Drenthe used to be a rather isolated and underdeveloped agricultural area until the second half of the 20th century. It has, for Dutch standards, a high ecological value because of the heather, the moors and woods. The tourism profile of the Dutch province of Drenthe could consist of the PMC’s: Forest and heather, tranquillity, excellent for cycling, cultural heritage, value for money, “hunebedden” (pre-historical graves made of huge stones) and Bartje. Bartje is a little boy, known all over Holland, since he plays a leading role in the books that author De Vries wrote about life in the poor countryside of Drenthe. Especially the TV film about Bartje became extremely popular.

As you will notice, many of the USP’s are not unique and can also be found in Great Britain, Germany, Eastern Europe. It is again the combination that makes the profile unique.

This profile is indeed not impressive by international tourism standards, but Drenthe managed to become the most popular tourism province of the Netherlands in 2001, almost exclusively based on national tourism. Drenthe as the Dutch province for cycling is a successful concept, which attracts hundreds of thousands of cyclists a year. Cycling as such is not a concept, but if cycling becomes a philosophy, a way to discover the province and if Dutch people connect cycling directly with Drenthe, it has quite some characteristics of a concept. In the off season period special cycling packages are made for senior citizens, including bed and breakfast in a farm accommodation, transport of luggage, all in all a successful PMC.

CASE SALZBURGERLAND

Salzburgerland is one of Austria’s “Länder” or provinces. Like most other Länder and even like provinces in the alpine parts of France, Switzerland, Italy, Slovenia, Germany and Austria, the Alps and its natural features are the main characteristics. It is not an easy job to develop a unique tourism profile here. Salzburgerland decided to focus on the mix of Alps, nature and culture. Nature includes the Hohe Tauern National Park, lakes and woods; Culture includes the city of Salzburg and Mozart. But the profile also focuses on active holidays, enjoying the countryside and rural tourism. The slogan is: A Little Paradise. A clever concept in the “Bauernherbst” or Farmers’ Autumn. Autumn is a quiet season for tourism. So if you have the time to enjoy the colours of autumn in nature, to participate in the countryside traditions of the season, of which the “Almabtrieb”, where cattle is driven from the summer pastures in the mountains into the stables in the valleys, is the most famous. And there are special autumn dishes, prepared with the season’s vegetables and fruits, mushrooms and hunting products. The concept transmits a warm, cosy atmosphere. The tourist gets the idea of being a special guest in this season.

Another concept is cycling. As such cycling is not a concept, but if the whole
tourism product is being designed according to the needs of the cyclist. If the cyclists' perspective is being used in all the descriptions, if there is an extensive network of cycle routes, from local routes to long distance, if there are inns and hotels offering special dishes and all kind of facilities, it comes close to a concept. And we did not mention yet the transport facilities to and from the area and inside the area, bike rent, bike repair, and events. Different kind of cycling activities and holidays can be offered, based on mountain bikes, long distance trails and comfort cycling with transport of luggage for different target groups.


8.3 Development of story lines

In most cases subject-matter specialists (biologists, archaeologists, etc.) manage heritage sites and their emphasis is in most sites on the product- and less on the demand side of the market. There is often an abundant supply of factual information, but less emphasis on the experience of the visitor. The increasing competition among local/regional heritage attractions will however put more pressure on product improvement and product innovation from a consumer perspective. A simple trail through town with a plan and a bit of sign posting is by far not sufficient to stand out among other providers in this domain. There is however a persistent prejudice among managers of heritage attractions that they have unique buildings and collections in their care, who have in themselves sufficient potential to attract visitors. From a content point of view they are quite right, everything is unique and special, the experience of their clients is however significantly different: again a museum, another monument.

As my son once said at such-and-such ruin: “Another heap of stones”. As a matter of fact there are little free standing attractions that can generate a flow of visitors on their own. Even the Eiffel tower would have a hard time if it were not standing in Paris. The concept of “Paris” as a romantic destination is of endlessly more value than the sum total of its individual attractions.

Some attractions - like the Tower of London - are so well anchored that it seems they do not need a concept. In fact their own image is in a certain way already their concept. Such a concept consists of the history, the stories, the legends and the secrecy of the place. In the development of visitor attractions a good concept is of vital importance. Canadian Heritage starts every development of a site - whether cultural or natural - with the question “What is the spirit of the place” and secondly “How do we get that across to the visitors?”. That may sound vague, but it is no doubt the prime task for the management of an attraction to answer these questions.

Any site needs a myth around of which a web of magic can be spun. In many attractions we see the use of archetypal figures as elements in the story line. These figures
can be kings and queens, dragons, Robin Hood, cowboys and Indians, or eternal romantic figures like Romeo and Juliet, or anything else you put your hands on. A real visitor attraction gets its inspiration out of the stories and legends of more or less historical times or can even draw back on mythological times. This aspect of a concept can be summarised as follows:

\[ VA = Dm^3 \]  

(Visitor Attraction is a Dream consisting of Myth, Magic and Mystery)

Visitors are looking for a **UNIQUE**-experience; the visit to an attraction should contain the following elements:

- **Uncommon**, it should be entertaining, keep in mind they visit the place in their leisure.
- **Novelty**, it should raise curiosity, provide a new experience, a new insight.
- **Inspiring**, it should be provocative and stimulating.
- **Quality**, it should be customer- and service oriented.
- **Understanding**, it should lead to a profound understanding of the world around.
- **Emotions**, it should evoke emotions and be a moving experience.

An important technique to use in the development of heritage sites when it comes to the provision of interpretation for the visitors is story-line development. The physical remains of the past, whether landscapes, sites, or objects, have many layers of signification, which can be of importance for present day visitors. The choice from which of these to choose from for communication is depending upon the objectives and the target audience.

A building or an artefact is always more than it seems to be. A palace is not only the dwelling place of a monarch, but is also build to impress, to take care that the subjects are duly impressed and have to look (literary) up to their king. The layout expresses the differences in status of the activities to be performed in and around the palace. The interior and decorations tells us something about the relationship between the monarch, his court and his subjects, all these aspects can give a clue for the development of a story line. Story lines cannot only be derived from objects; it is also quite possible to apply story lines to a. region or even a country. In the next examples comprehensive interpretation strategies are given as developed for the entire Irish Republic and the historical Roman border in The Netherlands.

In 1990 the Irish Republic received a grant from the EC to update its historical assets for the development of heritage tourism. It was decided by the Irish Tourist Board to draw up an inventory of these assets to determine the variety of themes that could be covered by the historical remains scattered over the country. They came up with an overview of interesting features in different domains and in different time scales.
<table>
<thead>
<tr>
<th>Year</th>
<th>Sites</th>
<th>Features in the landscape</th>
<th>Cultural &amp; aesthetic themes</th>
<th>Social &amp; religious themes</th>
<th>Scientific, technical &amp; economic themes</th>
<th>Political themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1500</td>
<td>Walled towns, place names, castles &amp; abbeys, towers, battle sites.</td>
<td>Place names.</td>
<td>Gaelic influences, arts &amp; crafts.</td>
<td>Church reform &amp; church building.</td>
<td>Invasion, conquest, battles.</td>
<td></td>
</tr>
</tbody>
</table>
500  Sites: Burial sites, ring forts, round huts, churches.  
Features in the landscape: Fields, cairns, crosses, dolmens.  
Cultural & aesthetic themes: Heroic tales, heroes, Celtic roots, art,  
ogham stones.  
Social & religious themes: Worship, sacrifice, astronomy, and  
burial sites.  
Scientific, technical & economic themes: Agriculture, settlement,  
hunting, and clearance.  
Political themes: Warfare.

6000 BC  Features in the landscape: Burren, cliffs, Lakeland, Bogs,  
dolmens.  

Source: Ireland Interpretation strategy Ventures Consultants, 1990

Out of this inventory the story lines and interpretative themes derived as is shown in the next table. The apparent advantage of this approach is:  
• It provides each site the possibility to link to the general themes.  
• It gives the possibility to combine more story-lines in sub-themes.  
• It gives a scope to interpretation and marketing efforts.  
• It develops a feeling of Irishness.

From topics to story-lines  
The Interpretative topic Landscape & Topography leads to the theme Living landscapes and results in the following story-lines:  
  Living with land and sea  
  Mountains and moorland  
  Cliffs and coastline  
  Bogs and wetlands  
  The Gulf Stream  
  Flora and fauna  

The Interpretative topic Economy and Science leads to the theme Making a living and results in the following story-lines:  
  The Great Famine  
  Emigration  
  Seaways and trade  
  Craft tradition  
  Invention an inventors  
  Living off the land and sea  

The Interpretative topic Social & Religious leads to the theme Saints and Religion and results in the following story-lines:  
  The rites de passage  
  Origins of Christianity
The idea behind the strategy was to develop in the whole of Ireland a network of interpretation centres to cover different themes to avoid competition among the different providers, as well as to make sure relevant aspects of the Irish heritage were covered. The Irish Tourist Board needed an instrument to decide which initiatives could be honoured with grand’s from the financial resources. Furthermore they wanted to avoid too many identical themes to be developed on different locations in Ireland.

The following is an example of a story line developed for an archaeological-tourism project around the frontier of the Roman Empire (the Limes) in The Netherlands. A survey of the existing interpretation facilities in the Limes area resulted in the following observations:

Source: *Ireland Interpretation strategy Ventures Consultants, 1990*
• Most of the locations have hardly any interpretative resources.
• If there are any, they are very factual, not inspiring and not imaginative.
• Only a very limited use of interpretative techniques and –media is used, at most of them there is an emphasis on text panels and tourist office leaflets.
• Many of the indicated areas are almost identical, there are no distinctive features for different sites.
• The accessibility (if you can find them) of sites is badly organised, sign posting is non-existent or inadequate or inconsistent.
• There are hardly any references to other sites, which could be of interest for the visitors.

Taking into consideration that the knowledge both among foreign and domestic visitors of Dutch history is limited. And given the fact that, contrary to England or Germany, little remains from that period in The Netherlands. A story line approach has been applied in which a limited amount of core themes about the Limes will be presented:
• Defence and attack
• Transport (infrastructure)
• Living and working
• Government
• Believe systems

| Interpretation strategy on the Roman Limes |
|-----------------|-----------------|-----------------|
| **Theme**       | Defence and attack |
| **Subject**     | Limes, cavalry, army camps, watchtowers, fortifications, soldiers |
| **Story lines** | The Iron Curtain? Officers and men, Foreign legion, The revolt of Iulius Civilis, Hardship of daily life |
| **Locations**   | Valkenburg, Vechten, Ermelo, Malden, Nijmegen |

<table>
<thead>
<tr>
<th>Theme</th>
<th>Transport (infrastructure)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subject</strong></td>
<td>Harbours, canals, ships, bridges, roads, milestones</td>
</tr>
<tr>
<td><strong>Story lines</strong></td>
<td>The river Rhine as the Roman lifeline, digging in the mud, trade vessels, Peutingers map</td>
</tr>
<tr>
<td><strong>Locations</strong></td>
<td>Zwammerdam, Voorburg, Zwammerdam, Wateringen</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Theme</th>
<th>Living and working</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Subjects</strong></td>
<td>Cities, trade, occupations, camp villages, farms</td>
</tr>
<tr>
<td><strong>Story lines</strong></td>
<td>Forum Hadriani, economic interests: potter, blacksmith, etc., Nigrum Pullum, life in Roman villa’s</td>
</tr>
<tr>
<td><strong>Locations</strong></td>
<td>Nijmegen, Voorburg, Vechten, Rijswijk, Tiel</td>
</tr>
</tbody>
</table>
These themes offer some strategic advances:
- A flexible system for different sites to establish their own story line.
- A structure that connects the different sites.
- It provides direction for marketing and promotional efforts.
- It stimulates relations between sites and themes, and makes them distinctive from each other.
- It gives focus and inspiration to efforts to develop other attractions along the Limes.

Concepts, story lines, and the way these are visualised give visitors a focus and an awareness of the relationship between sites and themes. In his article *Story Technology* Bob Rogers (1996) states that the experience of the ‘story’ of the place is the focal point of the development of attractions and the guideline for the concept development. All too often the developers interpret the ‘story’ as the ‘message’ they have bring to the visitors. This ‘message’ is subsequently placed to the foreground.

1. Always collate themes from existing current publications, interpretative signs and other evident sources, then question each and every 'fact' thus gathered.
2. Discuss preliminary ideas with a wide range of local professionals and enthusiasts. Railway and garden interests may never have met, but the cross-fertilisation of ideas will be rewarding.
3. Consider where, in national literature and primary sources, the town or site or house may be mentioned. Pursue any evidence of national or regional recognition in formal or popular history.
4. For births, marriages, and deaths, consider particularly human associations, however fleeting or recent. Such areas as football and TV personalities are seldom mined in the establishment of local themes.
5. Develop a long list of themes – any town/site/house/etc. can provide a 50 themes – which could be developed further.
6. Consider which themes are supported by visible evidence, are not duplicated within the region, have relevance to contemporary life, and have the potential for strong visual or interpretative presentation.
7. Research deeper and wider in order to validate at least ten themes with new primary evidence. This process is itself often newsworthy.
8. Order a final selection of up to five major themes and make a preliminary allocation of resources such as buildings or artefacts.
9. Establish a group of stories for each theme, balancing a wide range of story types, which will appeal to known market segments with the population.
10. Ensure that the theme-story package is rigorously assessed by a mixed group of local experts in various fields.

8.4 Product development for heritage sites

It is important to emphasise that the themes and story lines are not a straitjacket, but must be viewed as an assistance to bring cohesion into the tourist offer. It is
important for visitors to experience an integrated offer of provisions and experiences that make the fragile and rare remains of the past both physically and intellectually accessible. There are several ways in which the story lines can be communicated to the visitors.

**Information panels**

On most sites information panels are available for visitors. The information is in most cases very factual. If graphics are used, it is in most cases for lay out plans and maps instead of reconstruction drawings or impressions of the landscape in the past. Working with themes and story lines greatly enhances this well tested method of information transmission. The following example is of a more elaborated type of panel that is transparent and gives through the glass an impression of the reconstruction of the physical remains in the archaeological excavation.

![Fig. 19. Interpretation panel at Emporias, Costa Brava, Spain.](image)

**Reconstructions**

Reconstructions provide great interpretation resources for visitors. They come in a wide variety of forms: reconstructions on the site, the theatrical display, the historical theme park, and the use of modern technology. The following pictures provide some examples. Modern technology gives us the opportunity for new interpretative media on historical sites. In the village of Ename in Belgium reconstructions of the different periods of the archaeological site can be seen on location on demand on a
computer screen. In the citadel of Verdun in France holographic images are used in a theatrical display much in the same way as the more static presentation in the Yorvik Centre in York.

![Fig. 20. Reconstruction: Mediaeval street in Archeon, archaeological theme park, The Netherlands](image)

**Viewpoints**
On many locations in the landscape it is possible to build viewpoints which enable the visitors to have an overview of the terrain. It is technically not too difficult to install telescopes, which instead of the actual image give an historical image of different periods on demand, also in a 360° perspective.

**Audio-visual aids**
Film-, video-, en slide shows are powerful aids in an interpretation strategy. The major challenge with these devices is to have a good script for the development of a program. Too often this is left to the technicians who prepare the show, and the visitor ends up with either beautiful pictures or an impressive technical achievement, but not necessarily with an intelligent or interesting story that leads to better understanding. These visual shows also provide a great opportunity to give the visitor a good sense of place by presenting the show in an adequately themed environment.
Guiding systems
Interpretation of heritage is also in many cases people’s work in the form of guided tours, presentations, demonstrations, living history. The use of recorded tours on tape or on cd’s plays increasingly an important role.

Advance signposts and directional signs
Important aids for visitors are adequate signposts. They can serve a dual purpose, at one hand they provide information for visitors where to go or to find the interesting places. At the other hand they guide the flow of visitors into a preferred direction, or lead them from sensitive areas where their presence in high volumes is unwanted.

Signposting has to be:
• Adequate in number
• Well located
• Attractively designed
• Easy to read
• Conveying the required message
• Easy to follow

In particular the signs and notices about admission and facilities are important. They have to be accurate, easy to read and appropriately positioned. Make sure the information they contain is up-to-date and unambiguous.
Merchandise
As mentioned earlier merchandise is an important source of income for heritage sites as well as for local people who have the opportunity to sell souvenirs to visitors. In the case the merchandise is within the realm and the responsibility if the site management, make sure the merchandise is:

- Well displayed and adequately staffed
- Clean and functioning
- Appropriate in range and price
- Reflecting of the character of the site
- Enhancing the overall experience

In developing countries the visitors to heritage sites provide an important additional source of income for the local people. Site managers and museum staff can play an important role in helping them to produce souvenirs and crafts that are well designed and well made. They can play a vital role in the survival of local crafts and designs that would otherwise probably disappear without the opportunity to sell to tourists.

8.5 Exhibitions and visitor centres

Reading Kenneth Hudson’s *A social history of museums* (1975) one cannot avoid the impression that museums are still somewhat introvert, distinguished and respected institutions in society, with a certain “reservation” towards the general public. For large groups museums are still regarded as “not for our kind of people”. There are a few reasons for this misconception. The world represented by museums is not the world as perceived by the general public. It is a world structured by scientific laws, taxonomy, and by a division in periods which is not at all common ground for the layperson. Museum professionals tend to forget that what is obvious for them is
not evidently clear to anyone else. As once Sir Pope-Hennesy – former director of the British Museum – provocatively stated on a comment on curators: “Their defect is that they know their collections much too well. They simply cannot see them from outside”. (ROM, 1976, p.87)

In a museum all the objects tend to look alike for the non-specialist, especially if they are piled up in large quantities. Communication in many museums is rather conventional: everyone is presumed to start from the same point and to undergo the same knowledge enhancing experience at the same pace. Thus the visitor plays the passive role and the museum the active role. Access to museums is highly structured, predetermined and controlled by the staff so as to be “correct”, “understandable”, and “educational”.

![Roman mosaic and Roman kitchen in a display. It gives the non-expert visitor the idea that both belong together, which is not the case. The mosaic represents the dining room](image)

One of the most important reasons to visit museums is the opportunity for social interaction. Research done by Paulette McManus (1987) in the Natural History Museum and the Science Museum in London shows very clearly that a visit to an exhibition is a social occasion. Visitors hardly ever come alone, they present themselves in small groups as a family, a group of friends. Visiting the displays is a mean to interact with each other.

Curators - who spend their lifetimes reading books - consider words the only medium to transfer an idea. But the era of the television and the Internet has brought into being a generation for whom reading is a secondary means of collecting information. Their learning is primarily focused on visual impact and they are used to receiving very well staged images. For those used to looking at large quantities of
visual media, the staging in museums is not only poor, but often increasingly incomprehensible (Schouten, 1993, pp. 381-386). The well-known distinction between work and leisure tends to obscure a rather important psychological disposition; the difference between activities that are performed under conditions of stress, and those that are performed without stress (Miles, 1982, p. 22-23). Our customers are visiting us in their free time and the very essence of a leisure time activity is a non-stress environment. Roughly speaking, a stressful situation is in any situation that what people consider - not necessarily correctly - as threatening. The explicit learning environment is such a threatening environment. It puts you in the situation of the one who does not know, it often makes you feel stupid. Learning is done by people who are curious, who wonder about the world around them, and not by people who might be intimidated by our so-called educational displays. A lot of the communication in interpretation centres and museums is not inviting but just patronising. In most cases the assessment of the heritage attraction is not based upon the scientific correctness of the core product, but on how effective the site or the exhibition is in raising curiosity, appealing to fantasy, and in providing a challenge. These are the critical quality features the management should turn into critical success features, including details like: how clean are the toilets, how easy to park the car, the choice of items in the shop, and the quality of the catering.

One of the first psychological research projects on museums was Melton’s 1933 investigation in the U.S., in which he discovered – or rather first described – a very common and well known phenomenon: museum fatigue. This sensation, that you have a cotton-wool head, leaden legs and painful feet, is an experience with which we are all familiar. Museum fatigue leads to specific behaviour among museum visitors: the longer they stay in a museum, the faster they go to the exit. And the longer the lengths of time visitors spend in the galleries, the less attention they pay to the displays. This exit-oriented behaviour is caused by factors common to most museums:

- Uniformity in design.
- Static presentations.
- Typical museum design.
- Different levels of abstraction.
- Presentation dominated by scientific viewpoints.
- Insufficient connection with the visitor’s frame of reference.

The last point is very psychologically very significant, we all have an image of the world around us and this image guides our perceptions of the world. New information is always related to our own concept of the world – sociologists talk of our ‘frame of reference’, and psychologists call it the ‘cognitive structure’. The psychologist Ausubel has pointed out that every individual has such a cognitive structure, which he describes as:
“The quantity, clarity, and organisation of the learner’s present knowledge. This present knowledge, which consists of the facts, concepts, propositions, theories, and raw perceptual data that the learner has available at any point in time is referred to as the cognitive structure.” (Ausubel, 1969)

Such an image of the world has a very important characteristic. According to Gestalt psychology it is a complete image, and all new information should be put into this already complete, and sometimes false, image. If the new information corresponds with the cognitive structure of the audience it will be assimilated quite easily, but if this is not the case our audience, according to another basic psychological rule – cognitive dissonance, will reject the new information. If information does not fit into our psychological system or the way we perceive the world, it will be neglected, ignored or even not perceived at all.

In designing exhibitions it is of fundamental importance to be aware of the ideas and images about the subject espoused by those people we want to reach. Sometimes they know more than we realise; most of the time they do not possess even what is commonly supposed to be the basic information. Thus, in preparing an exhibition on native Americans in the United States one should be aware that the average visitor’s image of this subject was shaped by exposure to comics, B-movies and boys’ adventure stories by Karl May. Images of Native Americans are based mainly on the Plains Indians, and failure to take this into account when designing the exhibition, can be the cause of poor communication between exhibits and audience. Of course, no two people have the same image of the world, but there are sufficient generalities to determine an appropriate approach towards the audience.

Another psychological principle connected with the cognitive structure is the advance organiser. An advance organiser is a device to stimulate the memory of the public. We all have far more passive than active knowledge, just as we use fewer words when talking than we can understand when reading. Using advance organisers makes the audience aware of their sleeping knowledge about the subject or raises questions about the subject they were not aware they could pose. For example, the introduction in the Museum of Natural History in London, to the exhibition Origin of Species starts with the basic question: “Why are there so many different species?” This question put into a display in which the overwhelming variety is obvious, makes even casual visitors, who are really not interested, think about it.

This point brings us to a further basic principle, the structuring of information transmission. Lewin points out in his work that information flow requires three stages:
- Unfreezing
- Moving
- Refreezing
‘Unfreezing’ means opening the cognitive structure, and making use of advance organisers. Generally speaking; raising questions, making people curious, attracting their attention, and making them receptive to new information. Unfreezing is the introductory part of the exhibition, but ‘moving’ is the actual transmitting phase of the communication process. It focuses on new information and the audience is stimulated to think about the presented theme. ‘Refreezing’ is the part of the process that gives the audience an opportunity to digest the new information, to integrate it into the cognitive structure, and to consolidate the new information into a new image of the world.

Effective communication between the organisers of an exhibition and the public depends on the ability of the visitors to understand the non-verbal language of real things. If an exhibit does not contain the information a visitor needs, the obvious solution is to provide that information – the object must be put into context. In other words, it must be placed in a setting that ensures that its informative value becomes apparent. Period rooms, dioramas, evocative arrangements or other ways of showing the relationship between the various objects are all possibilities. If it is not possible to show the context or if this approach does not inform sufficiently, additional information can be presented graphically.

The four levels of information media

<table>
<thead>
<tr>
<th>Level</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Object</td>
<td>Photographs, slides, maps, diagrams and tables, etc.</td>
</tr>
<tr>
<td>2. Contextual</td>
<td>Photographs, slides, maps, diagrams and tables, etc.</td>
</tr>
<tr>
<td>3. Graphic</td>
<td>Photographs, slides, maps, diagrams and tables, etc.</td>
</tr>
<tr>
<td>4. Textual</td>
<td>Photographs, slides, maps, diagrams and tables, etc.</td>
</tr>
</tbody>
</table>

By graphic information we mean photographs, sketches, maps, diagrams and tables, as well as slides-shows, videotapes and films. Finally, texts can be used as a means of providing information. Although texts are very important in museums, they are used all too often whilst other media are often insufficiently exploited.

Information media can be divided into four levels as illustrated in the figure above. Since each level becomes progressively a more abstract and less comprehensible to the visitor, the recommended approach is to use the lowest possible way to convey the desired information.

There are additional basic principles that can be applied to displays in exhibitions. The first is the principle of visual attractiveness. Exhibitions have a strong visual appeal and this is where their great strength lies (although there can be situations in which the other senses are also used to convey information). Secondly displays should have their starting point in what is familiar and recognisable in the world of the visitors. If such is not the case, the informative value of the exhibition will escape the visitors.
No cut-and-dried solutions exist to the challenge of communication through exhibitions. A limited number of suggestions have been made here, but there is no such thing as a didactic box of tricks to be opened at will and the individual originality and ingenuity of the those who prepare the exhibition remains of primary importance. All those responsible for mounting exhibitions have to make the best arrangements in their own ways. There are a great variety of tactics available that can encourage a thoughtful attitude to exhibitions. It is a good idea to try out new concepts on colleagues and of course on visitors as well. The question must always be: does what I am trying to tell come across? Others can always answer this question better than the one who asks it.
REFERENCES


Martin, W. & Mason, S. (1993) The future of attractions: meeting the needs of the new con-


Appendix

Research questions for the monitoring of heritage sites.

Note: Try to collect for every question, material that proofs, exemplifies, or underlines the given statements by the respondents (photo’s, leaflets, etc.). Give the function, title, status, or profession of the respondents.

Category A. Concerning the quality of the resources.
To be answered by the site management, and/or local/regional authorities, and/or local/regional tourist offices.

What is the legal status of the site, protected by laws and regulations, on which level?
Who is the legal owner of the site, state, regional or local authorities, privately owned, what is the nature of its management structure?
Who is responsible for conservation activities?
Which pressures and threats are identified (ecological, social, political, and developmental)
Are there already experienced impact form tourism, what is the nature of these impacts?
Which security and protective measures are in place?
Is a zoning system applied to the site, what are its characteristics?
How do visitors move around the site, with or without guides?
Are there any restrictions to the visitors visiting the site?
Are there statistics of visitors at the site (local, domestic and international visitors)
Is there seasonality in the visitor arrivals (peak and low season)
Is tourism growing or declining at the site?
How do the different groups visiting the site arrive there (means of transportation).
Are there any parking problems, of what kind, and for what type of transportation?
Are there entrance fees, on what price level, is there price differentiation between different groups of visitors, is there price differentiation on time of the day, day of the week, in relation to seasonality?
Is access equitable and affordable for both the host community and the visitor?
Does the management of the site run shops, food outlets, etc. or are they leased out, or privately owned, what kind of relationship is there with the management?
What is the revenue generated by the site?
How is the revenue used, to maintain the place, to run the management structure, or is revenue transferred to local/regional authorities or the treasurer?
What is the ratio between individual visitors and group (package tours)?
Are there additional attractions on the site to ease pressure on the main attraction (visitor centre, AV-shows)
Does the management of the site run these or are they leased out, or privately owned, what kind of relationship is there with the management?
Is the site a new, or an established tourism venue?
Have existing or planned tourism development programs and infrastructure projects taken into account the different values the site represents? (aesthetic, social, cultural dimensions, landscape, biodiversity, etc).
Are local materials and vernacular architecture used in existing or planned tourism infrastructure? If potentially unacceptable levels of change occur, are there plans to reduce the impacts?

Category B. Concerning the quality of life.

To be answered by local/regional entrepreneurs, local/regional opinion leaders (schoolteachers, doctor, priest, etc.), and local inhabitants. (Some of these questions can also be relevant for Cat. A interviews to see if there is any difference between the perception of the management and the host community)

What values represent the site to local/regional inhabitants, does it reflects current cultural, and religious, aesthetic, or other values of the community?
Are local people, property owners, and/or relevant indigenous people involved in the planning for conservation and tourism at the site?
Shows planning and development of the site respect for the rights and interests of the host community, property owners, and/or relevant indigenous people?
Is there respects shown to the wishes of the host community or relevant indigenous people with respect to restrict or manage access to certain practices, knowledge, beliefs, activities or sites?
Do visitors to the site generate income for local people?
Is the income from visitors equally divided among local people?
Does the flow of visitors sustain the provision of local arts and crafts?
How do local inhabitants perceive visitors?
Is there evidence of erosion of local traditions due to the amount of visitors?
In which way is the exposure of local people to visitors, changing their life?
Are there constrains for local development related to the vicinity of the site?
Do the visitors behave appropriately according to local people?
In what way are visitors encouraged to behave properly?
What is the ratio between shops and local inhabitants?
How many enterprises cater exclusively for visitors?
What is the ratio between accommodation and local inhabitants?
Does the management for jobs in or around the site hire local people? (guiding, maintenance, security, administration).
Are local crafts, performances and skills promoted or degraded due to the influx of visitors?
Do the promotion, distribution, and sale of local crafts and other products provide reasonable income to the host community?
Does the promotion, distribution, and sale of local crafts ensures that their cultural integrity is not degraded?
Does parking by visitors disrupt the daily life of local inhabitants, in what ways?
What is considered the advantage of the site for the local people?
What is considered the main nuisance of inhabitants?
Are there educational and training programs for local people to increase their involvement with the site, or to make them more aware of the relevance of the site from a cultural and/or economic viewpoint?

**Category C. Concerning the quality of experience.**

To be answered by *international visitors*, and *domestic visitors*, and *local visitors or users*,

How is the visitor informed of the significance of the site?
Are there indications for the visitors to inform them about appropriate behaviour according to value systems attached to the site?
What means of interpretation are available at the site? (guides, guiding-systems, maps, interpretation panels, reconstruction drawings, leaflets, visitor centre, AV aids, etc.).
What is the quality of these interpretation methods, compared to other sites visited?
Are specific circulation routes set out for visitors that enhance the experience of the site?
Are specific circulation routes set out for visitors that minimise impacts on the integrity, character and physical fabric of the site?
Is the visitor encouraged to respect the values and lifestyle of the host community?
I the visitor encouraged respecting the possibility of illicit trade of cultural property?
Is there signposting at the site to point the visitor to areas of interest and/or facilities on the site?
Is there adequate landscaping applied to the site?
Is the site easy accessible for individual visitors, or mainly through intermediary means like tour operators/package tours?
Is there an adequate signposting systems along the access routes to the site?
What is the travel time to the site from the major accommodation centres for tourists?
Is there queuing, waiting time, for parking, ticket sales, access to the site, and/or side attractions to the site? (related to time of the day, seasonality, or other reasons).
How do visitors perceive the price level? (discriminate between domestic and foreign visitors, and other factors that may influence price levels).
Are main facilities (parking, toilets, etc.) included or excluded in the entrance fee?
Are there appropriate food and beverage opportunities for visitors?
Are there appropriate retail opportunities for visitors?
What is the perceived quality of the souvenirs on offer in the retail outlets, do they are congruent with the values of the site?
Are there local handicrafts for sale at the site, and what is the perceived quality of the merchandise?
Are there additional shows, performances at the site for the enjoyment of the visitors, and what is the perceived quality of these?
Is there any harassment from local people towards the visitors in the form of threats behaviour, theft, begging, and/or aggressive sales techniques?
Does the visit exceeds the expectations prior to the visit or is it the other way around?
What is the perception of value for money for the visitors?