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# Communicating Heritage

## A Handbook for the Tourism Sector

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**Communicating Heritage – A Handbook for the Tourism Sector**

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## Foreword and Acknowledgements

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This handbook is intended to provide tourism stakeholders from the private and public sector with guidance on the development of successful heritage communications strategies and policies. It aims at achieving this goal by reviewing current trends relating to the delivery of heritage communication within the tourism experience and proposing a variety of tools to successfully communicate heritage values to visitors in order to meet or surpass their expectations.

A high quality visitor experience is often driven by a consistent and informative heritage communication process throughout the travel experience, which engages the visitor in a meaningful and effective interpretation and understanding of the destination's natural and cultural heritage. Improving the ability of the tourism sector to develop and present their destinations and heritage sites in a more comprehensive manner, is therefore crucial, and contributes to the building of memorable visitor experiences, greater appreciation of the values of the sites visited, public awareness and support for the protection and conservation of heritage sites. This publication also contributes to UNWTO's capacity building activities on tourism at heritage sites.

This handbook was prepared for the World Tourism Organization (UNWTO) by Graham Brooks, President of the ICOMOS International Cultural Tourism Committee, with the assistance of and contributions from a number of members of the Committee, including Sue Millar, Murray Brown, Ian Kelly, Lyn Leader-Elliott, Randy Durband, Chaozhi Zhang, Simon Woodward, Gordon Grimwade and Augusto Villalon.

Luigi Cabrini, Director, and Sofía Gutiérrez, Programme Coordinator, from the Sustainable Tourism Programme at UNWTO, were responsible for its concept, supervision and final review. Unless otherwise indicated, all photographs included in this publication were taken by Graham Brooks.

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# Part A

## The Relationship between Heritage and the Tourism Experience

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## Chapter 1

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# Introduction

### 1.1 Tourism and the Communication of Heritage Values

Natural and cultural heritage sites, including scenic landscapes and revitalised historic towns, are now major components of the world's tourism assets, representing a large and increasing source of business for the tourism sector. Furthermore, many of the most outstanding sites are inscribed on the UNESCO World Heritage List. Research has shown that interest in the environment, culture and heritage is a primary motivation for a large number of travellers, and is consistently growing as a market sector. In this context it is essential for destination and heritage site managers, as well as the tourism sector as a whole, to respond to the modern tourist's hunger for interesting and engaging heritage information about the places they visit.

"Is it really worth visiting?" "Will it match the enticing images in the brochure or on the website?" "If I had known about this earlier, I would have changed my travel plans". "What else is there to see and do, now that I am here?" "How do I understand what I am looking at?" "Did I miss something that I should have known about?" "Would I recommend it to friends and family?" All these questions are at the heart of the tourism experience, irrespective of the destination or the motivation for the visit.

Intending tourists gain information about particular destinations and heritage sites from a variety of sources. They base travel decisions on that knowledge and have every right to expect a high quality outcome. Matching the delivery of enjoyable and satisfying experiences with the customer's expectations is fundamental to the long term sustainability of any tourism business, public sector promotional campaign or tourism destination.

Well-informed tourists are at the very centre of all sustainable tourism activity. With good preparation, they are more likely to appreciate the distinctive features of a destination or heritage site, to enjoy the visit, to make return visits, to recommend the experience to others, to develop a long term interest in the place and perhaps to become ambassadors for its conservation.

Heritage Communication adds value by building the understanding and emotional attachment that enhances any tourism experience. It will assist in capturing the imagination of the visitor, sparking what may become a life-long social, emotional or intellectual connection. It may also reinforce an already held belief that a destination, natural or cultural site should be protected and conserved for others to enjoy or to ensure that future visits will be equally engaging.

Nevertheless, the relationship between heritage and tourism is expanding into new areas. While famous monuments or spectacular natural sites serve to differentiate one destination or site from others, the broader tourism market is increasingly interested in the lifestyle of the host community. Tourists spend time exploring local cuisine, shopping for local merchandise and engaging with local people. Sometimes they will visit local heritage sites or cultural attractions, but the majority of their time will be spent in simply absorbing the differences from their lives at home.

Considered holistically, these broader cultural and heritage characteristics of the destination or site provide a much larger tourism marketplace than the traditional "cultural tourist" niche.

The development of sustainable tourism at heritage sites is a major objective of the UNWTO's Sustainable Tourism Programme, and for all those responsible for their protection, conservation and public presentation, including the States Parties to the World Heritage Convention, United Nations

Educational, Scientific and Cultural Organizations (UNESCO), International Council on Monuments and Sites (ICOMOS) and the International Union for Conservation of Nature (IUCN). The high quality communication of heritage values in the tourism context can make a vital contribution to meeting this objective.

This handbook has been designed to complement the excellent work done by the professional heritage interpretation sector, particularly at heritage sites, and to expand the communication of heritage values throughout the entire travel experience.

## 1.2 The Aims of this Handbook

The key aims of this handbook are:

- to increase awareness within the tourism sector that heritage, in its broadest sense, is a growing source of public interest, product differentiation and tourism demand;
- to reinforce the important role of high quality, consistent and informative heritage communication, delivered throughout the tourism experience, in building tourist expectations and delivering high quality visitor experiences;
- to highlight the potential for well informed and appreciative tourists to boost general public awareness and support for the conservation of heritage places and sites as drivers of sustainable tourism and community benefit;
- to support the contribution of heritage communication in the re-invigoration of heritage attractions, boosting their life-cycle relevance in the tourism market place or potentially reversing a long term decline.

Who knows when the spark from a travel experience will ignite the flame for an individual traveller's lifelong interest or passion for a place or a theme, one that will grow progressively, adding richness and focus over the years? This handbook encourages opportunities to ignite that flame.

Awareness of natural and cultural heritage is growing across most facets of the tourism market. Consumers now request higher levels of sustainability in the destination and in the practices of service providers. Tourism providers are now more aware that their long term success is dependent upon the sustainable use of their tourism assets – well managed natural heritage sites, well presented cultural heritage sites and living traditional cultures.

The communication of heritage should:

- facilitate market access, particularly for small enterprises and community based tourism enterprises, owing to their limited marketing resources;
- promote particular types of tourism of specific products that may be more sustainable than others; raise the profile and performance of such products, encourage their use;
- provide an incentive for more sustainable products by restricting access to promotional or endorsement campaigns for products that are regarded as less sustainable;
- influence visitor behaviour by informing them about sustainability issues and encouraging certain types of behaviour.

Heritage communication should also:

- raise national, regional and local community self esteem, fostering support for the preservation of traditions and the sustainable use of cultural and natural resources;
- enable tourists to gain a richer and more satisfying experience from the visit;

- improve the ability of tourism public sector organisations to develop and present their destinations and sites in a more comprehensive manner;
- improve the ability of tourism private sector providers to provide a broader range of products and services that increase their competitive edge in relation to other places;
- increase cooperation and coordination between the tourism sector, destination management organisations and heritage site managers to provide expanded and improved integration between their various products and services;
- enhance the ability of local communities and stakeholders to have a role in determining the appropriate presentation and communication of their material and non-material cultural assets and values;
- enhance the creation of innovative goods and services to generate revenue for the maintenance and preservation of heritage places and the long term sustainability of traditional crafts and arts;
- enhance the engagement of visitors as consumers for both traditional and contemporary products and services, providing socio-economic benefit opportunities for the local community;
- spread the extent of tourism activity beyond iconic sites and peak seasonality towards less heavily visited places, reducing congestion and other adverse tourism impacts on heritage places or particular communities;
- reduce the vulnerability of national, regional or local tourism to catastrophic events such as natural disasters or security scares, by spreading tourism activity outward from a critical reliance on existing, iconic or heavily visited places;
- create opportunities for new or enhanced tourism products in lesser known and smaller attractions;
- encourage visitors to interact more deeply with the place and the local society and to behave responsibly.

### 1.3 Who Should Use this Handbook?

There are many forms of media, communication channels and gatekeepers that select, filter and manage the information provided to potential visitors, often promoting their own public policy or commercial objectives above those of the individual customer. Equally there are many stakeholders in the tourism experience chain providing services and products to the traveller. Some stakeholders will have more influence over the quality, content, relevance and effective use of information, as they direct it throughout the tourism experience chain.

This handbook targets four major stakeholder groups:

- **Tourism Public Sector** – to improve the identity, attraction and positioning of a nation or region in a competitive international travel market.
- **Tourism Private Sector** – to generate consumer demand and enhance customer satisfaction, generating repeat business and personal recommendation, while contributing to the sustainability of the very natural and cultural resource attractions and products on which their business prosperity relies.
- **Destination Management Organisations** – to assist in defining the distinctive features of the destination and consolidate its positioning in a competitive tourism market, while adding to the complexity and depth of the tourism experience, encouraging visitors to stay longer and spend more in the local economy.

- **Natural and Cultural Heritage Site Managers** – helping them to recognise their interlinked roles of conservation, presentation and communication, building support among visitors for conservation through greater understanding of the character and significance of the place.

The ultimate target audiences in the heritage communication process comprise:

- **tourists**, defined as travellers who spend more than one night away from their homes;
- **visitors** who can experience heritage places in a single day trip;
- **the host community** who lives within or near a tourism destination or heritage site.

Throughout this handbook, the distinction between tourists and visitors has been relaxed so that the two have become interchangeable, reflecting the fact that the communication of heritage values is of interest to anyone who travels, irrespective of the length of their journey.

## 1.4 Implementation and Case Studies

Part C of this handbook contains a series of illustrated case studies related to each of the major chapters in this handbook.

Part D of this handbook contains recommendations for an Implementation of Training Workshop that can be taken up by national, regional or local stakeholders to train relevant stakeholders in the processes identified in this handbook.

## Chapter 2

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# Heritage in the Tourism Context

### 2.1 The Changing Concept of Heritage

The UNESCO World Heritage Centre defines “heritage” as “our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage are irreplaceable sources of life and inspiration” (see: <http://whc.unesco.org/en/about>).

In recent decades, however, the general public’s concept of heritage has expanded beyond famous monuments, major museums and spectacular landscapes into every aspect of daily life and community memory. Heritage places presented to tourists now include archaeological sites, historical and continuing religious centres, former industrial works and defensive complexes, railway and water transportation corridors, historic battlefields and places of confinement and punishment.

Abandoned or neglected historic urban quarters are revived and enlivened with new uses, memorials and monuments multiply and historic exploits are re-enacted. Natural heritage places are increasingly being opened for general visitation by parks authorities. Twentieth century buildings and urban ensembles are as popular as classical or medieval sites. Physical heritage is complemented by all forms of traditional and popular culture, including language and literature, music and dance, rituals and festivals, cuisine and the culinary arts, oral traditions and customs as well as popular sports.

Visiting specific heritage attractions can be an intrinsic part of a particular trip and a major motivator for selecting a destination, or might be an optional or additional activity engaged in while at a destination. The tourist’s personal compulsion to visit a heritage site will be influenced by their specific knowledge or previous experience of similar places, as much as by the messages they have absorbed from friends and relatives, from the media, or through travel promotions. Their compulsion may also be shaped by a desire to explore below the iconic promotional images into the more complex textures of the place. It is the experiences of ordinary life that visitors absorb, wandering at will, admiring the monuments, museums, street life, shops, general heritage characteristics, and mingling with local people. On their return home, these will constitute the primary narratives of their journey.

### 2.2 The Fundamental Relationship between Heritage and Tourism

All tourism involves the consumption of experiences and products. To facilitate this consumption, access by tourists and visitors to natural and cultural heritage sites needs to be facilitated through the development of tourism products such as transportation, travel providers and interpretation programmes. Tourism based on the heritage values of a region or destination is inherently place specific and stems from the unique character of the place. It is the heritage identity or attraction of the place that is marketed, followed by the tourism products that enable tourists to actually experience and appreciate the place.

Heritage places with the potential to facilitate the development of tourism products share a number of common features:

- They are interesting and/or unique and can tell a story.
- They are known beyond the local heritage community.
- They lend themselves to being promoted and presented.

- They have an established or potential reputation as “must sees” in the tourism sphere.
- They are accessible and can be managed to absorb visitation without adverse impact.
- Tourists can readily explore the place and engage with it at a personal level.
- They provide an enticing tourism experience with quality and authenticity.

## 2.3 Tourism and Natural Heritage Sites

Natural heritage places have an important part to play in modern tourism, both international and domestic. With the majority of the world's population living in urban settlements, natural places have assumed an importance for both the visitor and the nearby population. One of the reasons why people are so attracted to nature destinations is the global increase in interest about the environment. Conservation awareness of the fragility of the environment is well entrenched in the public psyche. Mixing pleasure and concern, people are interested to enjoy natural landscapes while learning first hand about endangered species and threatened habitats. They want to understand the complex challenges of rainforest conservation and to experience them first hand.

The natural features and pristine condition of the environment and other inherent features of national parks, including the wildlife, are important attributes affecting the quality of the visitor experience. Simply enjoying and experiencing the contrast to modern urban environments is an important visitor motivation in most types of parks.

Outdoor environments provide opportunities for recreational activities, often with family and friends. Most countries have protected and developed huge areas of natural beauty and biodiversity for recreational use, ranging from the safari parks of Africa, national parks in China with their millions of annual visitors, the huge network of US National Parks and long distance walking trails through Latin America. Equally attractive are marine parks where tourism requires careful management to protect the fragile resources.

Natural heritage sites include:

**Wilderness areas**, which are known and protected for their natural values and lack of significant human habitation. Physical access by tourists to wilderness areas is generally limited, confined to well established routes and is carefully managed. As a result the ability of the public to appreciate its values may often rely more on extensive scientific interpretation and enticing presentation techniques, such as photography, than it will on actually visiting the place.

**National Parks** are usually legally protected and publicly managed for a combination of ecosystem conservation and public recreation. They tend to be important tourism attractions, providing educational and recreational opportunities for visitors. They are usually heavily promoted by the national parks management agency and typically provide a combination of publicly and privately managed tourism activities, often under very strict quality control guidelines. Visitor access tends to be permitted, although often under controlled conditions. Heritage interpretation and presentation of their natural values is a strong feature of most national parks.

**Scenic landscapes** comprise rural areas or coastlines that may be privately owned and contain human settlement or evidence of agricultural practices. They may be associated with a current agricultural activity, or have distinctive layers of cultural history expressed through villages and towns, historic buildings, festivals and specialised regional cuisine. Such landscapes are often popular with visitors for walking, cycling or driving holidays. They often have no defined gateway or entry. Access for visitors is usually by local roads, water or rail corridors or walking paths. Many scenic landscapes are very popular tourism attractions and can sustain many small-scale tourism enterprises, including accommodation, restaurants, wineries, local cuisine and craft markets.

Some landscape systems with natural and/or heritage appeal extend across regional and international borders, providing opportunities for tourism activity or extended linear experiences such as the Rhine/

Danube, Nile, Mekong, Mississippi or Amazon river systems. Blue water cruises along coastlines such as Alaska or Norway, or in regions such as the Caribbean, Baltic, Mediterranean, Galapagos Islands or Antarctica, represent huge tourism markets for the enjoyment and appreciation of spectacular natural or scenic environments.

The Chinese, for example, enjoy visiting their natural areas, attracted by associations between painting, poetry and the landscape. The popularity of natural areas in China is exemplified by Huangshan Park in Anhui Province which has 2.5 million visitors per annum.

## 2.4 Tourism and Cultural Heritage Sites

Cultural heritage sites and places represent a huge and varied collection of human creation across the entire globe and the entire span of human history. With the enormous growth of knowledge, increasing mobility and the increased accessibility of travel there is widespread curiosity about other places and a huge demand to visit and personally experience other societies. As a result the vast majority of cities, towns, villages and settled landscapes experience some form of tourism activity.

The tourism and cultural sectors have emerged worldwide as leaders in the revitalisation of redundant buildings and open spaces for contemporary purposes, providing opportunities for sustaining traditional and contemporary cultural values. Historic buildings and open spaces that are left abandoned are at risk of physical decay or redevelopment, and represent a loss of opportunity to revitalise structures that contribute to the identity of a community and its social traditions. Hotels, restaurants, offices, shopping precincts and revitalised urban wastelands complement art galleries, museums and performance venues for their re-use or revitalisation of heritage places as creative and attractive venues for tourists and local residents alike.

Cultural heritage sites and places include:

**Thematic heritage trails and cultural routes**, in which places with similar historic or physical features have been bundled together in tourism marketing terms. They include the great medieval pilgrimage routes in Europe, paths of conquest, overland and maritime trading routes, scattered settlements related to a particular cultural group or historic development phase, and networks of historic lighthouses and watch towers. Tourism to such places can include linear travel connecting parts of the collection, or site specific visits to particular features within the larger network. Bundling provides major opportunities to communicate a consistent and comprehensive message to build a critical mass for the attraction which would be impossible for an isolated site. The development of cultural routes can also increase the market for local or regional products, cuisine or themed accommodation. Routes may be developed for touring by car, hiking/trekking, cycling, pony-trekking and other forms of transport.

Examples include: groupings of Spanish Catholic churches in the Philippines or Orthodox Churches in Cyprus, the Imperial Roman Frontiers of Europe, the Camino de Santiago de Compostela in Spain, Route 66 across the United States of America, the Inca Trail in Latin America or Buddhist sites across Asia.

With its richly diverse cultural assets and its wealth of natural attractions spanning across 12,000 km of ancient routes, the Silk Road has significant potential for growth as a tourism concept. UNWTO is working with more than 25 National Tourism Administrations to utilise the Silk Road brand as a vehicle for channelling tourist flows across the regions and stimulating investment and economic growth. UNWTO places a strong emphasis on the importance of effective heritage management and is driving cooperation between governments, educational institutions and host communities to ensure that the cultural and natural heritage of the Silk Road can continue to be enjoyed by generations to come.

**Historic urban centres and historic villages** include the historic centres of larger towns, entire historic towns and cities, historic villages or tightly arranged settlements located on hilltops or steep terrain. They typically contain evidence of a wide range of past and present activities, including defence, commerce, industry, trade, worship, administration, housing and often agricultural productions that are an integral part of their nature and identity. There is usually a close association with the geographical setting, such as a river, fertile landscape, mountain pass, seaport or trade route that historically generated and sustained the human activity. The communication of their heritage values should include these important aspects, which in turn provide opportunities to expand the tourism product. Many historic urban centres also act as tourism destinations for nearby heritage sites, providing tourism facilities such as accommodation, food, retail and transportation.

**Public squares and gardens**, piazzas, boulevards, riverbanks and canals in any urban centre are a major component of its life and identity, providing opportunities for human interaction and exchange. They can be small, complex and intimate or open, formal and ceremonial. Many public areas provide the setting for periodic public events, parades and festivals, ranging from regular market days and local celebrations to major festivities. Public spaces are often the only part of a town or city that most tourists have the opportunity to inspect and appreciate. They provide the most common forum for interacting with local people.

**Historic monuments and buildings** include public and administrative buildings, places of trade, commerce, transportation and industry, prisons, hospitals, housing and places of assembly, which contribute to the identity of a town or city and provide a valuable economic and cultural resource for the local community. Historic buildings may contain active contemporary uses, while others are managed as museums or for other cultural activities. The intensity and conditions of tourism and public access vary in accordance with the ownership, use and cultural heritage values of the place.

**Isolated sites** in visually dramatic settings may reflect long lost human activities, but remain as interesting and attractive places for tourists to visit. They include fortresses, castles and defensive sites, monasteries and other religious places, lighthouses, historic houses, or historic industrial sites. Many have been converted to tourism uses, providing accommodation, restaurants or acting as venues for music or theatrical performances.

A series of former lighthouses along the eastern coast of Australia has been successfully converted to new roles as tourism attractions. They combine an iconic imagery and accommodation in the former lighthouse keepers' cottages with stunning views over spectacular coastal and parkland scenery. Their isolated locations add to a sense of privilege and respect among visitors.

**Cultural institutions** are major generators of tourism interest and activity. They include museums, art galleries, cultural centres, and performance spaces for the presentation of contemporary, classical or traditional music, dance, literature or ceremonies. Their scale varies from major national centres with international reputations to small, localised displays of material related to a single site or community. Most museums and galleries combine presentation of their permanent collections with special exhibitions and events. These can draw huge crowds and generate high levels of public awareness. Tourism management is often closely related to the design of displays, exhibitions and performances, the arrangement of public spaces and the attraction of retail or refreshment outlets.

**Archaeological sites** have long been major tourism attractions across the globe. They contain physical or material evidence of a past human activity. Good presentation and interpretation are necessary to create an evocative imagery for the visitor as they try and comprehend what they are looking at. Visitors will be drawn to partially reconstructed ancient buildings, which are often easier to comprehend and photograph than structures where the majority of the original fabric is missing. Archaeological sites present enormous opportunities for a higher standard of communication of their heritage values.

**Underwater archaeological sites**, including shipwrecks, present unusual challenges for tourism development. Most tourists are unable, or do not have the appropriate equipment, to achieve direct physical access, forcing them to rely on other communication methods that present the sites from nearby viewpoints, or in other venues such as museum displays of recovered shipwrecks.

**Places of worship** include churches, mosques, temples, synagogues, monasteries and funerary settings. They have a particular nature and spirituality emphasised by architectural, spatial, artistic and ceremonial traditions. They can involve continuing ceremonial or religious practices, either original or adapted, or represent the archaeological remnants of past practices. Places of worship are often associated with a custodial community, many of whom live within close proximity of the site. Tourism at places of worship should always respect the right of believers to worship in their own fashion. Tourists or non-believers may be prevented from entering certain parts of a place or from entering during religious services. The mystical nature of such places usually requires that visitors should be respectful of the atmosphere and considerate of those who are worshipping.

**Pilgrimage places** can attract huge numbers on special occasions, or may be in isolated places that are only accessible for relatively short seasons of the year. Pilgrims often focus entirely on the spiritual outcome of their pilgrimage and not on the nature of other places they may visit on their journey. A relatively small percentage of tourists visit places of worship or religious centres of teaching for a direct experience in deep learning of the religion.

**Indigenous ensembles or settlements** in many parts of the world sustain living communities in a manner that protects and enriches traditional values. Some indigenous peoples regard whole landscape systems as “spirit places”, relying on topographical features rather than constructed buildings or remains. Many indigenous people are willing and able to introduce interested visitors to aspects of their culture, traditions and art. The success of tourism based on indigenous heritage will be dependant on the on-going agreement, involvement and support of the community.

**Industrial heritage sites** include redundant industrial complexes, mines, transportation networks and technological installations, major defence related installations, and in some cases, places of persecution and punishment. The specialised nature of such places often means that tourism is regarded as the most likely way to generate a sustainable means to conserve their heritage characteristics. Redundant technology is often difficult to communicate to tourists but may be represented by huge and visually spectacular structures and machinery. Most major enterprises have powerful human stories associated with them. Access and re-use challenges include contamination and public safety. The communication of heritage values may need to be through means other than physical access.

The International Documentation and Research Centre on Industrial Heritage for Tourism (Zabrze, Poland), was established as an expert unit which would cooperate with the UNWTO with a view to the development and promotion of the tourism product based on industrial heritage. In the Preamble of the Memorandum of Understanding of its creation, signed in 2008, Industrial Heritage for Tourism is defined as

“tourism resources and assets composed primarily by industrial establishments, past and present, and their creations, as well as industry-related buildings, architectural ensembles and landscapes, equipment, machines, tools, other items used in production and handicrafts, skills and technologies, as well as industry-related lifestyles, customs and traditions, events, creative arts and objects of art inspired by industrial and technical development and testifying to such development, both past and present”.

**Battlefields** and other places where an historical activity may have been intense but of very short duration hold special interest for many people. They are often highly memorialised with regard to those who perished, or celebrated for the dramatic changes in political or economic directions that resulted from the conflict. Such places are unusual as they typically involved opposing groups, peoples or nations and are thus of interest to visitors for very different reasons. Attitudes can change over time, but the dual dialogue provides a significant challenge to the communication of heritage values. The sites of many famous battles have returned to traditional agricultural or urban uses or have been subsequently redeveloped, making interpretation the only way for contemporary visitors to understand the nature of the event.

Major historic battlefields such as Waterloo, Gettysburg, Normandy or Gallipoli are held in high esteem and draw huge crowds to memorial events. Others such as the World War I battlefields of northern France have experienced a strong revival in interest by later generations seeking to understand the drama and sacrifice of family members or whole armies. Battlefield tourism has emerged as an important niche market.

**Sites of shared heritage** celebrate historical forces such as conquest, colonisation, international trade, immigration, religious evangelism and commercial exchange which have left a wealth of buildings and places of mixed artistic and cultural influences. Places of shared heritage are of considerable fascination to travellers who enjoy seeing how their own artistic and cultural traditions have been transformed and adapted to suit local materials, environmental conditions and construction skills.

**Modern buildings** can generate significant tourism appeal and local identity. Barcelona proudly celebrates the Art Nouveau architectural marvels of Antonio Gaudi, Shanghai has revived the impressive collection of 1920s buildings along The Bund, Chicago boasts many domestic houses designed by Frank Lloyd Wright and has river boat tours of the outdoor museum of modern architecture that defines the central city. New York has its skyscrapers and Miami celebrates the colourful Art Deco architecture of its waterfront promenade. Chandigarh in India and Brasilia are examples where whole modern cities were created from a single architectural conception. The Sydney Opera House has become the most recognisable icon of the city and the Australian nation.

The concept of heritage in the built environment is constantly changing and being re-invented, presenting endless opportunities for the communication of renewal and revitalisation among established and potential tourism destinations. Many historic cities have combined urban conservation with the introduction of well designed modern buildings into the heritage fabric of their old centres. In the latter decades of the 20th century Paris saw a glass pyramid erected within the historic Louvre Museum and the former Quai d'Orsay railway station converted into a major art museum. Old waterfront warehouses, from Buenos Aires in Argentina and Hamburg in northern Germany to Liverpool in Great Britain, have been converted to contemporary residential or commercial accommodation. An old power generation plant on the outskirts of central Rome now houses a collection of famous classical statuary. The Frank Gehry designed Guggenheim Museum in Bilbao, in northern Spain, transformed the previously unknown industrial city into a major tourism destination.

## 2.5 Tourism and Traditional Culture

The wide spectrum of continuing traditions in host destinations provides interesting opportunities for tourism. It enables tourists to gain a deeper or more holistic understanding of the social characteristics of a destination or site. Continuing traditions are manifested in live performances, festivals, events, storytellers and local markets are expressed through the daily life and activity of the host population. Tourists often talk about “absorbing” the local culture. Simply attending local events and festivals is often more satisfying than the special “cultural performances” staged just for tourists.

Tourist purchases can preserve traditional arts and crafts, by providing a viable income source for local people, improving cultural vitality, and promoting economic justice in developing communities. Thriving local craft industries ensure that host communities maintain “ownership” of their heritage and traditions, and enable communities to become self-sustaining. This in turn will encourage young local people to stay in their communities rather than drift to larger towns and cities in search of work.

Performers and artisans using traditional methods or modes of cultural expression are of great interest to the tourism industry. These people often play a key role in the maintenance of traditions and in taking traditions into contemporary creative expressions. Their arts and crafts simultaneously represent living cultures and living links to past cultures. Many traditional artisans welcome an opportunity for cultural exchange and celebration of their survival, as much as they do the income received for their performance or creativity.

Concern has often been expressed that traditional ceremonies and performances staged specifically for tourists can be reduced to the superficial. While this can be the case in some circumstances, many performance arts are regularly staged as part of everyday life and have not been degraded by regular performance schedules or an audience of tourists as well as local people.

Culture is not a static concept. Every culture evolves over time. If it does not, it will die. Every society has the right to embrace the benefits of progress offered by the modern world. If communities control the absolute amount and rate of change to their own heritage and creative traditions, adverse affects can be minimised. At stake is the rate of change, the purpose of the change, the instigator of the change and its relationship to the core values of the culture, whether it is “modern” or “traditional”.

## 2.6 Tourism and Contemporary Culture

Contemporary cultural events have become a major motivator for travel. Seasonal or annual arts, film, food and music festivals generate huge amounts of publicity and create strong demand for domestic and international tourism. The energy and focus of special events complement regular programmes by art galleries, museums, libraries, theatre, ballet, concerts, opera and other live music venues. Festivals and events provide a climactic concentration of attractions in a condensed and accessible time frame.

Festivals and other artistic events also provide an opportunity for linking places with special activities. Outdoor opera and concerts in locations such as the amphitheatre in Verona, in the shadow of Egypt's pyramids, or with Angkor Wat as a background, create enormous amounts of public awareness. Special events can be integrated into site visits or other elements of the tourism experience.

The power of cultural attractions and activities to generate tourism and public awareness is being increasingly appreciated by government and the tourism private sector alike. In early 2010 the National Gallery of Australia staged a blockbuster exhibition of Impressionist art on loan from the Musée d'Orsay in Paris. The Gallery had optimistically planned for some 300,000 visitors. As word spread across the region, visitation built to a crescendo of more than double the expected numbers. Some 80% of visitors came from other Australian cities, from regional centres, even from Singapore and other Asian cities. When it closed, the local hoteliers and chamber of commerce threw a huge thank-you party for the gallery staff, to celebrate the enormous boost to the local economy that had been contributed by visitors.

Enormous opportunities also lie in the production of souvenirs for visitors as an integral part of a destination or site's communication of its natural and cultural heritage. Well thought out souvenirs can help present key aspects of the host culture, and make it more accessible to the visitor. This is not to say that the heritage should be simplified or debased merely for the benefit of tourists. Indeed, interesting, well made and well presented merchandise, events or performances produced in a culturally respectful manner can promote a meaningful dialogue between a host community and the outside world via the visitor. A host community will often become more appreciative of the value of its own heritage as a result of the interest and enthusiasm shown by visitors.

The Award of Excellence for Handicrafts programme (formerly known as Seal of Excellence for Handicrafts) was established in 2001 by UNESCO Bangkok to encourage craft-workers to use traditional skills and materials to ensure the perpetuation of traditional knowledge and preserve cultural diversity, while promoting innovations to keep the products relevant and competitive. By setting quality standards for handicrafts and raising international awareness, the Award programme aims to strengthen the interest for these products. Capacity-building and promotional activities help artisans sustain a more viable livelihood and long-term employment.

See: [www.unescobkk/culture/our-projects/creativity/award-of-excellence-for-handicraft-products](http://www.unescobkk/culture/our-projects/creativity/award-of-excellence-for-handicraft-products).

## 2.7 Tourism and Local Cuisine

The capacity of local cuisine to encapsulate a region and its culture makes it a powerful communication tool to differentiate destinations in an increasingly competitive globalised market. Food and cuisine now play an important, complementary role in place marketing, the image of destinations and in particular tourism products. Many regions have become major tourism attractions based largely on their cuisine – Napa Valley in California, Provence, the Loire and Burgundy districts in France, Tuscany in Italy, the Moselle Valley in Germany and the Hunter or Barossa Valleys in Australia. Other places such as Penang, Melaka, Singapore and Macau, China, in South-East Asia celebrate rich varieties of cuisine demonstrating their cultural exchange throughout history.

An interest in the food and cuisine encountered during their travels will often stay with tourists throughout their lives, providing a powerful attractor for repeat visitation and a ready market for similar cuisine in their home location. Contemporary food tourism includes visiting primary and secondary food producers and food production regions, food festivals, restaurants, and food tasting. The direct sensory experience is often complemented by attractive landscapes. Visitors to wine producing regions, for example, may enhance their experience by imbuing the countryside with a special romance derived specifically from the association with wine.

Food and cuisine promotion offers many opportunities to create very seductive visual sensations that encourage enjoyment and consumption. Fishing ports, cheese factories, smoke houses, breweries, vineyards, olive groves and wineries and their cultural landscapes have also become attractive tourism venues. Many regions stage wine and food festivals as part of their own annual cycles of life and seasonal celebrations. These can be very popular with visitors and become a major source of seasonal tourism income. Seasonal celebrations of regional or local food varieties can spread tourist activity away from major natural or cultural attractions and into rural areas.

The electronic media are populated with chefs and other personalities presenting programmes about the cuisine of other places. Television chefs such as Rick Stein and Jamie Oliver travel through Europe and Asia exploring and presenting food as a mirror of traditional culture and contemporary society. Elizabeth David famously introduced mid 20th century Britain to French cooking and thereby to French culture. Maeve O'Mara, in her programme *Food Safari* on Australian television, celebrates the enormous variety of culinary traditions brought to that country by its rich diversity of settlers and immigrants.

## 2.8 Tourism's Support for Heritage Conservation

There can be no doubt that heritage is a major component of contemporary tourism and that this reality will continue. Fundamental to the relationship is the survival, protection, conservation and management of the wide spectrum of heritage sites and traditions. It is essential that the tourism sector and its clientele participate in and support conservation at every opportunity.

A new paradigm needs to emerge, one which actively engages influential members of the public and private tourism sector with a growing percentage of tourists as active participants in the conservation of natural and cultural heritage. Tourists need to be encouraged to change from passive observers to well informed allies and become supporters of cultural heritage protection. Although most of the hundreds of millions of tourists will not be able to make a direct contribution to the conservation of heritage places, their power as consumers can motivate influential members of the tourism sector to take action. With public support small initial steps can readily grow into major campaigns.

Communication of heritage values can be a key component of this overall strategy. The power of modern communications, harnessing a combination of public awareness and social networking, will facilitate its long term achievement. It will assist in informing travellers and the tourism service providers of the potential for greater mutual engagement in the protection, conservation, use and enjoyment of the world's natural and cultural heritage resources.

The communication of heritage to visitors must become more nuanced. Typical idealised or iconic images contained in the promotional media need to be complemented by messages that engage visitors in conservation issues such as congestion, environmental pressures, inappropriate development and community challenges. Such information will manage future visitors' expectations and broaden their understanding of the real issues facing the destinations so evocatively implanted in their imagination. On-site interpretation programmes should also be expanded to engage visitors in the conservation challenges.

## 2.9 Heritage Communication and Sustainable Tourism

The viability and growth of the tourism sector relies on the development of sustainable outcomes in its relationship with one of its key market areas – heritage.

The World Tourism Organization defines Sustainable Tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.

The outcomes for sustainable tourism include a combination of environmental, economic and social issues and impacts:

- The economic viability of tourism depends strongly on maintaining the quality of the local environment.
- Visitor fulfilment is achieved by building expectations and meeting visitor needs in the context of economic, cultural and social sustainability.
- Cultural richness has a strong bearing on environmental outcomes in the built environment and a society's interaction with nature.
- Community wellbeing is closely related to environmental resource management.
- Employment quality and social equity issues, such as poverty alleviation, relate to economical and social sustainability.

Making a profit and making a difference in the hearts and minds of visitors are not mutually exclusive. Both need to be sustainable. Heritage Communication can contribute by promoting sustainable consumption. This means influencing the volume and nature of tourism demand, the choices made by tourists (such as tourism products selected and modes of travel), and their activities and behaviour. Communication for sustainable local tourism will include preparing and distributing information on a wide range of local assets, nature, cultural landscapes, heritage traditions, crafts and skills, cultural events and offers, as well as contemporary art and culture.

The advantages of having a clear communication of heritage values include:

- Tourism operators can develop unique and more sophisticated products and deliver experiences better tailored to visitor interests, creating product differentiation and competitive outcomes.
- Heritage managers and tourism operators can promote support for heritage conservation, making sure that important values of a place are not adversely affected by tourism activities or products.
- Visitors and hosts become far more conscious of environmental issues and differences between nations and cultures.
- Tourists are assured of a meaningful experience, raising their awareness of sustainability issues and sustainable tourism practices.

Communicating heritage can also have a powerful influence on the way the host community regards itself and its response to local tourism activity:

- It can heighten the community's appreciation of various local resources that might be supported by tourism spending, such as natural or cultural attractions, and can increase their sense of ownership and stewardship.
- It can make the community aware of the significant economic contribution of tourism.
- This in turn can help develop the community's sense of pride in the area's resources, increase support in general for tourism, and improve the relationship between tourists and the wider community.

## Chapter 3

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# Current Trends within Tourism and Heritage

### 3.1 Expansion in the Focus of Heritage Tourism

Significant changes have taken place in the last few decades in the relationship between tourism and heritage as equality of opportunity has swept across many aspects of life in a growing number of nations. Travel experiences that were once limited to a relatively small number of people in the world are now within the reach of hundreds of millions. The powerful social influences behind these changes are such that in all likelihood the trends will continue, probably at an increasing rate or intensity.

The nature of international and domestic tourism is also changing, driven by an increasing interest among tourists about environmental and heritage issues, the ease of access to information, and more accessible travel options. Cultural diversity, local distinctiveness and an interest in the unique heritage of destinations and sites are no longer confined to the “cultural tourist”.

Contemporary heritage tourism can be likened to a “lifestyle experience”, where visitors spend time absorbing the differences to their lives at home. This trend contrasts strongly with traditional tourism packages that carry clients from place to place, introducing so many “sights” in a short itinerary that most cannot be experienced in any depth.

While many new tourism markets have opened in recent decades, including Russia and eastern Europe, India, China and South-East Asia, not all tourists accessing information about a particular place are first time travellers. A large and growing proportion of tourists now travel on a regular basis, combining special interests in leisure, family reunions, business or sporting events with time spent absorbing local culture. They represent a sophisticated and informed market that wants to take time exploring destinations in greater depth, perhaps comparing a particular heritage site with similar places visited on other occasions or known through personal interests. They participate in special purpose travel, or volunteer their contribution to a particular project.

Communicating heritage must take account of the first time and frequent travel markets, as well as the cultural and socio-economic differences represented by the spread of travel capacity to people well beyond traditional markets.

### 3.2 Exponential Growth in Heritage Interest

While natural and cultural heritage places have long been a major source of tourism interest, the emergence of the World Heritage List in the later decades of the 20th century introduced an additional dynamic into both the demand and supply sides of the relationship. The almost 1000 properties currently inscribed on the World Heritage List represent outstanding ecological, geological, material, intellectual and spiritual resources that are the common heritage of humanity. Their international standing has resulted in many being among the world’s most heavily promoted tourism attractions. The tourism sector has responded to this high level of international interest with the increasing provision of packages and travel opportunities. Site managers have often struggled to cope with large numbers of visitors.

Other heritage places are celebrated as being of national, regional or local significance. They contribute to the identity of nation states or regional communities and are often used to create distinctive tourism identities in the market place. National sites can attract large numbers of domestic visitors, especially those that include recreational, emblematic or pilgrimage values, or are the setting for national or religious festivals. Less well known sites can be popular for local tourism and can provide opportunities

to complement or expand activity outwards from the more popular, crowded or well known tourism places. This can ease tourism congestion and increase opportunities for other local communities to benefit from tourism activity.

### 3.3 Broadening of Heritage Awareness

The broadening of heritage awareness means that heritage sites are increasingly regarded as a community responsibility, at a global, national, local and even individual scale. They are no longer simply the preserve of the technical specialist, interested amateur, wealthy patron, concerned NGO or responsible government agency.

The understanding of heritage significance is changing, from the official or technical to the contemporary and popular. Traditionally, heritage significance was researched and documented within official, professional or academic circles and concentrated on the historical development and characteristics of a place. Concurrently however, members of the wider community develop their own views and attitudes towards heritage, often imbuing it with contemporary meaning or relevance or simply regarding it with interest, amazement or awe.

Pluralised messages and meanings are a natural outcome of this process. As a result visitors to destinations and heritage places tend to regard the entire place as a single entity. They are less concerned with the specialist heritage approach that might categorise it into the specific “heritage” or “non-heritage” aspects. Visitors tend to see what might be called the entire natural and cultural landscape of the place, taking in general environmental features, traditional buildings, monuments, historic urban areas, modern development, shops, restaurants and new residential areas with almost the same regard.

This holistic approach provides many opportunities for the tourism sector to promote more complex messages and to move beyond the simplified messages of iconic images.

Cities like Paris, London and New York, all major tourism destinations, are often marketed with a single iconic image, the Eiffel Tower, Big Ben or the Statue of Liberty. Each, however, is also the subject of a huge range of more detailed information and public discourse, exploring shops, cuisine, fashion, accommodation, historic and modern buildings, monuments, ethnic diversity and public parks. Each city is now widely regarded as a complex and enticing urban cultural landscape. A great quantity of all forms of media and messages has been produced to expand this richness and complexity.

There has also been an expansion outward from the tangible or physical heritage to the intangible or non-material. This includes literature and the visual arts, beliefs and ceremonial practices, music and dance, artisan crafts and local cuisine. The UNESCO Convention on Intangible Heritage recognises this growth in awareness of the intangible, while most tourist experiences of other places and cultures include a large component of the daily life or intangible aspects of the host community.

With the growth of international and inter-regional travel, the differing cultural, ethnic and socio-economic backgrounds of the travelling public have added a new degree of complexity to the relationship between heritage and tourism. Different people have different interests and bring their own conceptual understanding of heritage to the travel experiences. They might be looking for connections between their own place in the world and the places they visit, e.g. French visitors may be as interested in the connections of French designers or scientists with the Greenwich Observatory in London as they are about the British history and heritage of the place.

The history and significance of Angkor Wat, as it is presented to visitors, concentrates on the discovery by the French botanist Henri Mouhot, in 1860, of the ruins of a lost civilisation in the jungles of northern Cambodia. The primary tourist narrative that has developed as a result revolves around the romantic, mysterious and adventurous rediscovery of lost antiquities. But there are other narratives, such as Angkor's role as a major destination for pan-Asian Buddhist pilgrimage, or as one of the most important capitals of imperial power in the region.

Today, Angkor Wat is also emerging as a living cultural landscape studded with monasteries and villages, enlivened by the restoration of pagodas and a place of national and community reconstruction after the horrors of internal conflict.

### 3.4 Increasing Access to Heritage

Opportunities for the general public to access heritage have increased exponentially over recent decades. Heritage festivals such as "European Heritage Days" and "Museums to Midnight" generate huge audiences for cultural and natural heritage places, often including free admission. Other projects and programmes, such as re-used historic buildings and revived historic urban centres, heritage trails, wilderness lodges, safari tours, ceremonies and parades, arts festivals, and food and wine celebrations, add to the plethora of opportunities for exposure and awareness-building. The increasing internationalisation of sporting events is often a major motivator for travel, exposing participants to new societies and situations.

Access to heritage is also facilitated by the emergence of new forms of low cost electronic media, websites, Web 2.0 and communication channels, social networking, powerful on-line search engines providing almost universal access to information, and commercial travel journalism. Promotion of heritage and natural attractions is now very widespread within the public and private tourism sectors, encouraging free and independent travel as much as organised or group travel. Increasingly, the "collection" of personal travel experiences has become a rite of passage for young people, a mark of growing personal sophistication, or simply a sense of self confidence in an increasingly globalising world.

### 3.5 Equity of Opportunity in Travel Capacity

With the spread of cheaper travel, more and more people are becoming regular international or domestic tourists, increasing their confidence, their personal view of the world and their expectations and demand for satisfaction from their travel experiences. The rapid spread of information technology and globalisation has transformed the travel sector, generating increased demand for new travel services, such as on-line reservations for transportation and accommodation, as well as arts, sports and performance events. There has been widespread liberalisation and consolidation of distribution and marketing in international tourism.

Other major factors behind the increase in travel capacity include growing consumer wealth and social mobility in many countries, liberalised international travel capacity in eastern Europe in the late 20th century and in Asia in the 21st century, the social motivation for the enhanced personal sophistication that is perceived to come from travel, keeping up with friends and relatives and the curiosity generated from improved access to information about other places. The rise of internal and outbound tourism from markets such as India and China in the last few years will eventually challenge the predominance of traditional tourism markets such as Europe and North America.

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## Chapter 4

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# Connecting Tourists with Heritage

### 4.1 The Broad Experience of Travel

Travel is about encountering and appreciating the unexpected, the interesting, the things that expand the mental and emotional horizons. The very act of travelling and spending time in another place provides encounters with a destination or special site that may not have been considered while preparing and planning for the trip.

There are many ways in which tourists connect with the natural and cultural heritage of the destinations and sites that they visit. While people travel in different ways and for different purposes, the vast majority encounter heritage at some stage in the journey. Opportunities abound for key tourism stakeholders to communicate messages and influence awareness of this heritage to much larger audiences than the limited market segment traditionally described as “cultural tourists”.

People travel for different purposes – to see friends and relatives, to attend special events, for business or to explore places of natural and cultural heritage. They organise their travel in different ways, either independently or in groups, and they purchase different services and products from a wide variety of tourism providers. They conduct a range of personal research on their intended destinations, and draw on information provided to them by friends and by the various tourism sector gatekeepers with whom they come into contact before and during the journey.

Not all travel is totally single-minded or completely focussed on the primary purpose. Many business travellers or those attending special events and sporting matches will arrive ahead of schedule to freshen up before entering the full programme of organised commitments. While time is always precious, most experienced travellers know the advantage of spending a little time before or after a major programme to prepare, unwind or just enjoy the opportunity of being in a different place and time, away from their daily routine. They are likely to approach these short periods of relative freedom with a great deal of focus and an enquiring mind, visiting a special exhibition, seeing the sights, shopping or catching up with local friends and colleagues.

Although so-called “eco” or “cultural” tourists are growing in market presence, for many tourists a specific visit to a natural or cultural site represents only a secondary activity during their trip. It is not usually the primary reason for travel. However, even if cultural interests and engagement are secondary, those who take even a passing interest in the local society represent a huge untapped market for cultural products of a more subtle kind.

Influential stakeholders in the communication of heritage values should appreciate that virtually every traveller, despite the primary purpose or method of their journey, will absorb a variety of messages and experiences throughout the journey, and then while at the destination or site. They may have particular personal interests and “must see” attractions or things to do when they arrive, but will also want to explore and experience as much as possible when they get there. Learning about the destination or site in advance of their visit will greatly enhance their experience, irrespective of their main purpose for travel.

While we cannot expect all tourists and tourism stakeholders to become ambassadors for conservation and good environmental management, trends in contemporary tourism suggest that these issues are growing in importance within the international community and are of increasing interest as people move around the world, or visit places closer to home. They have become an important component of tourism demand and a central feature of many tourism packages and programmes.

## 4.2 Audiences

The communication of heritage values should take into account the different levels of interest of the individual tourist at any particular moment during their travels.

**Those who just happen to be there**, often as part of a larger vacation experience.

**Those who are genuinely interested** in the particular destination or site for its special attributes.

**Those with a strong emotional connection** to the destination or site, which may be part of their own cultural heritage.

A single individual or group of tourists may fit into different categories at different times during an average day or over the full duration of a vacation. Destinations and sites are likely to have all three categories of tourists at any one time, with the mix dependant on the nature of the place, the origin of the majority of the visitors and the quality of the information that generated their initial interest in making the visit.

It is also important to consider the various ways tourists have organised their travels – and their primary motivations for travel.

### Pre-packaged travel

Most tourists will experience some form of pre-packaged travel at some stage in their lives or even at some stage in most journeys. Pre-packaged travel can apply to a vast range of recreational tourism, themed or special interest tours, business or convention travel and for those who will be simply exploring new places and regions. Pre-packaging can vary from a simple hotel reservation with airport transfer to a lengthy exploration of a whole continent.

Pre-packaged tourism products range from visiting primary tourism attractions to opportunities for more in-depth tourism experiences. The heritage characteristics of destinations and sites provide a myriad of subjects, themes and experiences for packaging that can go far beyond the iconic cultural image that usually illustrates the front cover of travel brochures.

One of the most important factors in the development and sale of pre-packaged information is certainty for the provider that the costs and arrangements made with a myriad of secondary suppliers will remain as agreed when the package is being prepared. Pre-packaged vacations and special interest tours tend to be offered through brochures that are issued on an annual basis. Others respond to seasonality, such as summer beach resorts or winter snow fields. Convention travel is often packaged at least a year in advance.

When developing communication strategies, Destination and Site Managers need to understand the organisational and programming restrictions affecting those who deliver visitors on pre-packaged tours. Lead times can be quite extensive and published tourism products must deliver the advertised price and quality. In this circumstance, last minute changes or new information simply cannot be accommodated. Messages must be prepared and communicated well in advance of the expected tourism arrivals.

### Escorted group travel

Group travel is based on the shared interests of those in the group. Depending on the amount of information that they have accessed before making reservations these interests will range from the general to the particular. It provides opportunities for social interaction, developing new friendships, enhancing their enjoyment and appreciation of the visit or simply sharing and comparing experiences with other like-minded people. Group travel facilitates the exploration of new and emerging tourism destinations, managing any perceived difficulties in terms of the traveller's personal level of confidence.

Escorted tours, whether day trips or of a longer duration, provide many opportunities to expand the awareness of the group to the heritage values of the place being visited, excite their imagination and help them to understand the sensitive nature of the place. Destination and site managers should ensure that tourism providers and tour guides are provided with informative material that will engage visitors in an attractive and challenging manner.

Most tourists visiting Australia's Great Barrier Reef benefit from the three hour boat journey out to the reef through the provision of films, presentations by trained guides and discussion sessions. By the time they arrive they are very aware of being somewhere very special and very fragile. Their appreciation and respect are heightened and they are more likely to take special care not to damage the fragile coral reefs.

### Independent travel

The expansion of competitively priced air travel, land transportation, hire car providers, local drivers and reliable tourist accommodation in existing and emerging tourism regions encouraged a huge growth in independent travel during the last half of the 20th century. Many destinations and sites are now readily accessible from major cities, attracting high numbers of individual travellers on unscheduled visits.

Independent travellers happily pick up information and free tips from any source they can, including personal contacts, social networking sites, group travel company sites, brochures and/or guide books. They have generally undertaken some research before their travel commences, are usually attuned to the traditions and contemporary lifestyle of the destination and will usually prefer to stay and eat in locally run hotels and restaurants rather than large national or international chains and fast food outlets. Their spending in the local economy is usually more direct than that of the group traveller.

Many independent travellers are so well informed about the site by the time they arrive, that they want a much more in-depth experience than is usually provided for more casual tourists. This poses a challenge for tourism and site managers by requiring a layering of interpretation priorities. Guides or more detailed interpretive material might be made available to knowledgeable visitors, while a less detailed tour is provided for the less informed or time-poor visitor.

The managers of many heritage sites in China are struggling with the progressive change from pre-packaged group travel to independent and self driving vacationers. As wealth and private car ownership increase and the nation's highway, rail and domestic air travel networks expand, natural and cultural heritage sites find it more difficult to coordinate and plan for the unscheduled arrival of increasing numbers of their visitors. This is especially a problem in peak tourism periods.

The Dunhuang Academy, managers of the World Heritage Listed Mogao Caves in north-western China have worked very hard in recent years to liaise with local travel providers and coordinate the arrival of large groups of visitors to the very fragile site. Regulation of the flow of visitors into the caves is an essential requirement of the conservation programme. They are now challenged by increasing numbers of independent travellers arriving without warning. Every visitor has a right to enter the site, placing added stress on the organisation of visitor movement between the caves.

A similar situation faces many of the major heritage sites in India and other emerging economies.

### Visiting Friends and Relatives

With the globalisation of employment and widespread migration, travelling to visit friends and relatives has grown into a major component of tourism.

While sharing time with friends and family may be the primary travel motivation, hosts are generally keen to showcase their new living environment and its attractions to guests from their homeland. The simple act of living somewhere else generates a curiosity to explore and to get to know the place in all its attractions and nuances. The localised nature of their understanding and knowledge, combined with the enhanced familiarity with local transportation provide unique opportunities for the visiting friends or relatives to explore and experience a destination in a manner unavailable to most tourists.

Visiting friends and relatives is the ultimate example of user-generated content in the communication of local heritage information. Its power is reinforced by the credibility of friendship and familiarity.

### Home stay travel

Homestay tourism offers direct involvement with local people in their homes.

It affords similar opportunities as visiting friends and relatives for tourists to be introduced to the local culture and heritage at a depth only possible by local residents. While visitors may arrive with a high degree of general knowledge, the majority of the messages that they receive will be generated locally.

### Special Interest travel

Special interest travel can include people travelling in groups or independently. The nature of the special interest encompasses almost all fields of human endeavour from the environment, science, technology and health to art, culture, heritage, music and religion. The depth of the interest among the travellers can range from relatively casual to deeply personal, such as pilgrimage. The traveller is likely to be well prepared in terms of the subject matter, but keen to enhance their knowledge or understanding through a direct personal experience of the place or theme.

Communication of the historical and contemporary attributes of the place and community is an essential aspect of the reasons for travel and a key requirement to prepare the traveller.

### Volunteer travel

Volunteer travel is a variation of the special interest tourism sector, with the added characteristics of personal involvement and personal contribution.

Volunteer travellers want to 'tread lightly' in their travels and contribute skills or physical work to the sustainability of local wildlife, the livelihood of local communities or the conservation of sites. This type of travel is the tourism equivalent of the volunteer movements in the home countries of the travellers. These are people who are used to contributing to sustainability or conservation efforts and want to extend this practical work to their travels as well. There is considerable potential for these volunteers to be attracted to a variety of historic and natural sites and to provide practical assistance at each of them.

Volunteers are usually effective if they are given good information, clear directions, training and an achievable goal. Volunteer travel usually involves a deeper and longer involvement with the local community than is normal with most tourism. Participants require a great deal of detailed information about the culture, heritage and contemporary practices of the society in which they will spend time. They gain an enormous degree of satisfaction from their efforts and often generate a great deal of goodwill and inter-personal relationships within the host community. Volunteers often become life long ambassadors for the programmes or the societies with which they engage.

## Festivals and special events

Festivals tend to draw visitors from both the domestic and international sectors. Such events can generate large scale tourism to places that may not otherwise be on the personal list of many tourists. Regular annual or seasonal festivals build a momentum over time and tend to attract a large number of regular participants.

Events are very effective in building a brand, expanding on and reinforcing the established identity of a destination. They provide direct and indirect stimulus for economic growth and can offset seasonal tourism trends or even reposition a long-established destination with a new imagery. Major events tend to attract considerable publicity and media coverage, providing opportunities to expand the focus of the event with information on the natural and cultural attractions in a wider region than the location in which the event is staged. Events can also build local pride and community self-esteem, providing opportunities for rallying the involvement of a wide range of local citizens.

## Business and convention travel

Business travel includes attendance at meetings, conventions and exhibitions as well as the incentives offered as rewards for good performance. Business or convention travellers may come at non-seasonal times of the year or during the week. They might return later as leisure travellers. Business travellers, particularly conference delegates, may travel with their partners and can be persuaded to spend extra time in the destination for leisure purposes. Associated events, guided tours, celebratory dinners and special venues all provide opportunities for delegates to be exposed to local cultures and attractions. Post-conference tours are a significant opportunity to present and communicate the natural and cultural heritage of the destination or region to business travellers.

Typically convention travel, including supplementary tour packages, is organised well in advance. Delegates are usually provided with information packs as part of their registration material. The providers of heritage information, as well as destination and site managers, need to work in close association with convention organisers to provide attractive and useful information as well as suitable tour opportunities.

## Sport related travel

Sport tourism is travel to participate in a sports activity for recreation or competition, or to attend a sporting event, such as the Olympics or World Cup. Sporting matches and events typically have a very short time span and often attract huge media coverage.

Sport tourism is to some extent similar to pilgrimage tourism, in that participants are initially focussed on the event and on their travel companions. Nevertheless there are many opportunities for sports fans to spend additional time at the host destination and explore its many features, aspects of daily life and traditions. Many major sporting events, such as the 2010 Soccer World Cup in South Africa, hold matches in different cities, encouraging fans to travel widely in the country. The Olympics movement has recognised this potential and now encourages host cities to stage major "Cultural Olympics" to coincide with the sporting events.

An important opportunity for heritage communication lies with the legion of media personnel who attend major sporting events. They often need to fill broadcast time between events and will seek out interesting and engaging stories from the host destination and environs. Most sports have significant traditions and well known personalities, many of whom trained for years in particular sporting facilities. Connecting these with the host city or community adds a new dimension to the communication of heritage through powerful media outlets.

## Recreational Travel

Recreational travel is often regarded as the antithesis of cultural tourism. Tourists looking for sun and sand, for relaxation or physical sports are assumed to be totally focussed on that motivation to the exclusion of all other interests.

Nevertheless, opportunities for presenting heritage places arise during the vacation experience. They include exploring local cuisine and social events, exploring local natural and cultural sites on days when the weather is poor or if an injury temporarily prevents full participation in the expected holiday activities. Children looking for alternative forms of entertainment are a good market for presenting local attractions.

## Armchair Travel

“Armchair” travellers simply immerse themselves in the vast array of books, magazines, TV, film and story-telling that is a vast undercurrent sustaining tourism demand. Frequent travellers might read articles on familiar destinations with a different outlook to someone who has not been there, but all readers and viewers of travel media experience a mix of emotional and intellectual satisfaction that substitutes for the real experience and reinforces their desire to eventually make the journey.

All tourism offers three forms of experience – intellectual, emotional and physical. Few will climb to the top of Mount Everest or perhaps see a herd of wild elephants in an African national park, but by reading the accounts of those who have we can share their emotions of achievement or admiration. Those who will never read an ancient temple inscription, explore the geological layers of a deep canyon, discuss philosophy with a Buddhist monk or study a great work of architecture can share the intellectual discovery of those who have.

Armchair travel opens emotional and intellectual communication channels for all those who will never travel to certain destinations, just as much as it shapes the emotional and intellectual expectations of those who will, or reinforces them for those fortunate to have made the journey.

In 2010, Thames & Hudson, in the United Kingdom released *The Great Cities in History* edited by John Julius Norwich. It presents an overview of 68 of the world's great cities, subdivided into major historical phases from the ancient world to the modern.

“This is armchair travel at its best – so good you want to leap up from the lounge and go exploring”, wrote Bruce Elder in his review of the book *Sydney Morning Herald*, 29 May 2010.

## Local residents

An important additional audience is the population of the town, city or region where the heritage site is located. Their understanding and knowledge of the place can make them effective ambassadors. This can assist in the marketing of second rank sites in the same place, thus encouraging longer tourist stays and extending their economic impact on the locality.

## Friends and Family

Friends and family are an important influence on the selections made by tourists about their travel options and itineraries. Social networking and web-sites such as TripAdvisor also exert significant influence on the choice of travel options. Although powerful, these opinions can be less reliable in terms of key messages for heritage and conservation, as they have already been filtered through the personal experiences of the friend or family member.

## Tourism Sector

There are many stakeholders in the tourism sector who have a direct interest in the views held by their customers about the places they visit. This group includes inbound tour operators, tour escorts, local tour operators, on-site guide-interpreters and of course those who manage destinations and heritage places.

### 4.3 Coordinating Heritage Messages with the Tourism Experience

Heritage Communication is not a luxury that can be selectively added on to a small number of tour packages. It is central to the experience every tourist wants, as each in their own way tries to connect with the place being visited. Tourists spend two very precious personal commodities – time and money – in making any particular journey. They want to maximise the outcomes of that commitment by gaining as much as possible from the experience.

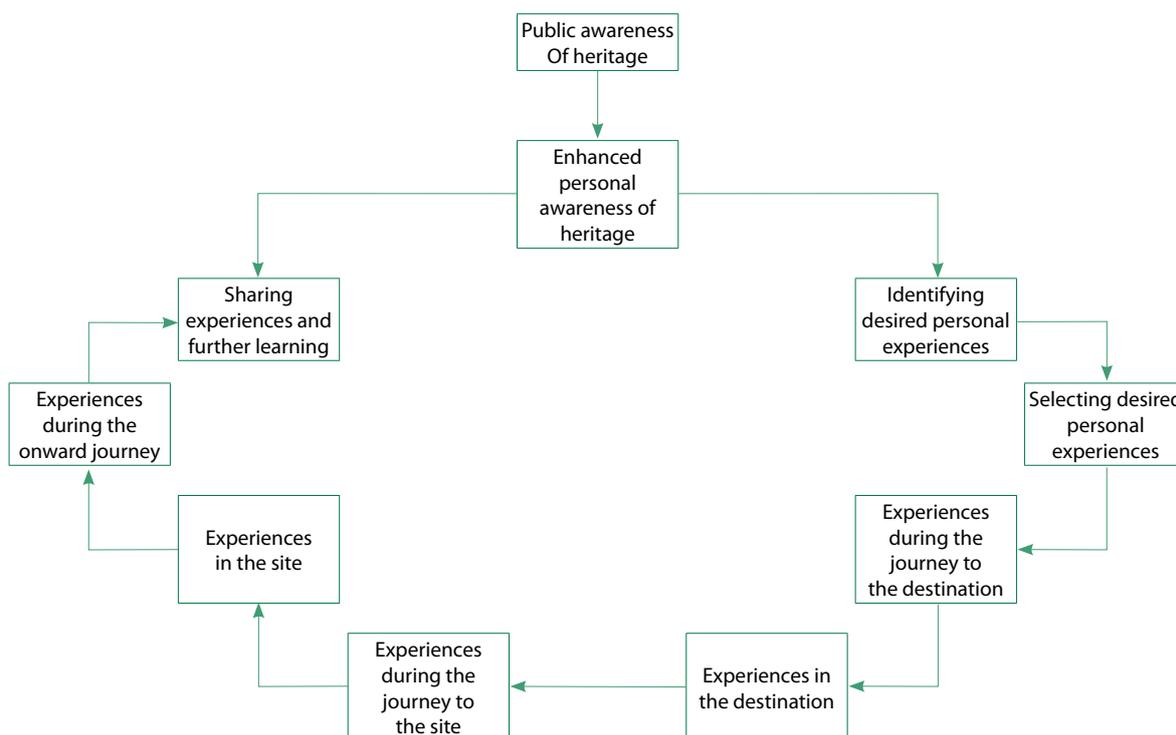
Travel involves people moving from one tourism stage through a range of other stages to a destination/site and then making a return trip, or travelling on to another destination. The visitor not only reacts to the current situation or location but plans ahead for the next or subsequent situations, where they will undertake further anticipated activities. Their reactions and the information they absorb build progressively as the journey continues.

Most travellers do not just visit a single destination or heritage site. Journeys are made to countries, regions or destinations where there is a wide variety of experiences to be explored and enjoyed throughout the duration of the visit. Some of these additional places or attractions will be thematically related to the initial destination. Others will expand and add complexity and variety to the journey. These two factors combine to add a degree of sophistication, curiosity and desire in the tourist's mind that raise the threshold of expectations for the remainder of the current journey and the next.

The needs and interests of individual travellers will vary over time as they mature and undertake more travel. The growth in tourism reinforces the chance that an increasing percentage of tourists have travelled on numerous previous occasions, perhaps to similar places. Repeat tourists travel with confidence, heightened interest and expectations about the places to be visited in the current itinerary.

While many tourists may never return to the majority of the places they visit, others will be inspired by what they learn and experience to make repeat visits, sometimes on a number of occasions over the years. The aim of good heritage communication is to ensure that the initial tourism experience of a place generates sufficient interest that the tourist will return and seek even deeper experiences.

Although the Tourism Experience Chain is often modelled as a linear progression, on many occasions it is in fact circular or repetitive and self-reinforcing, as each travel experience reinforces the next. The Visitor Experience Chain can therefore be conceived as circular or self-reinforcing, where the information received and experiences gained at each stage reinforce the desire and confidence to move to the next stage.



The communication of high quality heritage information is often only available once tourists are at the destination or site, where they encounter formal or informal heritage interpretation programmes, signage, brochures and guides. To be effective, heritage information should be available throughout the tourism experience: when travel choices are initiated, during the outward journey, at the site, during the onward journey, and as they tell others about their experiences. The messages should be more than the basic functional information needed to undertake the journey. Tourists must have enough information in advance, so that upon arrival they are aware of what can and cannot be experienced. It is no longer sufficient to wait until tourists arrive at a destination or site to begin informing them of its heritage features.

The main stages in the chain of activities that characterise the tourism experience and provide the opportunities for communication can be summarised as follows:

**Decision making and anticipation** – during which they will research and develop an interest in a potential destination, dream about travelling, select a destination or travel theme, decide on and plan for a specific journey and make the necessary reservations.

The potential tourist researches and absorbs information from a wide variety of sources within the general media and the society in which they live. Their research will be directed by their own interests and personal experiences, guiding them to select from the vast array of potential travel destinations to those which might form the focus of the next vacation, business trip, social or sporting event or spending time with friends and family.

Once the destination has been selected, the potential tourist then begins specific research to determine the nature of the experiences that are available and from these to select those that are personally attractive. They will draw this information from a wide variety of sources as well as their own previous experiences. This is the stage during which the tourist's information needs to move from the general to the specific. At this stage, general heritage and contemporary information is required as much as is practical travel information.

**Travel to a destination or heritage site** – during which they will progressively absorb more specific and practical information about the approaching destination. They will gain this from published material, local media, introductory interpretation programmes and talking with other travellers. Additional contextual messages will be drawn from the physical nature of places through which they transit.

Once the journey begins the tourist may move through long distances and a variety of places, time zones, societies, as well as a number of other destinations and sites before arriving at a specific destination or site. During the journey they will absorb many sights and sounds as well as formal or informal messages that will influence or inform their eventual attitudes when they arrive at the specific destination. Depending on the length of the journey, modes of travel, duration and interim destinations, they may be exposed to a wide range of heritage information that will expand their understanding and expectations of the final visit.

**Visit** – during which they will absorb a wide range of sensory messages as they explore the destination or site. It is likely that they will also encounter informative signage and formal interpretation programmes. The on-site experience will either satisfy or disappoint the expectations they have built up before and during the journey.

Once at the destination or site, the experiences gained will be influenced by the information that is available, by the introductory and interpretation programmes they encounter, and by the simple physical experience of moving around the place, observing and absorbing messages that are of interest to them. This is the stage when the tourist's prior expectations will engender either satisfaction or disappointment.

**Sharing the experiences** – during which returning travellers share their experiences, impressions and memories of the visit.

The onward journey from a particular destination or site may be directly home or it may be part of a longer trip that includes a number of other places. The onward journey may continue to other, similar or complementary destinations, either in the same country or region, providing a greater context to the messages absorbed at the initial destination or site. During their travels and once they return home, tourists will share the knowledge and experiences through discussions with travelling companions, other travellers or by telling friends and family through a variety of social media.

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## Chapter 5

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# Preparing and Communicating Messages

### 5.1 Preparing Messages

Knowledge is power. Whoever controls the knowledge imparted to the visitor wields a tremendous amount of power over how the heritage tourism product is ultimately used. In a world full of opinions the information favoured by the destination or site management organisation is easily lost.

Ideally the destination or heritage site management should control directly the flow of information to tourists, to exploit its own knowledge to its own benefit by setting appropriate expectations and attracting the desired type of visitor. They should closely align their promotional campaigns with their particular target markets. If a national park wants to promote its wild animals rather than its flora, then it should put that message out in the market. If the site wants to protect its rare animals, then it should re-focus on another aspect, such as its scenery. Mass promotion to the broader tourism market should be left to the tourism sector.

In an age of mass communications and a technologically savvy travelling public, messages developed by destination or site management must increasingly compete with a plethora of informal information, observations, experiences and opinions available in the general media, contributed to websites such as *TripAdvisor*, or posted on social networking sites such as *Twitter*, *FaceBook* and *YouTube*. Preferred messages can only compete with user generated content through their authority, accuracy, reliability and relevance.

The messages prepared by destination or sites will vary over time. Heritage and the way it is interpreted are not finite, the past can never be totally reconstructed, and the study of history is always unfinished. The interpretation of history is inevitably influenced by interest groups and by the state of current knowledge. The process of heritage interpretation selects and presents history to suit contemporary purposes. That purpose will change from group to group and from time to time. New found evidence, critical revision, changes in public policy, stubborn bias and mere obsolescence mean that history is constantly being reviewed and revised in the way it is presented to visitors.

Community engagement and consultation are also important. Many cultural and heritage places, as well as traditional urban destinations, are highly valued by the local community. Conflicts can arise if the owners or custodians are not consulted about how their asset is positioned in the market place. Local knowledge can add richness, depth and detail to iconic or headline values and characteristics.

**Uluru Kata-tjuta National Park** is a World Heritage site listed for natural values and as a cultural landscape. It is run jointly through a partnership with the parks service and the Mutitjulu Aboriginal community. The community offers tours that are also run on a partnership basis with a commercial operator. Traditional owners do not like visitors climbing the Rock, as it is a sacred space to them, yet this is *the* experience sold, especially by some international tour operators. This is a classic example of tourism marketing driving expectations and behaviour that conflicts with essential heritage values and community wishes. A number of alternatives to the climb are offered for those visitors who respect the community's wishes.

## 5.2 Communicating Messages

The specific destination or heritage site is often one of the last stops for the tourist on the communication highway. Throughout the bulk of the journey, there are many intermediaries or gatekeepers who influence the messages ultimately received by the individual tourist:

- National tourism agencies
- Tourism, cultural and commercial media, including guidebooks
- Destination marketing agencies
- Family and friends
- Other travellers
- Retail travel agents
- Tour wholesalers
- Inbound tour operators
- Local tour operators and tour guides
- Local transportation providers
- On-site tour guides and interpreters

Each gatekeeper gathers information, processes it and then retransmits it either to other gatekeepers or directly to the tourist. The information exchange operates in both directions. Each gatekeeper will select a whole range of information and opinion about a particular destination to suit their own objectives. Messages may be selected, selectively modified and/or changed in accordance with the gatekeeper's perceptions of the tourist's needs.

The extent of influence by gatekeepers will be determined by the pre-existing knowledge prospective tourists may have about the intended destination or site. The less knowledgeable they are about the culture or the heritage of the destination, the more likely they are to use the services of gatekeepers to provide that information, increasing the potential for distortion of the messages developed by destination or site managers.

The more gatekeepers that are involved the greater the likelihood that the important heritage values of a destination or site may be presented in an over-simplified manner to gain the attention of potential tourists. With each loss of control of the information dissemination there is some loss of control over how the heritage tourism asset is portrayed and what type of experiences are on offer. The inability to control the knowledge flow weakens management's power over how the asset will eventually be experienced and appreciated by tourists.

Destination and heritage site management should prepare their information in a form that can be distributed through as wide a selection of media as possible. They should also work closely with those influential gatekeepers who act as the main communication channels with their target markets.

*"I still remember the taxi driver who drove me from the airport the first time I visited Tasmania. His infectious enthusiasm for his hometown of Hobart and why I needed to spend time at the Salamanca market, his personal insights on the best time of day to wander through the Botanic Gardens, his praise for me on choosing to stay in the city centre and his helpful advice regarding which restaurant I should have dinner that night if I wanted great seafood and a good drop of wine. But he was also a wealth of information about the history and people of Hobart, their lifestyles past and present, their values, all the insights many tourists seek in order to make connections with their own lives and themselves."*

Betty Weiler, Monash paper to ICOMOS Conference Port Arthur, November 2004

### 5.3 Traditional Media

Both traditional and new forms of media have their own relevance in the communication of heritage values in the tourism market.

The rising dominance of the internet as a communication medium will not completely replace traditional media.

There is a wide range of traditional or low technology communication media and methods that remain very popular and effective within the travel experience. These include books, magazines, maps and site layout diagrams, brochures, post cards, printed guides, leaflets and posters, way-finding and information signage and plaques. The array of non-personal media will be sufficient for many tourists for the majority of their travel experience and time spent exploring destinations and sites. Personal interaction with formal and informal site interpreters and information providers, including bus and taxi drivers, hotel staff and local visitor bureaux staff, will enable visitors to gain valuable and timely information or insights into the nature and opportunities of the local destination or site.

Brochures and other low tech models have an important role in the local tourism chain. Many tourists still prefer to pick up a bundle of local brochures rather than sit in an internet café and surf the web. In some cases, sun-drenched post cards or faded multi-lingual guidebooks sold by souvenir shops remain the most accessible way that poorly prepared tourists can learn about delightful but relatively unknown local attractions. Informative roadside signage can provide valuable guidance to small heritage sites for self-drive tourists exploring the countryside. Souvenir shops, local retailers, cafes, visitor bureaux, transportation depots, such as bus stations, all retain a huge potential for good quality but well priced information about local places of interest.

Films, books, travel guides, TV, newspapers, magazines, radio, etc. – the traditional media –continue to maintain their strong position of influence in the tourism market. They have the weight of years of experience behind them and still employ many of the most effective researchers and communicators with strong connections to the heritage and tourism sectors. Because of their familiarity they retain a loyal following, particularly to that economically powerful contingent, the aging baby boomers from the post World War II decades.

The credibility of traditional media lends authority to endorsements or positive comments about heritage sites and tourism experiences by journalists and other contributors. They also have formidable archives of content that can be used to access background material for heritage tourism messages, particularly those that have been well indexed and are readily accessible online.

“Rather than absorbing information individually via guidebooks, there is a greater tendency for many Asian tourists to learn about a destination via DVDs or videos played on airplanes or tour buses. The widespread popularity of airline magazines, television documentaries or the glossy brochures produced by local authorities means that information can be disseminated across a wide variety of media.

It is also equally important to consider how sources of information are perceived. For American, Australian and European tourists, brands like Lonely Planet, Baedeker or National Geographic are consumed as reliable, authoritative sources of knowledge. In many Asian countries, however, the concept of the branded guidebook has yet to solidify. Consequently Chinese, Vietnamese, Indian or Indonesian tourists tend to rely more on publications by ministries of tourism, airlines, or recognisable bodies like UNESCO.”

Winter, T. (2009), ‘The Modernities of Heritage and Tourism: Interpretation of an Asian Future’, *Journal of Heritage Tourism*, 4 (2), p. 109

## 5.4 New Media and the Internet

The internet has now achieved a huge and almost universal market penetration. Travel and tourism are key areas of the application of the internet in all major markets. The internet has become the primary medium for accessing travel information for planning in all major markets. This requires a complete transformation in the way in which tourism destinations and suppliers do their business.

The growth of wireless internet access, particularly for mobile hand-held devices, has major relevance for travel and tourism in reaching visitors travelling to and in their destinations. The extraordinary growth of applications (apps) for mobile phone users means that visitors can access a huge range of information about their destination. This is particularly relevant given the particular distinction of the tourism industry, in which the customer travels to the source before consuming most of the goods and services on offer. Therefore they are remotely located from their usual sources of information and communication.

There is increasing convergence between traditional, new and emerging forms of media. Newspaper articles, radio and TV programs are increasingly supplemented by additional material available only on the media outlet's website. Electronic communication has now become so universally accepted that it constitutes the most significant advance in human communication since the invention of the printing press.

Whether it be downloadable city guides or a vast array of other information, major internet operations such as *Google* and *TripAdvisor* have positioned themselves as key distribution channels for information and opinion. This is only matched by the growth of social networking sites and systems. Every destination organisation needs to be, in effect, an "information broker", gathering information about tourism resources and market opportunities and distributing them to customers. Web2.0 offers many ways of setting up creative interactive dialogues that can attract people, engage them while they are on site and provide a means for catching and sharing memories.

The challenge for organisations with 'real' content is to meet the modern internet user's demand for novelty, without losing control or authority over the integrity of the site. This can be as simple as designing an eye-catching front page with a prominent image that changes at least weekly, or adding links to other reliable sites.

A great deal of the posts that appear in the new media, on *Facebook*, *Twitter*, *YouTube* and others are relatively transient but potentially enormously powerful as messages that circulate about places and people. A poor quality service or dramatic event or experience can be picked up by millions of people around the world within a matter of hours. Most of the content is user-generated, posing a challenge for destination and site managers to maintain their own messages in a crowded market place.

Information provided over the internet should be useful, relevant and very easy to use. There is too much competition for a difficult or hard to use site to attract and retain potential visitors looking for detailed information, schedules etc., or to make a travel reservation. One of the dangers of regarding the internet as the great panacea for communicating heritage is the relatively poor design and functionality of many web sites. If information is buried too deeply within a site, or requires too many clicks to find it, the user will move on or get frustrated.

The Indian National Railway reservations website was found to be difficult to use when compared with similar transportation providers. The enquirer needed to know the name of the particular train in order to find its timetable information, whereas the enquiry is really about how to travel from one location to another.

By contrast the German National Railway website does what it needs to do in an efficient manner. Type in the desired departure and arrival cities, choose a travel date, and it gives you all the relevant information needed to make a travel decision and a reservation.

## 5.5 Advertising and Promotion

Advertising would not exist without the need for product promotion. Tourism products are experiences rather than physical things but they need to compete for attention in a world of ever expanding tourism opportunities. The keys to success in that highly competitive world are branding, consistency and novelty. For heritage places in particular, any advertising generated by the site must reinforce the overall conservation and tourism objectives set by management.

Branding establishes the credibility of the product, relying as much on the quality and credibility of the product as on the brand's longevity in the market. Establishing a new brand clearly entails a greater up-front expense than maintaining the reputation of an existing brand. Advertising budgets and methods will be set by the resources and financial budgets available to site management. Although not all advertising needs a large budget, resources are usually limited. Management needs to identify and utilise a wide range of cooperative partnerships with local media, public agencies and the local community to generate a level of publicity well beyond its own resources. Using the site features as backdrop for other advertising campaigns, facilitating the work of travel writers, promoting festivals and events and linking with similar or nearby sites to create a larger critical mass for the messages being transmitted can all be effective.

The World Heritage brand is a powerful asset for the marketer. It is established and maintained by the World Heritage Convention, which provides official sanction for the product. Constant quality checks maintain its credibility. The value of the brand is not only in the selling power of World Heritage sites but in the life and credibility they give to the ancillary destination infrastructure – hotels, restaurants, tour guides, etc. – that rely on them.

Consistency is the way in which any brand retains its quality and relevance year after year. It is not much benefit to the Spanish city of Bilbao if the Guggenheim Museum attracts large numbers of tourists in its first decade of operation, but the numbers then decline because the quality of the experience is not maintained or updated after the initial period. Indeed, the reverse is true. Because the building has received so much favourable publicity it is doubly important that the tourism experience measures up to the positive publicity when the initial period is over.

Just as websites need to continually re-invent themselves to keep attracting web surfers, so heritage places need to find new ways of attracting both new visitors and repeat customers. It is essential that these promotional tools progressively communicate new ways of seeing the place, or new information about it, without in any way diminishing the credibility of its brand.

Travellers' attitudes to historic places are continually changing as they find out more about the background of places they visit, and as the relevance of those places to the present is thrown into sharper relief by current events and natural disasters. The destruction of historic sites, natural features and modern communities from earthquakes, floods and volcanic activity combine to throw new light on the role and survival of historic places in the modern world. Dealing with these events requires very skilful marketing techniques that acknowledge current conflicts in an even-handed manner without obscuring the heritage values they embody.

## 5.6 Personal Recommendation

“Word of mouth” is the most persuasive marketing tool in most societies. It recognises that most potential travellers seek out their family, friends and peer groups for advice and reinforcement regarding new purchasing decisions. In the age of social networking, this is more important than ever. It is equally true that dissatisfied customers can cause great harm to a tourism business or a destination. Indeed, they are likely to tell far more people about their negative experiences than satisfied customers. The report of a memorable visit to Angkor Wat marred by a poor quality meal or rude hotel staff will not be sufficient to deter most people from visiting the place; negative comment on a place overrun by hordes of noisy tour groups that intrude into the actual visit probably will.

The extraordinary growth of social networking sites provides a powerful new medium for spreading memories, opinions and recommendations (positive or negative) among a wide range of friends and contacts.

## 5.7 New Technological Delivery Platforms

Communications technology will always be driven by forces much greater than any individual sector of modern society can ever control or manage. New delivery platforms for the provision of visitor information include:

- Mobile phones and PDA (personal digital assistant) with 3D or WiFi and applications
- iPod and iPad type technology with Podcast downloading
- Personal GPS navigation devices in motor vehicles with complementary information delivery
- Wikimedia and other forms of downloadable information that connects global positioning technology with site specific information
- Fixed internet access points with a site or destination

The remarkable growth in web capable hand-held devices provides many opportunities and challenges for the heritage tourism sector. On the one hand they enable the visitor to download an audio tour as they are walking through a gallery or site or call up references to other paintings by an artist as they are looking at a particular work. On the other hand they become yet another example of technology imposing itself in the space between the visitor and the place. Like all technology these new devices can add to the meaning of the experience if used as tools. If relied on as mediators, however, they can reduce the place to another “been there done that” item on a shopping list of “must see” places, devoid of any meaningful relationship to the experience of the visitor.

Part of the challenge for the site manager and tourism manager is to respond to the demand for downloadable material, while at the same time encouraging its use as a supplement to the actual tourist experience, rather than a substitute for it. This has to be done in very subtle ways, as moral blandishments will be a turn-off for the user; suggestions of ways to use the material effectively could be embedded in the material. Even endorsements by high profile users may help.

Technology is moving so fast and is driven by such powerful global forces that individual destination or site managers should think carefully about investing heavily in site specific communications infrastructure. Visitors can now use their mobile phones or iPods to connect into a vast array of information and opinion, making any locally produced communication script delivered by locally plugged-in earphone sets, or inter-active touch screen computer displays redundant.

No doubt every generation embraces the latest communication technology on offer, and no amount of concern by the user of traditional information supply channels will deflect this hunger and fascination for the latest invention. Ever decreasing cost structures and intense competition among developers and suppliers ensures that new technologies penetrate the market with incredible speed. The challenge for destination and site information providers is to maintain the quality and clarity of their particular message and accept that communication technologies will develop at their own speed and on their own trajectories.

## 5.8 Appropriate Technologies within Available Resources

With the development of information technology and the use of multi-media technologies, some interpretation methodologies have become very sophisticated. While this can be an effective way of transmitting information to visitors, there are dangers. It is often expensive to develop, install and maintain, despite the falling prices of the hardware. Its upkeep requires skilled maintenance staff. This

makes it difficult for developing countries or small sites. Its protection may need additional security against fire, flood, theft or vandalism and it will make long term demands for energy that may be expensive or at variance with green energy policies. Apologetic signs saying “closed for maintenance” do not excite the visitor.

While there is an increasing use of the internet by most generations there are still places around the globe where internet connections are poor or unreliable. There are also many places where destinations and sites simply do not have the resources to produce high tech information. There is always likely to be a role for the traditional media in every travel experience.

It is important that explanatory or interpretive media do not reduce the quality of the experience to be gained by visitors simply moving around the place, listening, looking, smelling, touching and absorbing the ambience of the destination or site. Personal and non-personal media or communications technology should always have a supporting role to the inherent qualities and direct, tactile experiences offered by the visit.

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## Part B

# Delivering Heritage Communication within the Tourism Experience

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## Chapter 6

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# Stakeholders in the Heritage Communication Process

The processes and timing of communicating heritage information to tourists are spread across the entire range of tourism activities, from making travel choices to sharing memories. Across this spectrum of the average tourism experience, there are many stakeholders who will contribute to the tourist's awareness of heritage issues and exert different levels of influence at different moments on the interests and motivations of travellers. Stakeholders can include any individual, community, group, business enterprise, as well as public or private sector tourism organisation. Each will utilise a range of electronic and print media to disseminate its information and to participate in discussions about travellers' expectations and experiences.

### Public sector tourism promotion and marketing agencies

Public sector tourism promotion and marketing agencies are often part of national or regional government. Their primary objective is to capture as much tourism as possible by promoting destinations and sites within their jurisdiction. Iconic images associated with natural and cultural sites, combined with catchy slogans, are often used to create the initial visual branding, thus differentiating one country or region from another in the mind of the potential tourist.

### Travel media and tourism guide publishers

Promotional travel media typically extend the use of iconic or symbolic imagery and information about a country or region as the first step in encouraging specific travel choices. They can exercise a strong influence over the prospective traveller's perceptions and expectations of a place. Tourism guide print and electronic publishers tend to provide more detailed natural, cultural, historical and heritage information as well as practical travel advice about countries and regions, destinations and sites.

### Natural and cultural heritage media

Natural and cultural heritage media is generated at local, regional, national and international levels. It provides specific natural, social environmental, historical and cultural information about places and peoples, often in an attractive and enticing visual manner. This media ranges from printed encyclopaedias, periodicals, books, journals, articles, special interest reports, novels, film and TV documentaries to a wide variety of web sites, many increasingly interactive and/or containing user generated content.

### Outbound tour operators

Outbound tour operators package and provide travel opportunities by matching tour products with the interests and expectations of potential clients. They have an enormous influence over the selection of destinations and sites, itineraries, and seasonality of tourism activities. Many tour operators are fully aware of the increasing public and tourist interest in natural and cultural heritage with specially designed packages, while others ensure that these aspects are integrated into other travel products.

## Travel agencies

Travel agencies provide advice and offer options or opportunities to potential travellers as well as facilitating travel arrangements and reservations. Despite the wealth of natural and cultural heritage information available from other sources, travel agents continue to provide an important role in the finalisation of travel choices. While many clients will research travel products on line they often prefer to rely in the agent to make the final reservations.

## International and national transportation providers

Airlines, shipping lines, rail companies, bus companies and hire car companies have an important role in the communication of heritage values, simultaneously increasing levels of satisfaction and anticipation among their customers. The significant amounts of time spent by tourists undertaking long distance travel provide many opportunities for the introduction of background heritage information and samples of the cuisine of the approaching destination.

## Inbound tour operators

Inbound tour operators provide the organisational link for arriving tourists with local service providers, destinations and sites. They have many opportunities to provide local heritage and contextual information of a greater depth and relevance than visitors can normally access before they commence their journey.

## Local tourism offices

Local tourism offices have an important role in provision of a wide range of local heritage information that covers more than a tourist can obtain from a single commercial agent. This enables visitors to make a wider range of choices on what to see and how to spend time while in the destination, as well as other sights and places that they may not have known about before they arrived.

**Destination Management Organisations (DMOs)**, including those responsible for public transportation, planning and development, environmental management, parks and gardens etc.. – DMOs play an important role in the provision of heritage information to tourists before they arrive and in the quality of their experiences when they arrive. The communication of heritage extends well beyond the provision of basic information, into the quality of the urban or natural environment, including the provision of tourism facilities, conservation of buildings and landscapes, access to places of interest, support for local arts, crafts, performances and cuisine, and the general welfare of the local population.

## Tourism infrastructure developers

Developers of tourism infrastructure have a major role in the long term protection and management of the imagery and presentation of destinations and heritage sites. Well designed buildings and other facilities that respond sensitively to the local urban or natural character, while minimising visual impacts, will complement and enhance the very aspects that attracted tourists to the place.

**Local tourism service providers**, including transportation, food, beverage and accommodation have many opportunities to interact with tourists and visitors, providing all manner of formal and informal heritage messages that can complement or expand their interest in the destination or site.

## The host community

The quality of the tourism experience ultimately relies on the interaction of visitors with the local people, especially if the welcome is warm and the benefits shared between both groups. Local people provide depth and personality to the information and messages that tourists bring with them or gather while in a destination or site.

**Local artisans and crafts workers**, souvenir manufacturers and retail outlets have a unique opportunity to provide visitors and tourists with additional layers of heritage and cultural knowledge and understanding. Travellers have time and discretionary spending to relax, explore, participate and absorb local crafts and traditions, especially when they can then purchase tangible products in the form of good quality souvenirs and great memories.

**Heritage site management organisations**, including promotion managers, planners and designers, conservation and presentation managers focus on the site more than the nearby destination and have a major responsibility to comprehensively present the physical character and heritage significance to visitors and tourists.

## Local tour guides and interpretation providers

Local tour guides are major stakeholders in the detailed presentation and communication of heritage values to tourists. They are often responsible for guiding the majority of tourists through a destination or heritage site, especially those who travel in groups.

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## Chapter 7

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# Delivering Heritage Communication to the Prospective Tourist

## 7.1 Primary Activities and Opportunities

The primary activities in this stage of the travel experience that relate to opportunities for Heritage Communication include:

- raising general public awareness;
- raising personal awareness and stimulating demand in prospective tourists;
- deciding where and when to go;
- selecting preferred travel options, goods and services;
- making reservations.

In a world filled with vast amounts of information about virtually every country and region the primary purpose of tourism advertising and promotion campaigns is to raise general public awareness and then create demand in the mind of individual prospective tourists. They aim to stimulate a desire to experience their particular attractions in preference to the many other destinations available to most modern tourists.

The process is two-fold – to reinforce general public awareness of the particular country or region and then to stimulate travel choices and decisions in the mind of individual prospective tourists.

## 7.2 Raising General Public Awareness of Heritage Attractions

### Tourism Public Sector

#### Opportunities

The most common public faces of most national tourism promotion campaigns are electronic and print media advertising campaigns and large posters displayed in prominent locations within target markets. Since it generally takes place at the very beginning of the travel experience, national promotion campaigns need to be concise and evocative, promising a special or distinctive experience. The messages presented tend to use iconic images coupled with attention grabbing statements such as “Magic Kenya” or “Incredible India” to reinforce the primary message. However, to be successful national or regional tourism promotion campaigns need to provide a framework for adding depth and detail about their distinctive attractions as the promotion campaigns build momentum. They must be able to unify the presentation of often complex characteristics into a consistent and competitive dialogue with potential tourists. In this regard, the “Incredible India” campaign has been very successful, creating a framework for the presentation over time many of the cultures, landscapes and colours of the country.

In recent years the exponential growth in tourism activity has combined with a general growth in public awareness and curiosity about the natural environment, traditional heritage and contemporary cultures of other places. There is a strong and growing tourism demand for activities that include visiting and experiencing these attributes. National and regional populations increasingly see their own heritage as

an essential part of their identity and quality of life. There is also an expectation that the promotional work of their government tourism campaigns should spread the socio-economic benefits of tourism as widely as possible throughout the host community.

Public sector tourism agencies should embrace the communication of heritage values as a major focus of their campaigns to raise general public awareness and stimulate tourism demand.

### Recommended actions

- Identify and promote iconic images of the country or region that include or capture the natural and cultural heritage character of the place, and its contemporary culture.
- Capitalise on the depth and variety of the natural and cultural heritage features of a country or region by developing promotion campaigns that expand upon any iconic imagery normally presented to stimulate tourism demand.
- Include information about national, regional or local heritage characteristics and attractions in any tourism promotion campaigns.
- Work cooperatively with the tourism private sector, destination and heritage site management organisations to build marketing campaigns that include natural and cultural heritage as much as other tourism attractions.
- Cooperate with the tourism private sector and relevant national or local organizations to publish annual calendars of artistic, heritage, culinary and other cultural festivals and events.
- Develop tourism promotional campaigns that highlight well-known aspects of the traditional heritage and identity of a country or region. Thematic opportunities include agricultural products, such as tea, coffee, olives, spices or wine, scenic landscapes, flora or wildlife, community ceremonies and traditional artisan products such as jewellery, metalwork or wood carving.

The European Heritage Network (HEREIN), an initiative of the Council of Europe is a permanent information system bringing together government departments responsible for cultural heritage under the umbrella of the Council of Europe. Since its establishment in 1999 the network has become a reference point for government bodies, professionals, research workers and non-governmental organisations active in this field.

The “Incredible India”, “Keep Exploring Canada”, “Malaysia Truly Asia” and “100% Pure New Zealand” campaigns have made the themes of heritage and community identity the cornerstones of all-embracing marketing and communications strategies. The culture, character and complexities of cities such as Paris, New York, San Francisco, London, Tokyo or Buenos Aires are regularly exploited to generate major and sustainable tourism activity. These places are perceived as much more than the simple iconic images, such as the Eiffel Tower or Golden Gate Bridge, which identify them on tourist brochures. Prospective visitors can approach them confident of a rich and rewarding visit.

## Tourism Private Sector

### Opportunities

The tourism private sector has an important role and profit motive in raising general public awareness about the distinctive features of particular destinations and heritage sites. Travel media and tourist guide publishers complement the interest generated in the minds of prospective tourists through general

heritage and other media by providing detailed, practical information about potential destinations. Tourism service providers rely on generating specific tourism interest in their particular products. The more depth and detail that they can provide about the natural and cultural attractions of the places to be visited, the greater will be the opportunity to capitalise on the general increase in heritage interest among their customers.

### Recommended actions

Cooperate with and complement public sector tourism campaigns that promote distinctive national or regional heritage attractions by providing more detailed information and developing tourism packages that facilitate access to them.

## Destination Management

### Opportunities

In a competitive tourism market it has become increasingly important to position destinations by communicating meaningful differences between their offering and others serving similar tourism markets. Natural and cultural heritage features can be significant factors in creating a competitive, distinctive and different images compared with other places, and an equally powerful tool for creating a cluster or critical mass for a collection of similar or closely related places.

The growth in competition from new destinations and tourism markets means that all destinations need to maximise the communication of their unique or distinctive characteristics. The variety of general information and opinions widely available about most countries, regions and destinations means that destination management organisations need to prepare and communicate the specific imagery and messages they want to present to the wider public.

### Recommended actions

- Recognise that in the context of a world-wide variety of media, public commentary and personal opinions destinations should select the most important images it wants to present to international or regional tourism markets.
- In consultation with all relevant stakeholders and the local community identify and adopt the preferred cultural, conservation and socio-economic outcomes that should be generated by tourism to the destination.
- Identify the preferred overall imagery of the place that will best reinforce the desired tourism outcomes.
- Undertake detailed studies of the destination and its surrounding geographic context to select the most expressive natural and cultural heritage features that can be used to evoke the desired distinctive overall image of the place.
- Identify supplementary characteristics to support and expand the primary imagery as promotional campaigns move into greater depth and detail.
- Develop public promotional campaigns that present the selected iconic imagery in a creative and evocative manner.
- Develop supplementary campaigns that specifically highlight natural and cultural heritage layers, complexities and attractions including distinctive qualities of life in the host community such as cuisine, fashion, music, literature, festivals, ceremonies, special celebrations and sporting events.

- Cooperate with the tourism public sector in identifying, describing and publishing aspects of the traditional heritage and identity of a country or region in relevant media and promotional programmes.

## Heritage Site Management

### Opportunities

While many natural and cultural heritage sites have unique or very distinctive features, others are simply part of a collection of similar places that capture or express broader characteristics of a country or region. Even sites such as major national parks or historic cathedrals are better known to the general public as part of a collection of similar places than in their own right. It is the responsibility of site management to identify both the distinctive features and those that are common to a wide group of similar places that can then be communicated to the wider public and ultimately presented to visitors.

The wide variety of general information and opinions available about most heritage sites means that site management has a similar obligation to destination management for the preparation and communication of the specific messages it wants to present to the wider public.

### Recommended actions

- Recognise that in the context of a world-wide variety of media, public commentary and personal opinions heritage sites should select the most important images it wants to present to international or regional tourism markets.
- In consultation with all relevant stakeholders and the local community identify and adopt the preferred conservation and public awareness outcomes that should be generated by tourism at the heritage site.
- Identify the preferred overall imagery of the place that will best reinforce the desired tourism outcomes.
- Undertake detailed studies of the heritage site and its surrounding geographic/historic context to select the most expressive natural and cultural heritage features that can be used to evoke the desired distinctive overall image of the place.
- Identify supplementary characteristics to support and expand the primary imagery as promotional campaigns move into greater depth and detail.
- Develop promotional campaigns that present the selected iconic imagery in a creative and evocative manner.
- Develop supplementary information and public promotional campaigns that provide the specific depth, detail and quality of messages that site management have identified as most beneficial to the long term conservation and public appreciation of the site.
- Cooperate with the tourism public sector in identifying, describing and publishing aspects of the traditional heritage and identity of a country or region in relevant media and promotional programmes.

## 7.3 Stimulating Personal Demand for Travel Experiences

### Tourism Public Sector

#### Opportunities

One of the main factors influencing personal travel choices regarding a specific destination or heritage site is the degree of personal awareness and knowledge of the contemporary lifestyle, heritage assets and specific attractions that might be encountered.

Prospective visitors gather information from friends and relatives, undertake research, gather information from various forms of media and seek opinions using social networking sites. Researching on the web is now well established, with a growing confidence in electronic purchasing of various aspects of a travel programme. The vast array of information available over the web can inform the prospective visitor about everything from a nation's history and its people to airline and train schedules, special events, menus in local restaurants, admission times for museums, and the availability of seats for a theatrical performance.

Beyond the role of raising general public awareness, public sector tourism agencies have an important role in providing sufficient detailed information about specific destinations and heritage sites to stimulate demand in the individual prospective tourist. This will complement the general image created by the iconic image or promotional slogan by adding depth and complexity, expanding potential areas of interest, highlighting lesser known places, and emphasising seasonal factors and special events. Official travel sites can also facilitate travel choices by providing information on seasonal factors, events, perceptions of high travel costs, making travel arrangements and perceived threats to safety, security or comfort.

#### Recommended actions

National or regional public sector tourism agencies should cooperate with and support local tourism agencies to develop coordinated information and complementary promotional campaigns that highlight local heritage attractions.

- Identify and implement opportunities for the tourism public sector to incorporate the communication and presentation of natural and cultural heritage and contemporary culture into the design and delivery of tourism promotional campaigns and projects.
- Support the production, publication and distribution of a range of maps, tourist guides and similar information in a variety of media suitable for the circumstances of national, regional and local tourism activity.
- Support the establishment and operation of regional and local tourism information offices that provide detailed local information to prospective and arriving tourists.
- Provide heritage related information that is attractive, useful, concise, balanced, and easily accessible in advance.
- Present and promote off-season as well as in-season attractions about the place such as community festivals and seasonal cuisine.
- Develop special tourism promotional campaigns aimed directly at particular tourism segments such as business, adventure, art and architecture, music, sport and recreation that demonstrate the added dimensions and experiential opportunities generated by the traditional natural or cultural heritage and contemporary cultures of destinations and sites.
- Encourage the development of a community based approach to heritage tourism, through the cooperation and involvement of local people.

In 2010 the Australian Tourism Commission developed a national tourism promotion programme based on the theme “There is Nothing Like Australia” inviting people to contribute their own suggestions and photographs of specific aspects of the country that they thought were important or would make interesting and evocative promotional subjects. Thousands of people submitted ideas, providing a wealth of material for a major new national tourism promotion campaign.

The website for the UNESCO Bangkok Office ([www.unescobkk.org/culture](http://www.unescobkk.org/culture)) refers to Cultural mapping, which had been recognised as a crucial tool and technique in preserving and communicating the world’s intangible and tangible cultural assets. It encompasses a wide range of techniques and activities from community-based participatory data collection and management to sophisticated mapping using GIS (Geographic Information Systems).

“Cultural mapping involves a community identifying and documenting local cultural resources. Through this research cultural elements are recorded – the tangibles like galleries, craft industries, distinctive landmarks, local events and industries, as well as the intangibles like memories, personal histories, attitudes and values. After researching the elements that make a community unique, cultural mapping involves initiating a range of community activities or projects, to record, conserve and use these elements. [...] the most fundamental goal of cultural mapping is to help communities recognize, celebrate, and support cultural diversity for economic, social and regional development.”

*Keynote speech, Clark, Sutherland & Young (1995),  
Cultural Mapping Symposium and Workshop, Australia (online),  
available: <http://www.unescobkk.org/culture/cultural-diversity/cultural-mapping/>*

- Encourage major commercial operators such as credit card companies and tourism providers to produce marketing material that highlights the heritage attractions that can be accessed in a particular country or region.
- Wherever possible develop a specific web site to enable the national tourism agency to reach as many prospective visitors as possible and to control its own public message. Ensure that the web site or portal is well linked to regional and local tourism websites, relevant destination and heritage site websites.
- In consultation with international, national and/or regional heritage agencies, support the development of themed tourist routes that link a number of related places into an attractive touring experience. These links or routes can be as large as spanning several continents, such as the combination of Buddhist sites across Asia, cross large regions such as the medieval pilgrimage routes of western Europe that lead to Santiago de Compostela, in north-western Spain, link a series of historic towns such as the Romantic Road of southern Germany, or be as detailed as the collection of small Byzantine churches in the mountainous region of Cyprus, some of which are inscribed on the World Heritage List.

In addition to the publicity generated about World Heritage in a wide variety of media, including its own web site, UNESCO Publishing has produced a compendium entitled *The World’s Heritage – A Complete Guide to the Most Extraordinary Places*. Expanding on this publication idea, and in collaboration with UNESCO, Cameron House has published *1001 Historic Sites you must see before you die*.

The Singapore Tourism Board combined with the National Heritage Board to create the Chinatown Heritage Centre, located in the middle of one of the liveliest rejuvenated historic districts in Singapore. The Centre is based in a restored merchant's house and includes a small museum of Chinese Heritage, a souvenir shop, and restaurant. Its primary purpose is to introduce the crowds of tourists in the local shops and restaurants to the deeper background of Chinese heritage within Singapore.

## Tourism Private Sector

### Opportunities

In the hierarchy of decision making, developing personal knowledge and awareness about the society, characteristics of the destination and its attractions tends to precede decisions about travel providers, modes of transportation and accommodation choices. Even those travellers who purchase pre-packaged tours that include sightseeing, transportation and accommodation must make the fundamental choice of a preferred national or regional destination before selecting a particular tour package. The more prospective visitors become knowledgeable about the lifestyle and heritage attractions on offer, the more they will be encouraged to make specific travel choices.

The incorporation of heritage related experiences within travel promotions and tour packages will respond to an increasing market demand for diversity and authenticity of experiences. It will also build and maintain a competitive edge within the wider tourism market.

### Recommended actions

- Recognise the increasing level of public interest in heritage attractions as part of the wider demand for tourism experiences.
- Develop tour packages that specifically provide tourism opportunities to engage with heritage attractions and contemporary lifestyles that are beyond the typical recreational packages provided in the tourism market place.
- Develop opportunities for "add-on" local heritage experience options for recreational tourism or business travel packages.
- Identify and implement opportunities to incorporate the communication and presentation of natural and cultural heritage and contemporary culture into the design and delivery of tourism promotions, packages and products.
- Cooperate with the tourism public sector and other relevant public agencies in developing specific tourism products and programmes that engage tourists in aspects of the traditional heritage and local identity.
- Continue to develop and publish, in all forms of media, a wide variety of maps and guides that enable tourists to select and plan detailed journeys and explorations away from main travel routes.
- Ensure that regional and local tourism information offices are provided with relevant information, brochures and other media that provide detailed local information to prospective and arriving tourists.
- Produce the major tourism guidebooks and other media in the languages of the major visitor market segments.

An interesting trend has been noticeable in major European destinations over recent decades as the predominant languages in which guidebooks are published and sold shift from the major western European languages plus Japanese, to the eastern European languages, Chinese and Korean, reflecting changes in major travel market segments.

## Destination Management

### Opportunities

Complementing broader public awareness or promotional campaigns, the imagery developed by specific destinations is widely regarded as crucial in the individual consumer's decision to travel to a particular country or region. Once their interest or imagination is stimulated the prospective tourist then needs to gather more specific information and research options and opportunities that might satisfy their new found interest and attraction.

Customer decisions are increasingly influenced by emotional reactions and triggers. In the tourism marketplace, potential tourists will be persuaded to visit or return to one place rather than another if they have an empathy with the destination as a whole, its values and increasingly, with its people. While it is important to develop an overall theme for the destination's central message, it is equally important to communicate the human scale of the place as much as its monumental or iconic features. This is the ordinary texture of life that revolves around food and drink, markets, street stalls, shopping. Many visitors will relate to the everyday as much as they are fascinated by the monumental.

Positioning a destination or site is never a finite exercise. Over time places need to be re-positioned as markets change and competition from nearby attractions increases. This can be done by developing and promoting more varied uses of existing products, by packaging them more effectively, and by creating new features or experiences. Overhauling older attractions, together with the development of new combinations such as tourism routes, themes and niche products may appeal to new market segments.

### Recommended actions

- Research and identify the particular market segments that are most likely to generate the desired tourism outcomes. Develop specific promotional campaigns that target these segments.
- Encourage Heritage and Tourism Media to present information on a range of places that are complementary to the chosen iconography for the destination.
- Where possible, promote the destination at the point of tourism decision making, don't wait until visitors are in the locality.
- If the existing promotional focus is on accommodation, food and transport, widen it to highlight the natural and cultural attractions of the destination.
- Broaden the tourism offer by creating promotional campaigns for lesser known but equally interesting heritage places within and in the vicinity of the destination.
- Cooperate with local or nearby heritage site management to develop complementary promotional campaigns, including those with the potential to become a themed tourism route or trail.
- Promote the staging of major celebrations, exhibitions, performances, educational and sporting events outside periods of high tourism activity or in less frequented parts of the destination.
- Determine the most advantageous target tourism markets and focus campaigns designed to attract these segments.

- Support the production, publication and distribution of a range of maps, tourist guides and similar information in a variety of media suitable for the circumstances of national, regional and local tourism activity.
- Support the establishment and operation of regional and local tourism information offices that provide detailed local information to prospective and arriving tourists.
- Develop visitor awareness of particular heritage characteristics and attractions within the destination through the production of thematic brochures and other media.
- Raise tourist awareness of related heritage sites and attractions within the destination that otherwise charge for individual entry, by the introduction of joint ticketing at discounted prices. Often known as “visitor passports”, where each site entry earns a stamp, joint ticketing immediately informs visitors of the full range of heritage places and provides an incentive to find and visit them. Large destinations with many sites should extend the joint ticketing over several days, encouraging visitors to stay longer and inspect all of the places of interest.

Destinations such as the city of Arles in the south of France and Hoi An in Vietnam have successfully introduced joint ticketing programmes for a variety of historic sites. A number of the major art museums in Madrid, Spain, also have combined for a joint ticketing programme.

- Cooperate with the tourism public sector and other relevant public agencies in developing specific tourism products and programmes that engage tourists in aspects of the traditional heritage and identity of the destination and its people.
- Wherever possible develop a destination specific web site to enable destination management to deliver its own public message and to communicate directly with prospective visitors. Ensure that the web site, or portal, is well linked with national or regional tourism websites, complementary or regional destination websites and those of local heritage sites that are accessible from the destination.

#### New Zealand i-SITE Visitor Centres

Visitor Information Network Incorporated was rebranded in 2002 as i-SITE Visitor Centres. They are the officially recognised provider of New Zealand tourist information.

See: [www.i-site.org](http://www.i-site.org).

## Heritage Site Management

### Opportunities

In a world crowded with user-generated content, it is ultimately the responsibility of Site Managers to generate the heritage related information they consider essential to attract tourists and generate expectations that will be met during their visit.

All heritage sites have more than one important story to tell about their history; the way they were developed or destroyed, their natural features, the people who lived there, previous uses of the site and perhaps tales of the notable treasures. In presenting and interpreting the historical story of a heritage site, it is necessary to decide which elements will most interest the kind of people that the site wants to attract.

Not all visitors are equal. In-depth market research should always accompany promotional campaigns. It is essential therefore to identify the key attributes of the preferred target market and to build perceptions

of a specific heritage experience among competitive offers. This requires a clear understanding of the potential market and what it seeks from heritage experiences.

The imagery created by an individual heritage site or group of sites is very important in stimulating personal decisions in prospective tourists and influencing their behaviour when on site. If the message is not used to shape the expectations of the visitor, they will react to the site in accordance with their normal behaviour, often at the long term expense of the cultural asset or their own experiential outcomes. While climbing to the top of a monument such as Angkor in Cambodia or Uluru in Australia might be part of many tourist's expectations, the potential impact on the physical or spiritual values of the place can be detrimental to their long term conservation or heritage significance.

### Recommended actions

- Research and identify the particular market segments that are most likely to generate the desired conservation and tourism outcomes. Develop specific promotional campaigns that target these segments.
- Provide tourists with accurate and sufficiently detailed information before and during their visit to enable them to make well informed choices as to the travel experiences they wish to enjoy.
- Develop specific promotional campaigns and information highlighting features of the overall site that expand and complement the simplified or iconic imagery of the place that may have been the focus of national or regional campaigns.
- Encourage the expansion of tourism activity and increase contextual awareness among prospective visitors by developing shared promotional campaigns, including joint ticketing, with lesser known sites in the region or vicinity.
- Develop joint promotional campaigns highlighting complementary or associated sites within a country or region. The combined marketing of all the national parks or World Heritage Sites in a single country, or across a region such as South-East Asia or Latin America are examples of such campaigns.
- In order to spread potential tourism congestion away from peak seasonal activity, promote off-season attractions such as flora and fauna life cycles, animal migration, and the seasonal character of the landscape in Natural Sites, or particular festivals, events, activities or seasonal cuisine in cultural heritage sites.
- Where possible, promote the site at the point of tourism decision making. Do not wait until visitors are in the locality.
- Prepare and deliver information about heritage attractions with the visitor experience in mind, presenting information in a manner that progressively builds on the visitor's awareness, desires and motivations.
- Develop specific promotional campaigns to guide visitor awareness of appropriate and respectful behaviour towards the heritage qualities of the site.
- Cooperate with the tourism public sector and other relevant public agencies in developing specific tourism products and programmes that engage tourists in aspects of the traditional heritage and identity of the site and surrounding community.
- Wherever possible develop a site specific web site to enable site management to deliver its own public message and to communicate directly with prospective visitors. Ensure that the web site is well linked with national or regional tourism websites, the local destination website and those of other complementary sites in the region.

## Chapter 8

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# Delivering Heritage Communication during the Journey

## 8.1 Primary Activities and Opportunities

The primary activities in this stage of the travel experience that relate to opportunities for Heritage Communication include:

- the outward journey, often involving a number of modes of transportation;
- arrival at the destination and orientation;
- local journey to a nearby heritage site.

As passengers undertaking a journey, tourists represent a captive audience for the provision of information or experiences that can enhance their anticipation and customer satisfaction. The journey can range from long distance international travel to a short trip out to a specific site. Depending on the proximity of the eventual destination and the length of time available, the journey can be used to convey a variety of messages to the traveller.

Once the journey begins, tourism providers typically concentrate on their specific roles of organisation, reservation, transportation or accommodation, making sure the customer is safely and efficiently delivered to the destination. The promotional or communication stream is usually left behind and is only revived when the traveller arrives at the destination or site and begins the search for more detailed information and meaning to facilitate their enjoyment and understanding of the place. Many additional opportunities abound for continuing the process of heritage communication during the tourism journey.

The distribution of messages to travellers will be a combination of traditional media such as printed guides, displays, signage and visitor centres, with information accessed through WiFi, websites, mobile phones, GPS navigation and other hand held electronic devices.

## 8.2 Enhancing the Journey and Arrival

### Tourism Public Sector

#### Opportunities

International or domestic travel ensures that tourists are continually arriving in or departing from places with which they may not be familiar. Tourists often spend significant amounts of time in the arrival or departure concourses of airports, ocean or river cruise terminals, or railway stations. They have plenty of time to fill and are usually keen to continue receiving messages and adding ever more detailed and practical information to the more generalised imagery that motivated the initial travel commitment.

The rise in self-drive and independent travel, by foreign visitors and domestic tourists alike suggests that good quality roadside signage and public transport are vitally important in raising awareness and expectations. Independent travellers may not have a detailed knowledge of the small scale features and attractions of the particular locality they are exploring or the regions through which they are travelling.

### Recommended actions

- Airport, railway and cruise terminal authorities should encourage the use of high quality and evocative photos and other displays of local heritage attractions on the arrival and departure concourses at national and international transportation hubs.
- National or regional authorities should develop coordinated and consistent inventories of natural and cultural heritage attractions, including listed sites and scenic landscapes within regions or localities as the basis for presenting these attractions to tourists.
- National roads authorities should develop and implement a coordinated roadside signage policy to ensure that self-drive visitors are presented with opportunities to explore local attractions during their journey, even if they are bound for more distant destinations. Appropriate signage, linked where possible to GPS or other consumer navigation systems, should be installed on motorways as well as smaller local roads.
- Coordinate and cooperate with destination and heritage site managers to ensure that the tourism journey from arrival to departure is efficient, well managed, and presents the heritage features of the region and locality in the best possible manner.

## Tourism Private Sector

### Opportunities

The tourism private sector is the major provider of long and medium distance travel for tourists. In this context, tourists represent a captive audience, confined in the plane, ship, train, bus or self-drive vehicle for the duration of the journey. They are keen for entertainment, comfort and safety but also for information on the destinations ahead. Typically arrival video presentations concentrate on airport customs and immigration information and the cost of transport to the nearby city, thus missing opportunities to inform arriving passengers of the sights and sounds, traditions and cultures of the approaching destination.

In some countries easy tourist access to general bookshops, craft and artisan or other speciality heritage souvenir shops can be limited. Airports and other transportation hubs provide good opportunities for tourists waiting in departure lounges to make informed purchases about the heritage of the place just visited.

### Recommended actions

- International and domestic airlines and other transportation providers should continue to screen on-board introductory videos of the approaching country or destination to increase passenger anticipation and raise their awareness of aspects with which they may not have been familiar.
- International airlines in particular, and other transportation providers should take advantage of their user controlled on-board entertainment system to include a wide ranging selection of attractive and informative films or video clips about the traditional heritage and contemporary lifestyle of the approaching destination.
- Long distance transportation providers should include samples of the food and cuisine of the approaching destination, not only for the enjoyment of returning residents but as an introduction for non-resident visitors.
- International and domestic airlines should continue to include articles and feature stories in their seat pocket magazines about the natural and cultural heritage attractions of sites and destinations served by their networks.

Since at least the early 1990s the seat pocket magazine on Vietnam Airlines has been called “Heritage” – strongly emphasising its contribution to raising its passengers’ awareness to the natural and cultural attributes of this South-East Asian nation as it emerged from decades of conflict to become a major tourism destination.

- Continue to provide information on local events, festivals and seasonal celebrations for those who may not have been aware of such activities before leaving home.
- Continue to develop and publish in all forms of media a wide variety of detailed informative local maps, guides and satellite navigation systems that enable tourists to undertake detailed journeys or explore the countryside away from main travel routes.

The Michelin Company has a long tradition in France and elsewhere in Europe of publishing a coordinated series of very detailed, annotated maps, (green) heritage guides and (red) hotel/restaurant directories that enable tourists to explore every city, town, village and special landscape in the country in great depth while enjoying a comfortable and rewarding travel experience.

Maps of towns and villages illustrate in great detail the location of museums, markets, view points, castles, churches, historic fortifications, pedestrianised sections of historic quarters and scenic routes. The cultural guides provide excellent summaries of relevant information of places of interest. The series rates places of interest, hotels and restaurants into categories, using a multiple star rating, with the highest rated places being described as “worth a special visit” or at least “worth a deviation on a journey to another destination”.

Town maps quickly inform the arriving traveller that these towns have old ramparts above a river valley, a chateau, fort or museum and an historic centre with pedestrianised streets. A simple view of these maps confirms that these towns are likely to be very interesting and worthwhile places to visit if on a driving vacation in the region.

For the independent self-drive tourist, they provide confidence that well known sights can be reached with ease, scenic outlooks, attractive landscapes and special regions can be explored in great depth, and attractions that were previously unknown to the driver, such as historic chateaux, forts or churches are within easy reach.

The National Trust in the United Kingdom produced an atlas of historic Britain, first published in 1964, in which England and Wales were divided into 58 small scale maps, each of which was accompanied by a list of numbered sights cross-referenced to the accompanying map. The maps were of such detail that a self-drive or newly arrived tourist travelling by bus or train could readily see whether the intended attraction was on the approach side of the village or across on the opposite hillside. This depth of information encouraged prospective tourists to spend more time exploring local areas in preference to simply travelling between more famous landmarks.

- Hotels that are popular with international guests should take advantage of their in-room entertainment systems to include a selection of attractive and informative films or video clips about the traditional heritage and contemporary lifestyle of the new destination.

Guests arriving at the Taj Regency hotel in Aurangabad in central India are greeted with an in-room video about the rich cultural heritage of Rajasthan, with its palaces, colours, fabrics and markets. Interviews with several of the Maharajas about their lives and traditions are complemented by historic photographs and stunning photography. Several of the former palaces are now partly occupied by hotels operated by the Taj group.

- Retail outlets at transportation hubs should sell books, food products and spices, wine and spirits, clothing and distinctive merchandise of the destination.

The Harrods outlets at London airports promote their distinctively English products, while the excellent quality merchandise provided at the Artisan d'Angkor outlets at Phnom Penh or Siem Reap airports in Cambodia remind departing travellers of the high quality of local handicrafts.

- Coordinate and cooperate with destination and heritage site managers to ensure that the tourism journey from arrival to departure is efficient, well managed, and presents the heritage features of the region and locality in the best possible manner.

## Destination Management

### Opportunities

One of the key roles of tourism destinations is to facilitate the transfer between long distance travel from the tourist's home and local travel to heritage sites and places of interest. These heritage sites may be in the destination or within a reasonable day trip from the destination.

Good quality information to facilitate movement of arriving tourists from the transportation hubs into and out of the destination and on to nearby sites is of major importance both in terms of the visitor experience and the efficient management of traffic in the destination.

The facilitation of visitor movement around the destination is also important, to enable visitors to access and explore as many points of interest as possible during their stay.

### Recommended actions

- Personnel responsible for the design and choice of location for directional and way-finding signage in and around the destination should be encouraged to imagine themselves as first time tourists who are totally reliant on the consistency and frequency of the signs in order to find their way to important places such as transportation terminals, tourism information offices, hotels, parking areas and places of interest.
- Provide adequate and well designed directional signage for self-drive and independent tourists travelling from the destination to nearby heritage sites.
- Provide local tourism information at major arrival points within the destination to assist visitors with orientation, accommodation and local transportation and to build their awareness of local heritage features.
- Cooperate with local heritage sites in providing good quality directional and introductory signage to facilitate tourism access to the sites.
- Ensure that there is adequate and safe public transport to enable visitors to move efficiently around the destination and to visit the points of interest that have been promoted into the marketing literature.
- Cooperate with local private sector transportation providers to ensure the quality, reliability and efficiency of transportation options for visitors.

The collection of ten World Heritage inscribed Byzantine churches in the mountainous interior of Cyprus is part of a much larger collection of small religious building scattered across a network of winding roads and small villages. Signs distinguishing those that are World Heritage Listed assist a time poor driver to maximise the number that can be inspected within a single or two day exploration of the region. Visitors are encouraged to explore the entire collection of churches, relieving tourism pressures from those with more well known or more heavily promoted reputations.

On the other hand motorway signs in northern Greece to “Royal Tombs”, do not inform travellers of an important World Heritage Site. The motorway signs give no indication that the site is inscribed on the World Heritage List and contain the burial place of Philip II of Macedon, father of Alexander the Great. Those whose curiosity has been aroused only discover the real importance of the place when they finally see more detailed signage at the site entry. Travellers on a journey to a more distant destination may miss the opportunity for an interesting and stimulating visit simply because of the lack of more informative signage on the motorway.

## Heritage Site Management

### Opportunities

The captive nature of the journey also provides opportunities for the travel guide to pass on information about the special and sensitive nature of the approaching heritage site that will influence the behaviour and respect shown by the visitor.

### Recommended actions

- Cooperate with local tour operators and transportation providers in making productive use of the journey time from the destination to inform visitors of the nature, significance and fragility of the approaching heritage site.
- Erect informative signage at the site entry to heighten expectations among visitors, confirming that they have reached their destination and are about to experience the place at first hand.
- Provide sufficient information at entry points to the site to assist visitors with orientation, awareness of heritage features, movement pathways, on-site transportation and visitor facilities.
- Locate visitor centres near the site entry or on major pedestrian routes from transportation terminals or parking areas to the site entry.

Many of the day-trip operators taking visitors to the outlying attractions of the Great Barrier Reef Marine Park World Heritage Site in northern Australia use the three hour outward journey to screen videos and give presentations by marine experts and rangers. By the time they arrive at the dive sites on the reef visitors are very aware that they are somewhere very special, that their presence is a real privilege and that they should protect the fragile qualities of the coral reefs that they have come to see.

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## Chapter 9

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# Delivering Heritage Communication at Destinations

## 9.1 Primary Activities and Opportunities

The primary activities in this stage of the travel experience that relate to opportunities for Heritage Communication include:

- exploration of the destination;
- experiencing the host community lifestyle;
- participation in events or special activities;
- adding unplanned activities, based on new, locally provided information.

Destination Management Organisations must be aware that engaging with tourists is an important aspect of their responsibility and that well managed tourism activity can contribute to the sustainable development of their community. The short and long term sustainability of tourism will rely in large part on the way the destination as a whole is perceived by and presented to visitors. It is not sufficient for the reputation of a destination to rely on the individual merits of a particular attraction heritage – perhaps the cathedral or temple, a famous ruin, or historic urban centre – if arriving tourists must first travel through depressing neighbourhoods, degraded landscapes, or an industrial wasteland.

Virtually every tourism destination has areas of poorly developed or degraded natural and urban areas that are of no direct interest to visitors. However these areas readily convey impressions about the contemporary social and cultural context of a particular heritage site or local tourist attraction that may stay in the visitor's memory well after the satisfaction of the initial visit fades. There is little point in tourism promoters raising the profile of a specific heritage attraction if the overall visitor experience of the destination is degraded by a poor quality context.

## 9.2 Enhancing the Destination Presentation

### Tourism Public Sector

#### Opportunities

The tourism public sector has an important role in raising general public awareness and should work in close cooperation with destination management organisations.

#### Recommended actions

- Cooperate with broader destination presentation and promotion programmes by building themed tourism services and products that build on and reinforce the heritage message.
- Encourage the development of home stay and small scale tourist accommodation and restaurants etc. in surrounding towns or villages or in other nearby destinations.

## Tourism Private Sector

### Opportunities

The tourism private sector is a major stakeholder in the operational efficiency and tourism experience within destinations. Their role includes the provision of local transport, accommodation and food services, travel organisation and provision of local guides.

### Recommended actions

- Cooperate with broader destination presentation and promotion programmes by building themed tourism services and products that build on and reinforce the heritage message.
- Train private sector tour guides so that they are skilled and knowledgeable about the various natural and cultural aspects of the destination.
- In addition to the normal historical and descriptive information presented by tour guides in destinations or at heritage sites, introduce past and continuing conservation projects to enable tourists to fully appreciate the background and nature of the places being visited.
- Include interesting and attractive interpretation programmes within tourist developments such as hotels and restaurants to expand awareness of the local cultural and natural context. These can include architectural design and interior decoration, site landscaping, serving local cuisine, staging performances by local artists, staff uniforms, and craft courses.

Many hotels and resorts around the world have re-used or incorporated historic buildings and gardens into the new facilities. Others have adopted and adapted architectural, decoration and landscaping themes from the local natural and cultural environment. Guests immediately gain strong and attractive messages about the nature and identity of the surrounding locality.

## Destination Management

### Opportunities

A very useful technique for destination management agencies responsible for local development to improve the visual and physical quality of their destinations is to regularly look at their town, village or landscape as though through the eyes of a first time visitor. If they observe the totality of their destination's special and distinctive cultural landscape they will soon identify areas for improvement and for the coordination of public and private agencies in the process.

### Recommended actions

- Working with all relevant stakeholders in the destination, undertake a thorough review of the natural and cultural characteristics of the destination, including its contemporary cultures, to create a database of heritage attractions with the potential to be promoted and presented to tourists. Identify those features that have the potential to be developed into tourist attractions.
- Identify zones or sectors within the destination that capture or express specific aspects of natural qualities, traditional heritage or contemporary cultural expressions. Develop protective legislative, conservation and revitalisation programmes for such zones that ensure they will remain vital and viable contributors to the life and identity of the destination.

- Provide effective planning, impact assessment and development consent processes within the destination governance system to protect the overall character of the place and control all new tourism infrastructure or other property development to avoid degrading that character.
- Ensure that infrastructure projects aimed at improving overall presentation or the tourism experience in the destination also provide tangible benefits for the local population.
- Develop and apply consistent and comprehensive urban development, tourism management, infrastructure, transportation and presentation programmes across the whole destination.
- Conserve and restore any natural or cultural features of the destination, including any historic buildings, streets, squares and public gardens that are in poor, abandoned or degraded condition and find new contemporary uses to revitalise them.
- Maintain the physical character of the destination consistent with its heritage significance. Control activities that will damage landscapes in the visual context of the destination, such as mining or forestry.
- Maintain and conserve the fabric and facades of historic buildings and urban settings.
- Encourage the revival of degraded areas and former industrial sites.
- Maintain the quality of public open spaces.
- Minimise or avoid the construction of visually intrusive and unsightly new buildings and development.
- Improve overall environmental quality, with attractive natural and cultural environments. Minimise the proliferation of advertisements and signing.
- Maintain traditional rural landscapes and features which continue to demonstrate traditional management practices, such as the rice terraces of Bali.
- Minimise the impact of visually or physically intrusive infrastructure structure such as power lines.

The historic city of Guimaraes in northern Portugal developed a long term programme of urban conservation and revitalisation that protected its heritage values and created a lively tourism destination. The success of the programme was recognised when the city was inscribed on the World Heritage list in 2001.

- Integrate heritage awareness with tourism development by encouraging the appropriate re-use of historic buildings and places, including the use of appropriate incentives to owners, developers and occupiers. Reconcile heritage protection and re-use with public access.
- Encourage local administrators, tourism and cultural organisations to use cultural heritage as a tourist attraction in order to maintain its vitality and relevance to tourists and the local population.
- Harness the support of public agencies that may not be directly associated with cultural heritage, such as water catchment, agriculture, fisheries, forestry, etc. to assist in the protection of background environmental resources on which tourism is based.
- Based on the detailed review of the destination attributes, develop a comprehensive marketing strategy that captures the full range of heritage and lifestyle features and builds it into a consistent asset management and presentation message for tourists and local tourism businesses.

The region of Provence in the south of France has developed a very successful presentation package that draws together a cultural landscape famous for its colours, cuisine, wines, lavender, attractive historic villages, weekly markets, ruined castles, pottery and lifestyle into an imagery that is comprehensively presented within the region and beyond. The identity of the region is constantly reinforced and expanded in books, films, lifestyle magazine articles, home wares, pottery, cookware, art and literature.

- Identify any historic and physical connections between the destination and famous artists, musicians, literary figures and/or contemporary artisans and creative people. Locate any physical evidence of their associations, such as birthplace, residence, workshop, studio, inspirational subject matter or place of burial that can be celebrated and presented to visitors.
- Erect well designed and graphically consistent information signs on historic or heritage places of interest throughout the destination. The signs can be self contained or carry numbers that refer visitors to a catalogue or guide map that may be available in the local visitor information centre. Where the town or an area within the destination is inscribed on the World Heritage List, the signs should carry the World Heritage logo to reinforce visitor's awareness of its heritage qualities.
- Erect graphically consistent signs or plaques on listed or protected heritage places throughout the destination to raise general heritage awareness among tourists and local people.
- If the destination contains World Heritage properties, celebrate their international status by displaying the WH symbol in prominent public spaces such as in street signage, way finding, interpretation signage or destination branding.
- Introduce interpretive signage and other media, including books and brochures, to inform tourists of past and continuing conservation programmes. These could include old drawings and photos of how the site used to be after centuries of decay, damage from conflict or natural disasters, historic drawings, explanations of previous conservation work and demonstrations of current work.
- Provide opportunities for visitors to contribute to on-going conservation programmes within the destination, such as special fund raising appeals, purchase of souvenirs, and voluntary participation in archaeological excavations.
- Encourage and support long term research into all aspects of the traditional heritage of the destination as a continuing source of renewal and expansion of themes and ideas for presentation and communication.
- Interpretation programmes for the destination could include stories and oral traditions about the place, its meaning and history, how the place has developed through time, what were the big geographical and historical influences such as historic trade and communication routes.

During the last quarter of the 20th century the Portuguese city of Evora developed a clear public image of the place as an historic ensemble of classical and medieval buildings enclosed by powerful ramparts. It built on this image when improving the housing, health and education of the citizens while actively seeking World Heritage status. The political and planning strength of this imagery was so strong that hotel developers who wanted to build within the town walls were required to adopt an architectural style that was sympathetic to the townscape. If they did not wish to cooperate they were encouraged to build on land outside the protective city walls.

The main town on the Greek resort island of Mykonos has expanded many times over the last 30 years as tourism accommodation as been erected on the surrounding hills. Fortunately the planning controls imposed by local authorities require new buildings to be designed using traditional architectural features and colours. The visitor arriving for the first time enjoys the impression of timeless beauty.

“The Portuguese capital has performed the near miraculous trick of holding on to a rich, individual heritage while thriving with possibilities of a new century as part of a united Europe. The journey in from the capital’s airport takes you past the modern towers of power and beside grand old 19th century mansions to a centre that respects and celebrates the past. The seven hills of Lisbon are draped with faded facades that bestow the city with soul, and are punctuated with vistas to lift the spirit.”

Simon Calder, ‘Europe’s Wild West’, *British Airways Highlife Magazine*, January 2010, p. 68

## 9.3 Enhancing the Destination Tourism Experience

### Tourism Public Sector

#### Opportunities

The tourism public sector has a responsibility to encourage realistic expectations in the mind of the prospective tourist. Promotional campaigns should include factual information about seasonal variations, current social conditions, temporary construction or development projects that may impact on the tourist experience.

#### Recommended actions

- Encourage responsible heritage tourism as an extremely important aspect of the tourism products developed by the private tourism sector and destination managers.
- Cooperate with relevant public agencies and the tourism private sector in developing specific tourism products and programmes that enable tourists to gain access to interesting and attractive aspects of the traditional heritage and local identity.
- Focus resources on support for the conservation and presentation of the authentic and intrinsic heritage features of the destination in preference to creating new “recreational” attractions designed simply to expand the overall tourism offer. Over time the heritage attractions tend to outlast the relatively short lifespan of “artificial” or specially created tourist attractions.

### Tourism Private Sector

#### Opportunities

The tourism private sector is a major stakeholder in the operational efficiency and quality of the tourism experience within destinations.

#### Recommended actions

- Private sector tourism operators should cooperate with destination management to provide their clients with a high quality, informative and enjoyable visit.
- Cooperate with destination management to provide private or commercial forms of transportation for tourists to safely and efficiently access places of heritage importance and visual interest within the destination.

- Recognise the power of sustainability as a growing aspect of tourism demand. Provide special tour packages or other opportunities for clients who may wish to contribute to on-going conservation programmes at destinations or sites, such as special fund raising appeals, purchase of specific souvenirs and voluntary participation in social programmes or archaeological excavations.

Lindblad cruising tours of the Galapagos Islands encourage volunteer donations from their guests to support local conservation and community benefit programmes.

## Destination Management

### Opportunities

It is the responsibility of destination management to facilitate access by visitors to as much of the significance of the place as possible, within the physical and conservation constraints of the place. Access can be physical, intellectual and/or emotional. The visitor has every right to expect that destination management will undertake this task and supply the highest possible quality of visitor experience.

### Recommended actions

- Cooperate with relevant public agencies and the tourism private sector in developing specific tourism products and programmes that enable tourists to gain access to interesting and attractive aspects of the traditional heritage and identity of the destination and its people.

The Douro River region of northern Portugal maintains its historic railways and has encouraged the introduction of river cruises to enable tourists to appreciate and enjoy the natural and cultural landscape that was World Heritage listed for its fortified wine production and the distinctive terraced landscape created by traditional methods of wine growing.

- Provide public and private means of transport for tourists and local people to safely and efficiently access places of heritage importance and visual interest within the destination.
- Ensure that any conservation works or new infrastructure development undertaken for tourism purposes, such as roads and public transport, power, communications, water and sewerage also provide benefits for the local population.
- Provide orientation maps and directional signs in public areas within the destination to enable tourists and visitors to readily navigate around the destination and find their way to places of interest such as markets, craft areas, scenic outlooks, and restored historic buildings. Develop and install a consistent system of graphic symbols, and images for all directional signage that will be utilised by tourists.
- Include graphic symbols on the direction signs to indicate the distance and whether the local attraction can best be accessed on foot, by bus, train, or other forms of transport.
- Provide educational, training and capacity building opportunities for members of the local population to secure employment in the tourism sector to develop and deliver high quality tourism experiences and interpretation programmes throughout the destination.
- Ensure that the design and approval processes for any new tourism or other infrastructure include a rigorous assessment of potential visual and heritage impact on the important features of the site and its setting.

- Organise special occasions and offers enabling local people to enjoy the tourism facilities and services at advantageous pricing rates.
- Distribute informative publications giving details of local attractions and amenities that are as useful to local people as they are to tourists.
- Promote things for tourists and local people to see and do in the area through local media outlets.

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## Chapter 10

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# Delivering Heritage Communication at Heritage Sites

### 10.1 Primary Activities and Opportunities

The primary activities in this stage of the travel experience that relate to opportunities for Heritage Communication include:

- arrival at the site and orientation;
- exploration of the site and recording memories;
- participation in site interpretation programmes;
- purchase of souvenirs.

Heritage Site Managers should appreciate that engaging with tourists is an important aspect of their responsibility and that well managed tourism activity can contribute to the sustainable conservation of their site.

Although introduced interpretation programmes at heritage sites are important in enhancing the visitor's understanding of the place, its physical character and integrity remain as the most important means to communicate its heritage significance.

Visitors have a right to expect that the heritage site will be conserved and presented in a manner that protects and communicates its significance. Site Management needs to direct visitors to those physical places where the inherent characteristics or significance can be most readily understood or appreciated, in a safe and non-intrusive manner.

Directional signage and all forms of visitor information are of vital importance, especially with those sites where independent visitors are in the majority. Well designed movement patterns around the site will enable the visitor to readily absorb the messages and the values, leaving only additional or more complex values to be presented by the interpretation programme.

### 10.2 Enhancing Heritage Site Presentation

#### Tourism Public Sector

##### Opportunities

The tourism public sector has an important role in generating and supporting tourism at heritage sites throughout the country, region or locality. The generation of tourism income may be an important multiplier effect on the national income or local socio-economic welfare.

### Recommended actions

- Develop consistent promotional programmes that can be consistently applied across the full range of World Heritage properties within national borders.
- Facilitate the development of closer integration between heritage place policy makers.
- Provide grants and loans to assist the development of tourism facilities and services.
- Encourage the development of home stay and small scale tourist accommodation and restaurants etc. in nearby towns or villages.

## Tourism Private Sector

### Opportunities

The tourism private sector has a major role to play in the delivery of heritage site interpretation to tourists.

### Recommended actions

- Cooperate with the interpretation programmes developed by site management to ensure that tour groups gain a high level of awareness and appreciation of the site's heritage values.
- Train private sector tour guides to be knowledgeable about the various natural and cultural aspects of the heritage site.

## Destination Management

### Opportunities

Many tourism destinations incorporate natural or cultural heritage sites within their boundaries or have some degree of formal responsibility for the provision of access and services. Some places within destinations such as the Red Fort in Delhi, India, the ancient monuments of Kyoto in Japan or Bryggen in Bergen, Norway are inscribed on the World Heritage List.

It is important to protect the surrounding landscape and environmental resources and control of property development in the visual catchment of nearby heritage sites.

### Recommended actions

- Cooperate with public agencies and local property owners in keeping the overall condition and presentation of streets, public spaces and buildings along travel routes within the destination to nearby heritage sites attractive and complimentary to the general heritage significance of the destination.
- Cooperate with public agencies and local property owners in keeping the surrounding landscape and environment of nearby heritage sites well managed and protecting the larger setting of nearby heritage sites.
- Cooperate with heritage site management to protect the sites and their surrounding physical context and present them in a manner that enhances their heritage values.

## Heritage Site Management

### Opportunities

Heritage Site Managers need to manage the overall presentation of their site and conserve its heritage significance and its attractiveness to tourists. They should be encouraged to regard the site as part of the tourism attractions of the region and as an integral component of the local tourism industry.

### Recommended actions

- The presentation of a heritage site and its associated interpretation programmes should always be based on its heritage significance. For World Heritage properties, the presentation should be based on the Outstanding Universal Value inscribed for the site and any additional aspects of traditional and contemporary heritage significance identified as a result of thorough research and expert analysis.
- Working with stakeholders associated with the site and surrounding community, review the heritage significance of the site, including its natural and cultural characteristics, visual and environmental setting, or cultural context, from all historic periods, as well as contemporary cultural relationships, to create a database of heritage features with the potential to be promoted and presented to tourists. Identify those components that have the potential to be developed into tourist attractions without adversely affecting their heritage significance and build interpretation or presentation programmes accordingly.
- Based on this research develop a natural or cultural heritage narrative for the site around which specific presentation and interpretation programmes can be constructed.
- Ensure optimum outcomes for the understanding and appreciation of tourists by including issues of heritage communication during the formulation of physical conservation programmes for the site, including potential reconstruction of lost or damaged features.
- Conserve any natural or cultural features of the site that are in poor, abandoned or degraded condition and give them relevance within the overall presentation and interpretation of the site's heritage values.
- Develop sensitive site landscaping programmes that improve the overall presentation and environmental quality of the site while reflecting their traditional character in a tourism context.
- World Heritage properties should celebrate their international status by displaying the WH symbol and the inscription plaque in close proximity to the main site entrance or entry plaza, and include the WH symbol elsewhere in the site such as on the shoulder patches of guards and guides and in any publications or promotional literature.
- Conduct regular surveys to provide information on visitors' socio-economic, ethnic and cultural backgrounds and their interests.
- Take account of the likelihood of different levels of wealth and literacy among visitors during the design of interpretation programmes. Some visitors can access most forms of modern communication and arrive at the site relatively well informed. Others from less economically developed societies, or with poor levels of literacy, may arrive with little prior knowledge, generating a need for specific site interpretation programmes.
- Recognise that many visitors may be from different international, cultural or ethnic backgrounds and may have little personal background knowledge of the background history and heritage values of the site.
- Develop site interpretation strategies and programmes that cater for the different groups of people who visit the site, including differences related to regional, demographic, socio-economic, language, cultural and educational backgrounds.

- Develop site interpretation programmes targeted at specific groups of visitors who may have a particular interest in the heritage aspects of the site, such as pilgrims with religious affiliations to the site's history and heritage, or specific groups with strong interests in the place, such as wildlife enthusiasts, military historians, etc..
- Deliver the highest possible quality of interpretation programmes across a full range of appropriate and available media, technology and techniques.
- Provide site signage – including interpretation, orientation, general information, way-finding, safety warnings and management information – that is well designed, graphically consistent across the entire site and adopts graphic messages that reinforce the heritage characteristics of the site.
- Design and deliver interpretation programmes that are sensitive to local cultural traditions, customs and practices as well as contemporary values.
- Develop a range of orientation techniques that facilitate the introduction of the site and its values to arriving visitors.

The Indian World Heritage property of Hampi, which stretches over many hectares, greets visitors with a large and beautifully executed model of the whole site, allowing visitors to orient themselves and appreciate the scale and complexity of the place before determining which components are of greatest interest or which can be explored within the allowable time.

- Conservation programmes for natural and cultural heritage sites should take account of both the physical attributes of original materials, decoration and construction techniques and the visual character and setting of the place.
- Introduce interpretive signage and other media to inform tourists of past and continuing conservation programmes. These could include old drawings and photos of how the site appeared after centuries of neglect or damage from conflict or natural disasters, historic drawings, explanations of previous conservation work and demonstrations of current work.
- Wherever possible, present conservation programmes to visitors as a means of engaging them in the importance of the work for revealing the significance of the site and explaining the technical challenges facing conservation staff.
- Provide opportunities for visitors to contribute to conservation programmes, such as donation boxes, special fund raising appeals, purchase of special souvenirs, and voluntary participation in archaeological excavations.
- Design and build visitor facilities in locations that will not distract from or visually degrade the important heritage features and settings of the overall site. Where existing buildings or other structures are to be re-used to provide visitor and management facilities including visitor centres, administration facilities, maintenance workshops etc., ensure that the new uses are compatible with the protection and enhancement of their individual architectural character and cultural significance.

The visitor and interpretation centre at the Mapungubwe Hill World Heritage Site in South Africa, leads visitors through a series of rooms made of local materials until they arrive at a high point and enjoy views over the whole site. The centre was declared World Building of the Year in 2009.

- Use a rigorous assessment process to examine the potential visual and heritage impacts on the important features of the site and its setting arising from any new tourism or other infrastructure, including cables, pipe work and drainage.
- Ensure that any proposals for the installation of special lighting within the heritage site respect the traditional character and values of the place while highlighting special features. Lighting should

always be coordinated with site interpretation programmes. Take account of the potential impacts arising from power cables, the heat generated in enclosed spaces, impacts from insects or animals attracted by the light, as well as the operational and maintenance costs of the installation. Visual disturbance by light spill from nearby tourism facilities may also degrade the character of the place.

The Archaeological Survey of India is considering the installation of pedestrian barriers within the sensitive painted caves of the Ajanta heritage site that carry power and lighting cables as well as providing support for small scale interpretive signs. This integrated system will enable the removal of visually and physically intrusive cables and other equipment from the caves.

- Encourage and support long term research into all aspects of the traditional heritage of the destination as a continuing source of renewal and expansion of themes and ideas for presentation and communication.
- Develop a range of techniques that facilitate the presentation and interpretation of the site and its values to tourists and visitors. These could include:
  - visitors' centres with a variety of information, publications, artefacts and displays;
  - orientation signs directing access to specific features or pathways around the site;
  - introductory signs and brochures at the site entry that summarise the key aspects of significance;
  - non-personal media including information signs, maps, printed guides, recorded guides, electronic media and information delivered to hand held communication devices. These can be applied to walking or self drive tours of the site;
  - personal interpretation including guided tours by site staff or commercial operators;
  - special events, site related festivals, theatrical performances, sound and light shows and open days;
  - educational programmes such as school camps, seminars, workshops;
  - authentic reconstruction of historic buildings, building components or landscape elements that have been lost over time, where the reconstruction will assist visitors and local people to better understand the early nature of the site;
  - tactile experiences for the visually impaired.

The ateliers of the famous late 19th century painters Paul Cézanne in Aix-en-Provence and Pierre-Auguste Renoir in Cagnes-sur-Mer in the south of France, have been preserved and presented in a manner that enables the visitor to appreciate their creative genius. Similarly, Claude Monet's famous studio and restored garden at Giverny north-west of Paris, where he painted his famous water lily series, has become a major tourist attraction.

Famous historic battles and battlefields can be interpreted by presenting well known or recorded quotations about the event by various participants such as politicians, military leaders, ordinary soldiers, civilians and family members.

UNESCO supported the reconstruction of the "Borobudur Ship" based on one of the wall carvings on the famous Buddhist monument in Indonesia. The ship made a ceremonial journey along its historical trading route and is now housed in a special museum within the World Heritage property.

The Victoria and Albert Museum in London is one of many museums and galleries that provides tactile displays for the vision impaired.

The German city of Hamburg has a small scale model of the historic quarter prominently displayed in the centre of town. General visitors as well as the vision impaired can readily gain an impression of the architectural massing and complexity of the historic town.

The design of the gates to a bird sanctuary at Sydney's Centennial Park includes a representation of one of the birds that inhabit this protected area.

The reconstruction of previously missing shop awnings in the historic urban area known as The Rocks in central Sydney and many regional towns assists visitors and local people to understand the nature of the buildings when they were first erected in the early 19th century. The awnings were removed in the mid 20th century as they were considered to be traffic hazards.

## 10.3 Enhancing the Visitor Experience on Heritage Sites

### Tourism Public Sector

#### Opportunities

The Tourism Public Sector has an important contribution to make in managing the external factors that affect the general travel experiences of tourists before they arrive at a specific heritage site.

#### Recommended actions

- National or regional tourism agencies should cooperate with heritage site management to provide tourists and visitors moving to the site with a coordinated experience that enhances their appreciation of the heritage values of the site.
- Cooperate with national and regional authorities to provide tourists, including international tourists who may have different expectations, with good quality toilets, accommodation and food services, especially in relatively poor rural areas where such conditions may not be common.

The Indian National Tourism authorities, in cooperation with several state and regional counterparts developed a programme to upgrade hotel, food services and toilet facilities along popular tourism and pilgrimage routes that traversed traditionally poor rural areas where such facilities were not common. Such facilities, which are available for domestic and international tourists as well as local people, greatly improve the experience of long road trips through the countryside.

### Tourism Private Sector

#### Opportunities

Cooperation and coordination between the Tourism Private Sector and heritage site management is a key factor in achieving sustainable tourism and conservation outcomes.

## Recommended actions

Private sector tourism operators should cooperate with heritage site management to provide their clients with a high quality, informative and enjoyable visit. This cooperation could include minimising waiting times and visitor congestion by coordinating arrival schedules and tour group movement around the site, minimising visual or audio disruption to other tour groups, and coordinating tour guide presentations with site interpretation programmes.

## Destination Management

### Opportunities

Destination Management has a direct role in the quality of travel experiences enjoyed by tourists who use the destination as a staging point for journeys to nearby heritage sites, or sites that are contained within the destination.

## Recommended actions

- Destination management agencies should cooperate with heritage site management to provide tourists and visitors moving to and from the site with an efficient and coordinated experience that enhances their appreciation of the heritage values of the site.
- Where World Heritage properties are located within towns or cities that are themselves destinations, such as Saint-Sophia Cathedral in Kiev, Ukraine, the Medina of Fez, Morocco or the Defence Line of Amsterdam, the Netherlands, coordinate with heritage site management to provide visitors with a rewarding experience that matches or exceeds that of the overall destination.
- Cooperate with relevant authorities to provide tourists, including international tourists who have different expectations, with good quality toilets, accommodation and food services.

## Heritage Site Management

### Opportunities

The delivery of the promised experiences is a vital factor in visitor satisfaction. It is the responsibility of site management to facilitate access by visitors to as much of the significance of the place as possible, within the physical and conservation constraints of the place. Access can be physical, intellectual or emotional. Visitors have every right to expect that site management will undertake this task and ensure the highest possible quality of visitor experience. Equally, site management has a duty to influence visitors to behave in a manner that respects the heritage and other values of the site and enhances the quality of life of local residents.

The nature and techniques for Heritage Interpretation have been developed progressively over several decades by agencies such as the US National Parks Service and Parks Canada, professional heritage interpretation associations, private consultancy organisations and the ICOMOS International Scientific Committee on Interpretation and Presentation of Cultural Heritage Sites. This Committee has developed the *ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites*, 2008.

## Recommended actions

- Develop a site tourism management plan that draws together all of the relevant ideas and opportunities, as well as management and conservation requirements, into a coherent and creative process that presents the site to tourists and provides them with an informative and enjoyable visit.

Critical issues that should be considered in the development of any tourism policy include impacts on the site's material integrity, visual integrity, contextual integrity and "spirit of place".

- Protect and present the heritage values of the site by carefully managing and controlling visitor movement around the heritage site.
- Manage the presence and activity of formal and informal vendors around the site entry, so that visitors can enter the site in a frame of mind that facilitates their appreciation of the nature and significance of the place.

The World Heritage properties of Borobudur in Indonesia and Ajanta in India are good examples where the majority of vendors and hawkers have been relocated to purpose built shopping plazas at some distance from the site entry. Visitors have the choice of mingling with the vendors at the beginning or end of their site exploration.

- Conduct regular visitor surveys to provide information on their responses to the site, its presentation and interpretive programmes.
- Provide arriving visitors with good quality interpretive and directional information to enable them to orient themselves and select those features of the site that most interest them.
- Design of pathways, introductory displays, directional signage and movement patterns around the site that provide visitors with a sequence of experiences that progressively reveal the heritage significance and other features.
- Signpost places where visitors can pause to rest and enjoy views to places of interest within the site, without blocking the main movement paths of other visitors.
- Where possible, provide visitor access to places which provide general views over the majority of the site, giving visitors a sense of the scale and entirety of the place before they access the site in detail.
- Design movement patterns around the site that provide visitors with informed choices in terms of distance travelled, time spent and attractions accessed. These choices will respond to different levels of visitor interest, time availability, age, mobility and also to weather conditions.
- Create one-way paths of travel in areas of the site where congestion may cause problems with the conservation objectives or reduce visitor enjoyment of the place.
- If physical access is not possible for conservation reasons, where seasonal variations or where the provision of disabled access is unrealistic, develop alternative means of communicating the significance of the place to visitors, including interpretation programmes and the use of different media.

The Ajanta World Heritage site in central India comprises a series of Buddhist temple caves cut into the face of a cliff that curves around a deep river valley. Site management is currently considering reversing the traditional visitor flow pattern so that tourists follow the curve of the river, walking along the valley floor to gain a visual impression of the layout and context of the caves before entering them.

The site management at the World Heritage listed Mogao Caves in north-western China have worked closely with specialist advisers to develop a sophisticated programme that coordinates the on-site movement of multiple groups of visitors to a variety of the caves while minimising congestion on the narrow walkways of the upper level galleries.

The major Chinese national park and World Heritage property of Huangshan welcomes over 2 million visitors each year to its spectacular and rugged landscape. Specially designed cable cars and walking paths, many of them one-way, provide access for visitors to scenic locations while protecting the sensitive flora and fauna of the park.

The World Heritage listed Ajanta Caves site in central India combines the provision of access for those with mobility difficulties and employment opportunities for local people. For a relatively small charge, visitors can choose to be carried around difficult sections of the site on palanquin chairs, carried by two bearers.

- Develop movement routes through the site that enable visitors to progressively build their awareness of the place and the detailed nature of the heritage features, before they arrive at its most famous or iconic feature.
- Design site movement routes and interpretation programmes that take account of the length of time taken by visitors to reach the site. A journey of several hours each way may limit the time tourists have available to actually spend on site and in the visitor centre, when compared with a journey of less than one hour. Liaise with the local tourism private sector to improve the way nearby sites may be combined into single day-trip packages so that visitors have sufficient time on each site.

The Ajanta and Ellora World Heritage sites in central India both rely on the city of Aurangabad to provide hotel accommodation for the majority of their international visitors. The travel time to Ajanta tends to be more than two hours, while that to Ellora a little less than one hour. Both sites are developing major visitor centres to complement the on-site inspection that could easily extend over three to four hours. Tour packages are available for visits to both sites in a single day, effectively reducing the time available at each site to a bare minimum.

- The design of on-site movement patterns, including the location of interpretive signage and other displays, should include provision for shade and rest areas, and places where tour guides can gather their groups for the explanation of points of interest, without causing crowding or disruption to the movement of other visitors and tour groups.
- Visitors should be discouraged from climbing over monumental sculpture or buildings where their actions may damage the physical fabric or ruin the experience of other visitors as they seek to appreciate the values of the place.
- Provide sufficient site security or supervisory staff to manage the behaviour of the numbers of visitors who are present on any particular day.
- Avoid placing visitor behaviour control signs (such as “no climbing on the monument”, “no scratching”, “don’t drop litter”) directly on or in front of the monument where they would visually distract from the presentation of the place.
- Design and locate waste collection bins to avoid them being visually distractions when visitors are looking at or approaching a special feature of the site.

Many of the national parks in China have waste collection bins cleverly disguised as false rocks or trees to minimise their visual disruption of the surrounding landscape.

- Train staff and contractors to develop and deliver high quality tourism management and interpretation programmes.

- Cooperate with local authorities to provide tourists, including international tourists who have different expectations, with good quality toilets, accommodation and food services.
- An important component of the visitor's experience at heritage sites is the quality of the Heritage Interpretation that is provided. The key principles for Heritage Interpretation can be summarised as follows:
  - It should enable the visitor to understand the essential features of the site, providing they are given some form of access to the aspects that they expect to see or should see if they are to appreciate the significance of the place.
  - It should be a dialogue between participants, not a one-directional monologue to the visitor. It should simulate reactions and questioning, encouraging the visitor to seek connections with their own interests and cultural backgrounds.
  - It must provide opportunities for participation in the interpretation activities, be enjoyable for visitors. If it is made to be fun and enjoyable, non-captive visitors are likely to pay attention for longer.
  - Visitors must be able to relate the site interpretation to their own frame of reference and make personal connections with the place.
  - It must be well organised so that visitors can follow it easily and presented in their own language.
  - It should be focussed around a few discrete themes that are the most valuable and interesting for the visitor, rather than simply presenting information in a disconnected manner.
  - It should be presented to diverse audiences in ways that are relevant to their language, cultural interests and physical capacities.
  - It should foster and reward private sector interpretation and its contribution to heritage conservation and sustainability.
  - It should include the employment, training and rewarding of staff who make their interpretation passionate so that they keep their audience's attention.
  - It should encourage site interpretation personnel to be aware of international best practice in heritage interpretation developed by professional heritage and interpretation associations and national parks agencies.

## Chapter 11

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# Delivering Heritage Communication while Sharing Memories and Making Return Visits

## 11.1 Primary Activities and Opportunities

The primary activities in this stage of the travel experience that relate to opportunities for Heritage Communication include:

- the onward journey, often involving additional modes of transportation;
- arrival at new destinations or sites;
- orientation and exploration of additional places;
- homeward journey;
- sharing memories with travelling companions or new friends during the journey;
- comparing and sharing information and recommendations;
- recording memories;
- building opinions;
- sharing memories, praise and criticism with friends and family;
- contributing comments and observations to websites, newspapers and journals;
- making return visits.

Once they finish a visit to a particular destination or heritage site and continue their onward or homeward journey, the heritage communication stream for those places cuts out and the visitor is left alone with memories and opinions that they will pass on to friends and relatives. Sharing memories tends to occur with varying intensity throughout the entire travel process, facilitated by souvenirs, photos, postcards, letters, journals, social networking media. It can continue long after the visit. Return visits serve to reinforce and expand on the understanding and memories generated from earlier visits. Depending on the continuing quality of the place its conservation and presentation, amongst many other factors, the new experiences may vary from very rewarding to very disappointing.

## 11.2 Sharing Memories

### Tourism Public Sector

#### Opportunities

The major opportunities for the Tourism Public Sector lie in the on-going process of communication of the heritage values of destinations and sites. Tourists live in a world of continuing information flows. Their personal tourism experiences from previous visits will enable them to absorb quite different messages from a particular public promotional campaign than those who have yet to visit.

### Recommended actions

- Develop complementary tourism promotional campaigns that provide a depth of information not normally targeted at first time visitors.
- Cooperate with national museums or cultural agencies to facilitate the production and sale of high quality replicas, souvenirs and other expressions of the historic art, sculpture, jewellery, furniture, artefacts, etc. associated with destinations or sites under their jurisdiction.

A major craft market in New Delhi provides a market place for the display and sale of the work of a large number of craft guilds and NGO artisan support programmes.

The UNESCO Bangkok Office website ([www.unescobkk.org/culture](http://www.unescobkk.org/culture)) carries information on the Award of Excellence for Handicrafts Programme.

The Programme (formerly known as Seal of Excellence for Handicrafts) was established to encourage craft-workers to use traditional skills and materials to maintain traditional knowledge and preserve cultural diversity, while promoting innovations to keep the products relevant and competitive. By setting quality standards for handicrafts and raising international awareness, the Award programme aims to strengthen the interest for these products. Capacity-building and promotional activities help artisans sustain a more viable livelihood and long-term employment.

The programme was established in South-East Asia in 2001 by UNESCO and the ASEAN Handicraft Promotion and Development Association (AHPADA) and now operates across all Asia and other regions.

## Tourism Private Sector

### Opportunities

The Tourism Private Sector has the most to gain from the process of memory sharing and return visits.

### Recommended actions

- Cooperate with museums or cultural agencies to facilitate the production and sale of high quality replicas, souvenirs and other expressions of the historic art, sculpture, jewellery, furniture, artefacts etc. associated with destinations or sites under their jurisdiction.
- Cooperate with destination and site managers to establish tourism souvenir retail outlets associated with destinations and heritage sites.
- Open tourism souvenir retail outlets, including those selling books, cuisine, body products, homewares and local artisan merchandise in the departure lounges of airports, cruise terminals, railway and bus stations.

The French body and skin care product manufacturer “L’Occitane en Provence” and speciality food purveyors “Olivier & Co” are among several enterprises that have developed a major world wide business identity based on strong associations with the life style imagery of this well known region in the south of France. Customers buying their products in shops all over the world are either reminded of earlier vacations or receive subtle encouragement to take a future holiday in the region.

## Destination Management

### Opportunities

Well designed, distinctive crafts and souvenir items can improve a destination's identity and mark out their individual identity from that of their neighbours.

### Recommended actions

Cooperate in the development, production, distribution and sale of local crafts and artisan products to tourists.

## Heritage Site Management

### Opportunities

Souvenirs provide tangible evidence of the travel experience and can be a lasting reminder of a rewarding travel experience and the places visited. While the range of souvenirs collected by travellers is vast, and much of it regarded as very personal or even trivial, well designed souvenirs can be creative and worthwhile expressions of the culture and heritage encountered during the travel experience. Souvenirs can serve as nothing more than decorative objectives that evoke a memory, or they can have a contemporary use such as household items or decorations.

### Recommended actions

- Develop a consistent policy regarding the use of photographic equipment and other media by both visitors and commercial photographers, especially in areas that may be sensitive for conservation reasons. Recognise the desire of most visitors to take photos but take account of the annoyance factor or the conservation impact from camera flashes.
- Design site entry tickets that carry attractive illustrations of the site and have the potential to be re-used as bookmarks or souvenirs.
- Cooperate with the public and private tourism sectors, including local artists and artisans, in making the particular heritage aspects of the site available for reproduction and creative artistic expression on a wide range of new products and souvenirs. This includes the careful management of copyright issues, development of branding and the encouragement of the highest quality of tourism merchandise.

Many major museums or galleries such as the Victoria and Albert, London, Louvre, Paris, and Metropolitan Museum, New York, have successfully developed extensive merchandise based on the artistic or cultural value of their collections. These make excellent and popular souvenirs for visitors or those collectors who are able to make purchases over the internet.

The Singapore Heritage Board museum shops sell a range of household items such as coffee mugs and plates that feature reproductions of historic photos of old Singapore.

- Consider stocking publications in the visitor centre retail outlets that have been sourced from major museums or publication agencies in London, Paris, New York, Madrid or elsewhere. These can be in a variety of languages and avoid the cost and difficulty of self publication by the site.
- Consider stocking a range of publications that cater for various market segments, such as children's books, coffee table books, guidebooks and academic papers.

- Establish retail outlets within the visitors' centre or near the main pedestrian pathways that can sell well designed themed merchandise related to the site or nearby associated sites.

The souvenir bookshop at the Roman site in the city of Bath, United Kingdom, sells not only cleverly designed merchandise and books related to the Roman history of the World Heritage Site, but material from popular literary figures such as Jane Austin, who had a strong association with the city in the 19th century.

- Add to the basic interpretation of an individual souvenir by using eco-friendly packaging e.g., locally woven grass baskets instead of plastic or imported paper products.
- Souvenirs that communicate the heritage of a place include:
  - books, including children's books, brochures, guides, maps, local literature and artwork;
  - movies, DVDs and CDs;
  - household items such as ceramics, woven textiles, carved timber and metalwork utensils;
  - fashion, clothing, jewellery, footwear;
  - health and beauty products made from local materials;
  - food items, wines, beers, spirits and liqueurs.

The capacity of new media to communicate heritage messages, support conservation and encourage sustainable tourism is ably demonstrated by the support TripAdvisor has pledged to UNESCO for World Heritage Sites.

*"TripAdvisor, the powerful collector and distributor of travellers' experiences and comments about hotels and other accommodation has launched a shared project with the UNESCO World Heritage Centre. It wants to provide technological and financial assistance from its members that can expand UNESCO's efforts to conserve World Heritage Sites. TripAdvisor will engage with its large and passionate on-line community of 25 million monthly visitors to help World Heritage in several ways. It will encourage the contribution of reviews and opinions from its members to provide much needed information about the condition of nearly 900 World Heritage Sites so that these may be better protected. It will also ask travellers to vote on the places they want to protect most, and encourage donations to help conserve and support sustainable and responsible tourism."*

See: [www.tripadvisor.com/worldheritage](http://www.tripadvisor.com/worldheritage).

A review of the comments posted for a variety of sites indicates that many of the comments focus on the author's experience before and during the visit. Some commentators speak of the hot weather or aggressive vendors, others about how the tears were rolling from their eyes at the beauty of the place and the ambience of its history.

### 11.3 Return Visits

Repeat visits are a major component of tourism business. The tourist who decides to make a return visit will be looking for deeper and richer experiences, building on those gained during the initial visit. Most people planning a return visit will undertake their own research, reading more widely, and building information that is specific to their interests and expectations. They will need less of the basic information on travel but are likely to delve deeper into the choices of accommodation, transportation, food, sightseeing, special events and entertainment. Those who first came in a pre-packaged or group

tour may be more inclined to travel individually. Business or convention travellers may be attracted to explore in more detail places they only experienced on the periphery of their first visit.

The return visitor will often be just as interested in the lifestyle of the host community as in its mainstream cultural or natural monuments. They may be attracted by opportunities to revisit new friends, or to simply spend time absorbing the culture and contemporary life of places that may have been visited for only a short period.

Those who provide heritage information and interpretation programmes should be aware of this market as it is very different from the first time visitor. Opportunities abound for the provision of a wider range of information and its delivery through many different channels. Repeat visitors are more likely to pay a premium for better quality information on the expectation that it can enhance the quality or range of experiences during the repeat visit.

Travel providers should design packages that attract repeat travellers, potentially exploring beyond the heavily promoted tourism icons.

Destination and site managers need to be aware that most tourism products have a life cycle that includes initial conception, growth, consolidation and decline. They cannot be assured that only first time visitors will come and be impressed by the “novelty” of the product. Repeat visitors may decide that the product has become stale or worn out, has been eroded by excessive tourism or its context ruined by inappropriate development in the vicinity. Like any society, destinations that comprise urban settlements go through cycles of growth, consolidation and decline, unless improvements are actively implemented. Visitors making repeat trips will soon become aware of the positive and negative effects of these cycles.

To some extent the old adage that an existing client or customer is easier to attract than a new one, holds true. However, changes over time within a particular destination or site often colour the expectations of the repeat visitor. Changes in tourism intensity and the quality of the tourism experience on offer can be major factors and come as quite a shock to a visitor who has not returned for many years. The pristine beach is now lined with hotels and tee shirt shops. The surrounding natural or urban contexts of many iconic cultural heritage sites have often been subject to extensive urban development, disappointing and disrupting the memories of those who visited some time ago.

It is essential that realistic information is provided to both new and repeat visitors to avoid raising incorrect expectations.

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# Part C

## Delivering Heritage Communication: Illustrated Examples

The illustrated examples presented in this section relate to the main chapters of this publication. They are intended to visually reinforce the many proposals made for heritage communication. They are essentially graphic examples of some of the ideas presented worldwide and are designed also to stimulate creative thinking by relevant tourism stakeholders as well as to support them in the development of their tourism products.

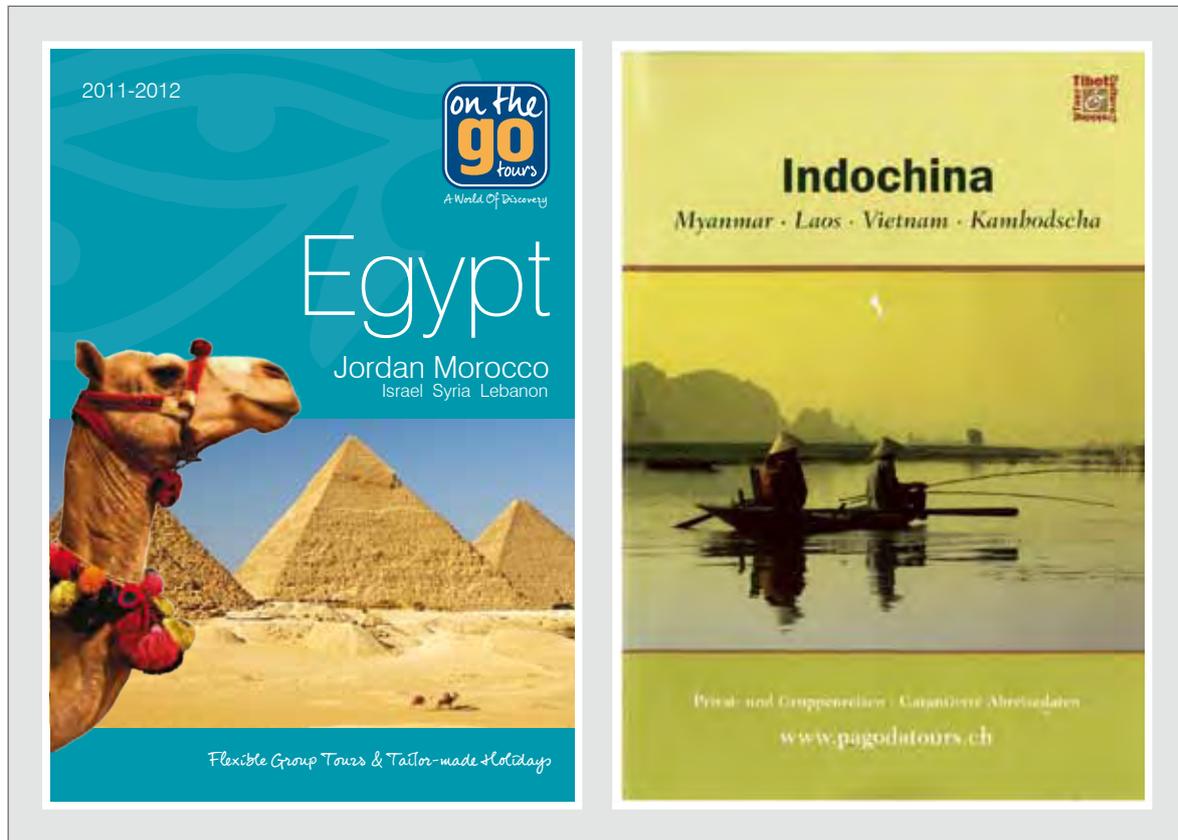
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## A – Raising General Public Awareness of Heritage Attractions

### Iconic Imagery to Capture a National Identity

The public and private tourism sectors utilise eye-catching and iconic images of regions or countries on their advertising literature and brochures to capture the very essence of the place and reinforce public awareness.

#### Commercial travel brochures

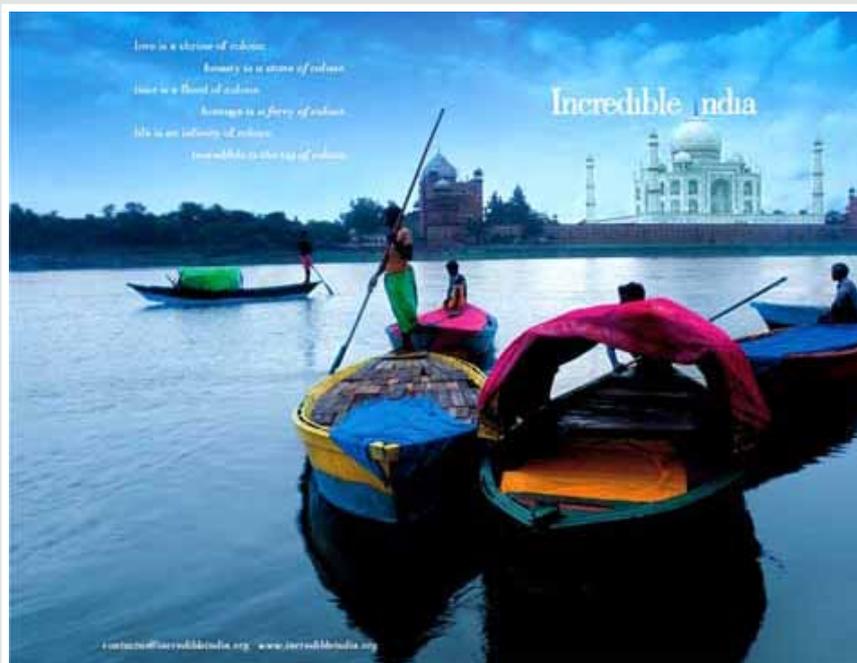
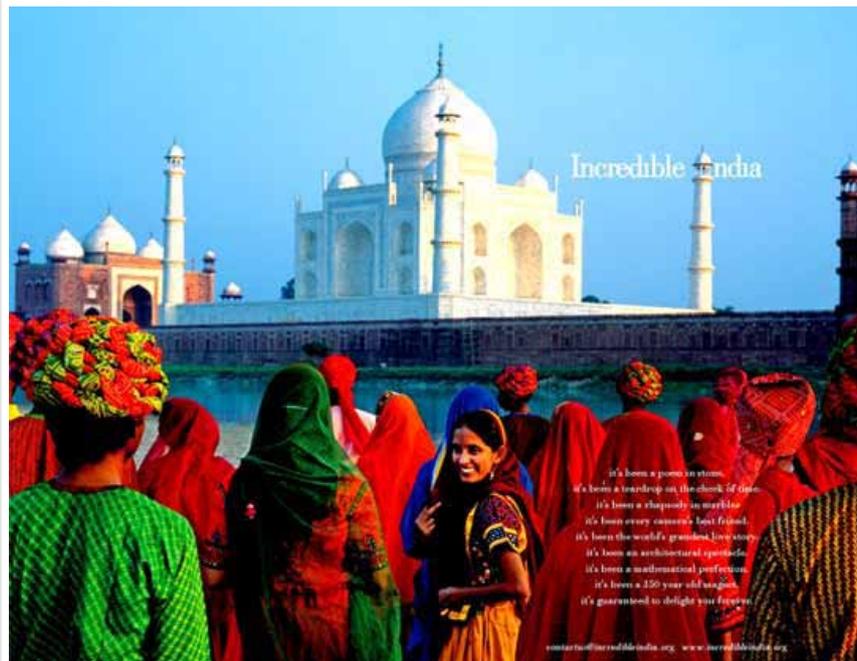


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## “Incredible India” Tourism Promotion Campaign

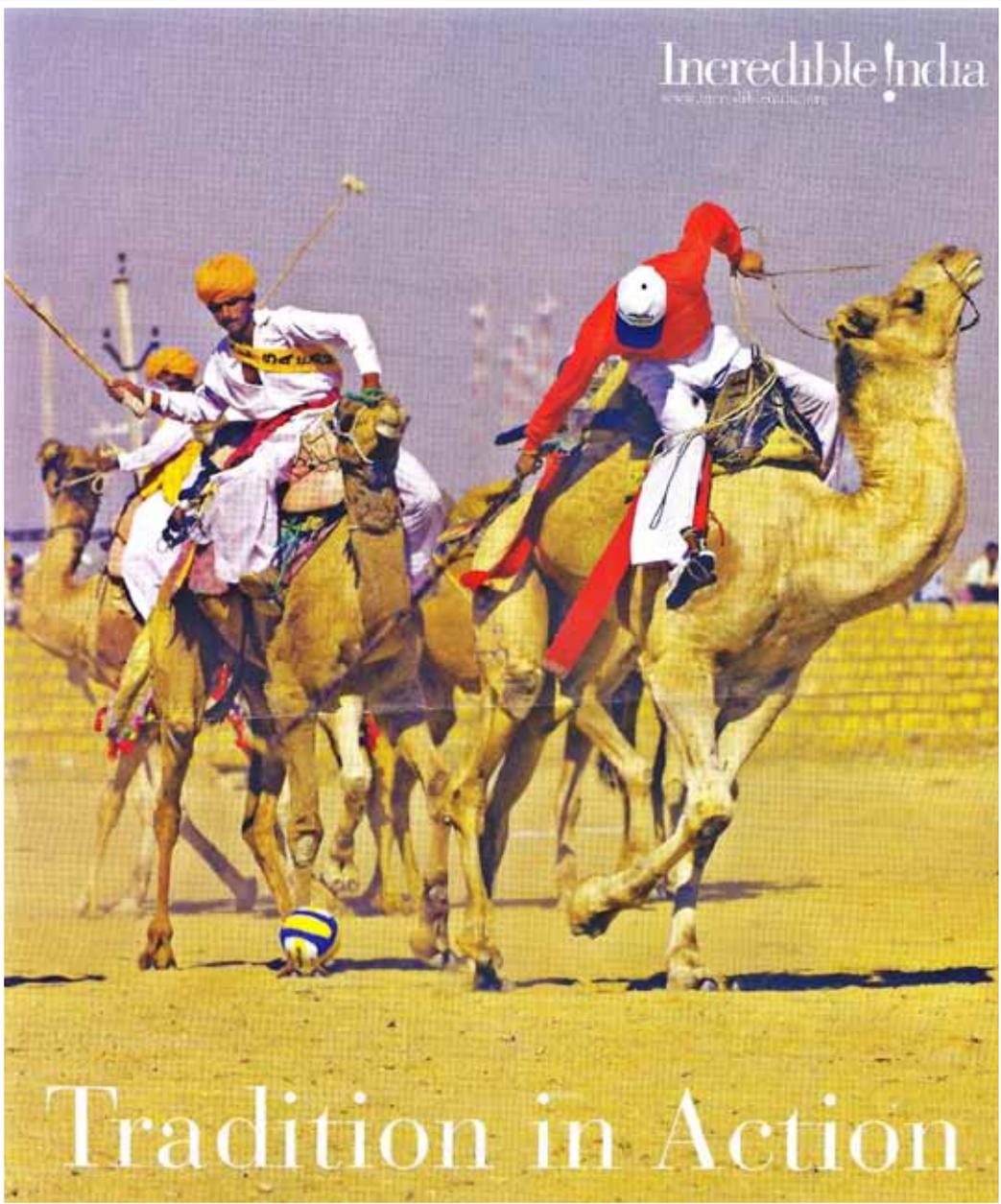
The “Incredible India” used the overarching image of the Taj Mahal, being the most iconic symbol of India. The all encompassing nature of the term “Incredible India” permitted the development of many more detailed advertisements and presentations featuring specific aspects of Indian art, nature, culture and society.

### Examples of the main “Incredible India” press advertisements



Source: [www.incredibleindia.org](http://www.incredibleindia.org).

An example where the “Incredible India” national campaign highlighted a specific regional heritage attraction was a specific promotion on the desert regions of northern India.



**Incredible India**  
www.incredibleindia.org

**Tradition in Action**

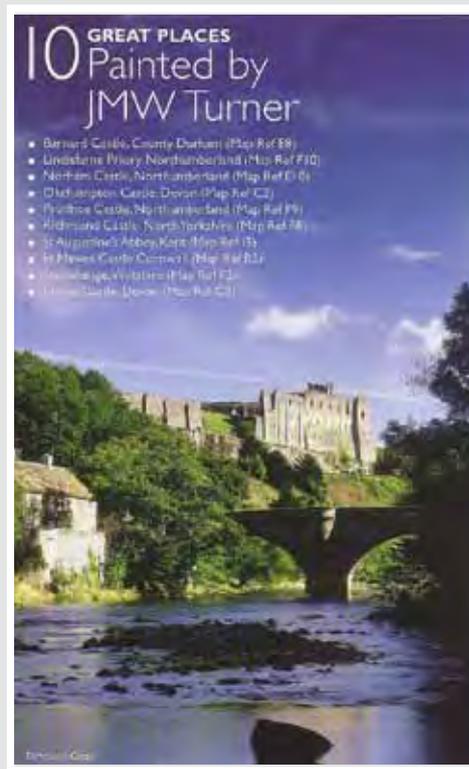
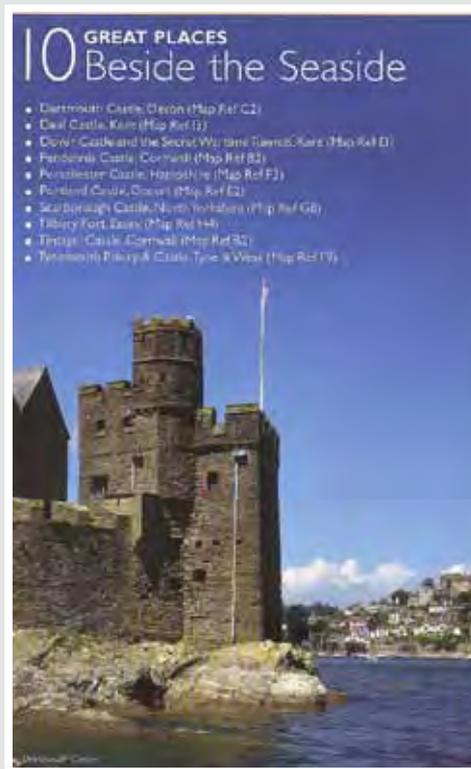
**Note:** Camel Polo is a popular traditional sport in Rajasthan and part of several festivals. The players raise mini sandstorms as they seek and strike the ball. The sport brings the Thar Desert alive in a way that truly captures the multi-hued and varied culture of the land.

**Source:** *British Airways Highlife Magazine*, January 2010.

## Expansion of the National Iconic Imagery – English Heritage

English Heritage has developed many themed tourism packages that encourage visitors to explore the cultural heritage of the nation and its regions in great depth.

### Examples of English Heritage publications



Pay only once and enjoy free entry to England's greatest historic attractions in the care of English Heritage.

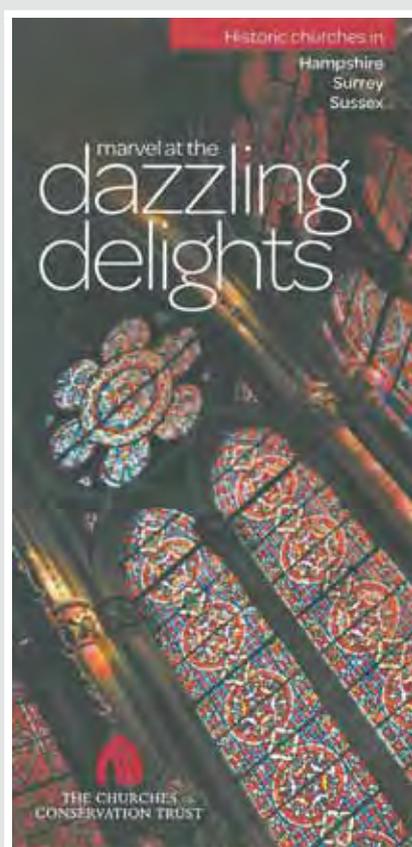
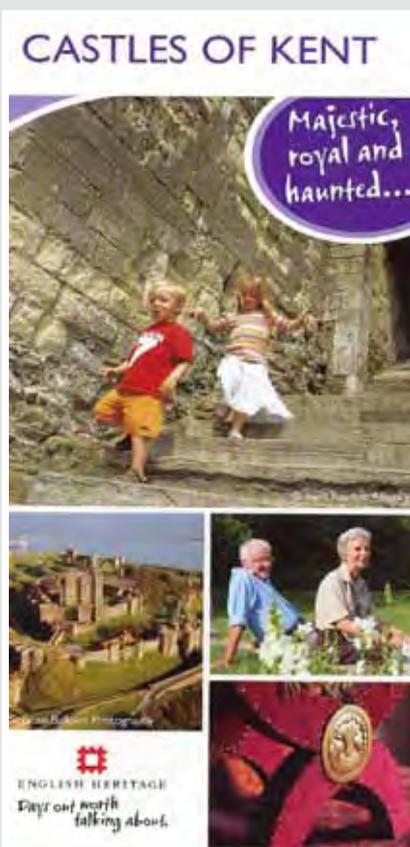
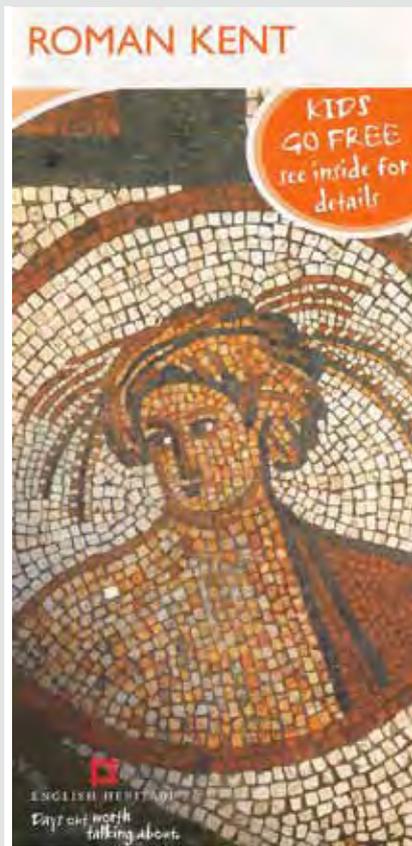
With over 100 stately homes, castles, abbeys, gardens, Roman and prehistoric remains to choose from, you are sure to have a memorable holiday.

Along with your pass, you will receive a souvenir guidebook with colour photographic and maps to guide you from one treasure to the next (retail value £7.95).

You will realise what great value the pass is as soon as you make your first visit. For example, the price of the guidebook plus the combined normal adult admission price to Dover Castle and the Secret Wartime Tunnels, 1066 Battle of Hastings Abbey and Battlefield, Walmer Castle and Gardens and The Home of Charles Darwin, Down House – just four attractions in the South East – is £37.55. With your 7 day Overseas Visitor Pass you save **£18.55!**

Remember, you can visit as many attractions as you like. The more you visit, the more you save!

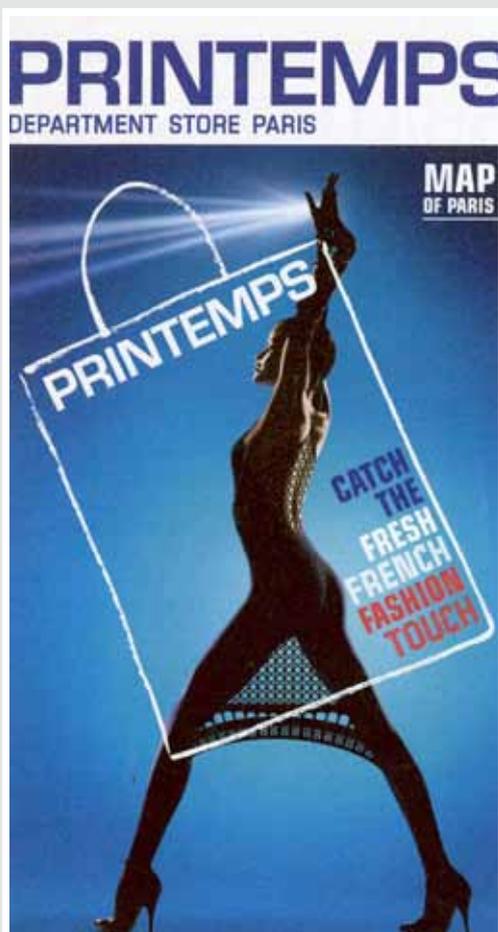


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### Adoption of Tourism Icons – Paris, France

The culture, character and complexities of a city such as Paris are regularly exploited to generate major and sustainable tourism activity.

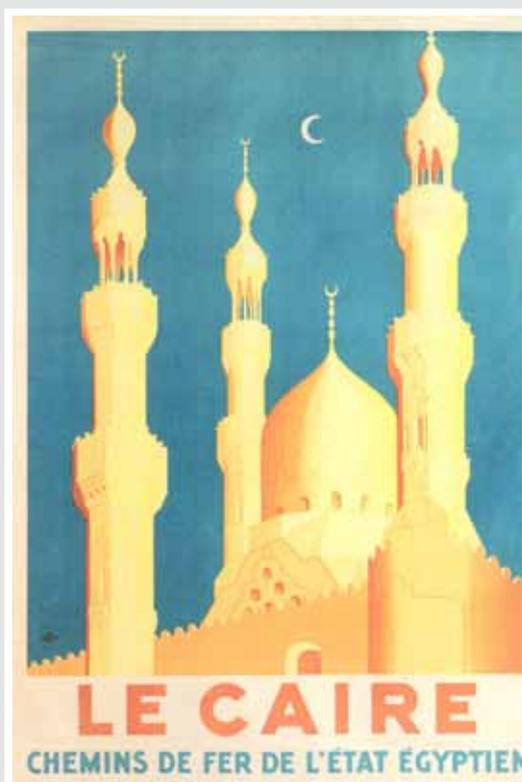


Source: *Maps of Paris* distributed by major department stores in Paris.

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## Historic Travel Posters

The use of evocative cultural heritage images to stimulate travel demand has been a continuing characteristic of tourism promotion for well over a century.



Source: *Consuming the Orient – Exhibition Catalogue 2007*, Ottoman Bank and Research Centre, Turkey.

## European Heritage Days Festival

The very successful European Heritage Days festival, which commenced in 1985 and is now celebrated by citizens in some 50 European countries on weekends in September each year, provides access to places in the local towns or countryside that are normally inaccessible to local people for reasons of privacy or security. Each year different countries select a theme, such as “Music and Heritage” or “Historic Fortifications” to create a vehicle for publicity and raising public awareness.

The aims of the European Heritage Days are to:

- raise the awareness of European citizens to the richness and cultural diversity of Europe;
- create a climate in which the appreciation of the rich mosaic of European cultures is stimulated;
- counter racism and xenophobia and encourage greater tolerance in Europe and beyond the national borders;
- inform the public and the political authorities about the need to protect cultural heritage against new threats;
- invite Europe to respond to the social, political and economic challenges it faces.

The programme, a joint initiative of the Council of Europe and the European Commission, has been so successful that some 20 million people visited their local historic sites during the festivals held in 2005. Transnational themes are encouraged as a means of raising a shared awareness of heritage among people from across Europe.

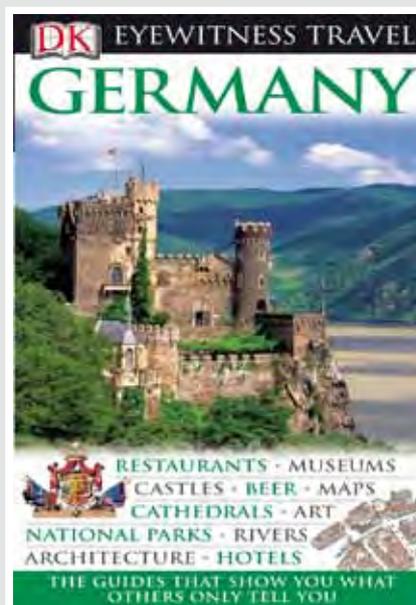
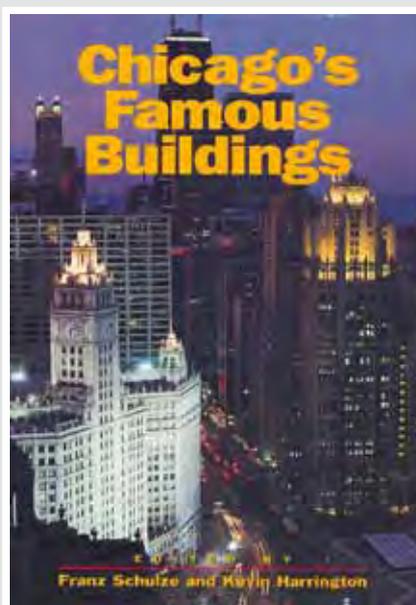
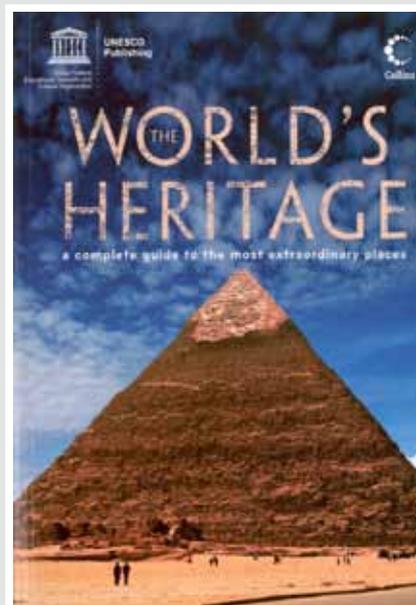
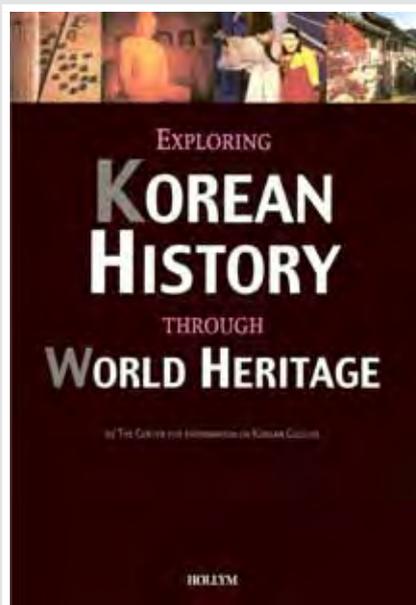


## B – Stimulating Personal Demand for Travel Experiences

### Detailed Information to Attract and Inform Prospective Visitors

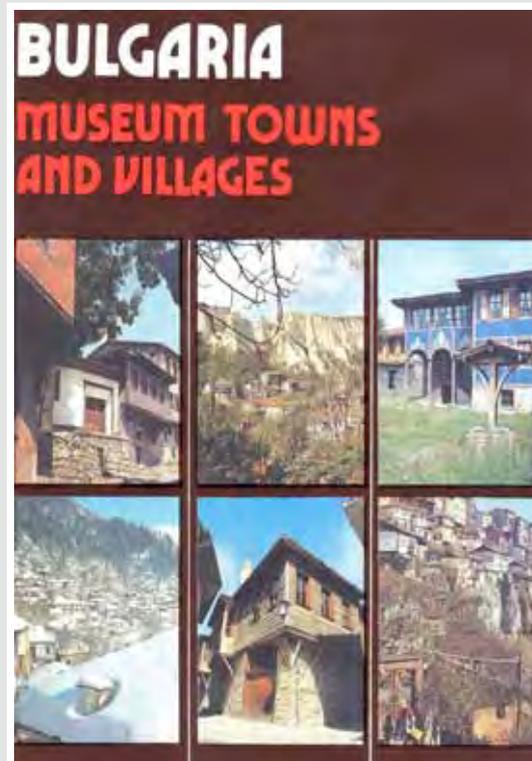
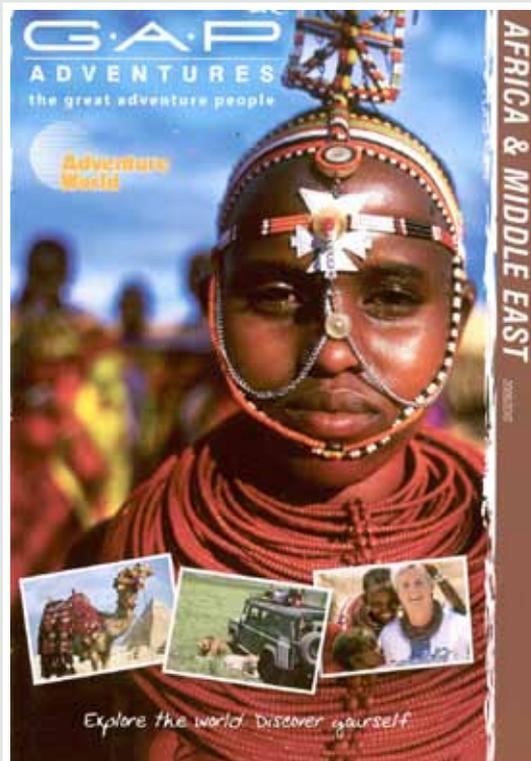
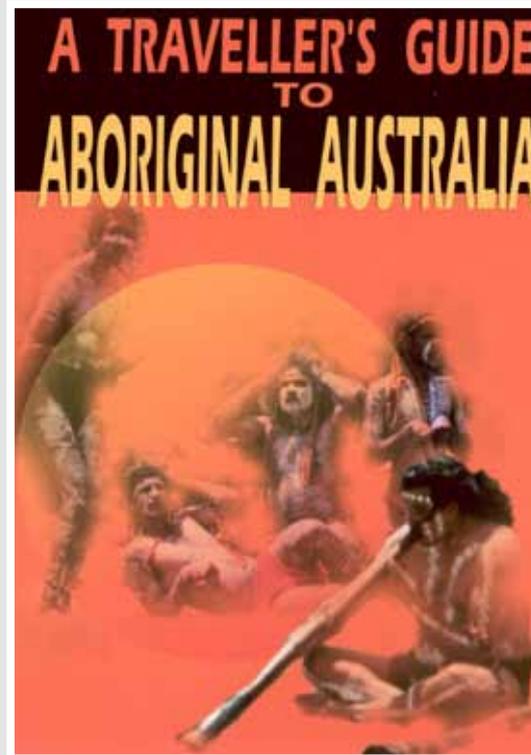
Below the level of iconic images, the public and private tourism sectors produce a vast array of informative tourism literature, aimed at stimulating demand either before the visit or while the tourist is in the region.

#### Various public and private sector tourism publications



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Various publications and commercial travel brochures



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### World Heritage Presentation – Bamberg, Germany

The German city of Bamberg celebrates its World Heritage status with a wide variety of published media, signage in the historic centre and a series of events and festivals that attract visitors and remind the local people of their cultural heritage.

#### Tourism brochure produced for the city of Bamberg

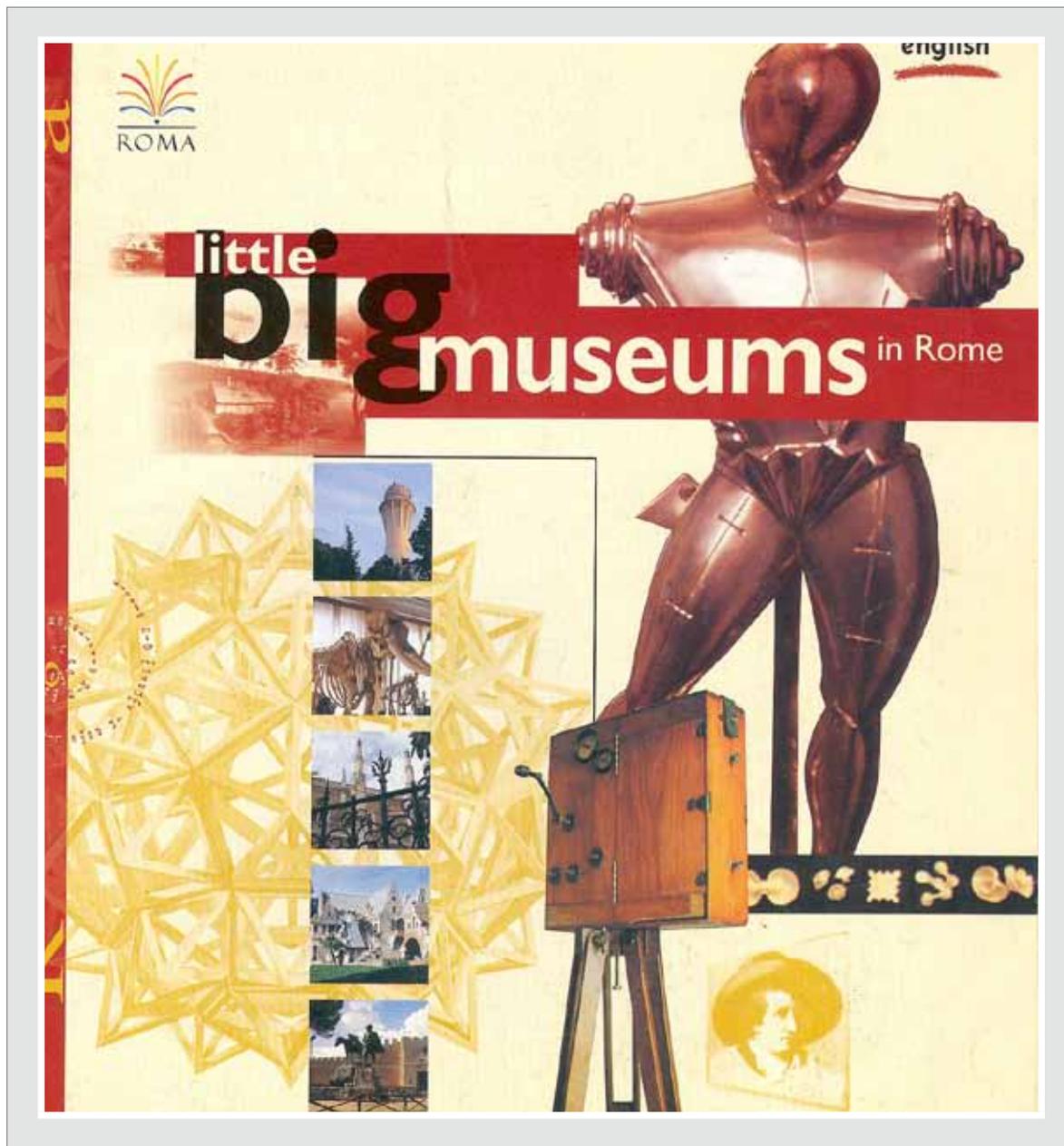


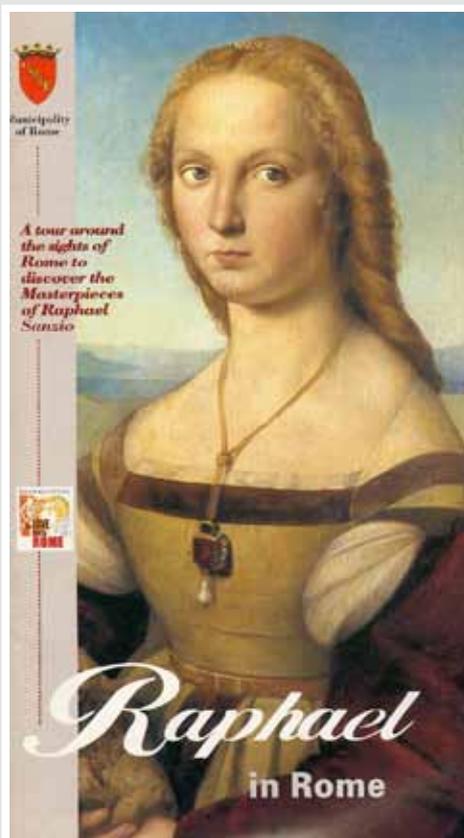
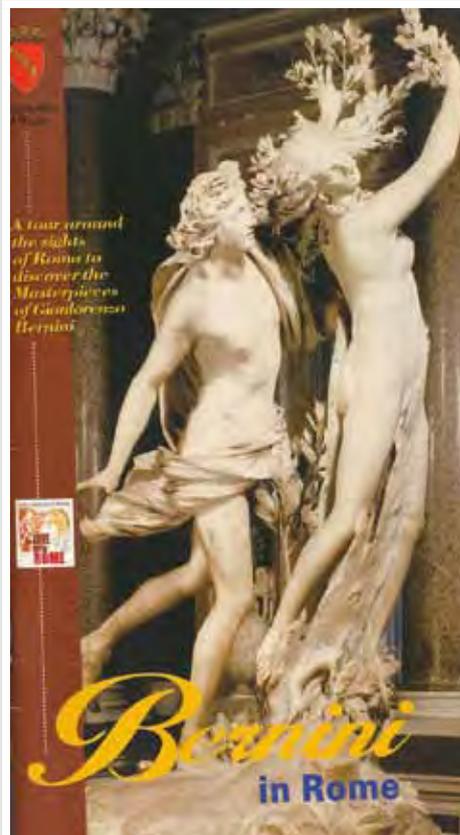
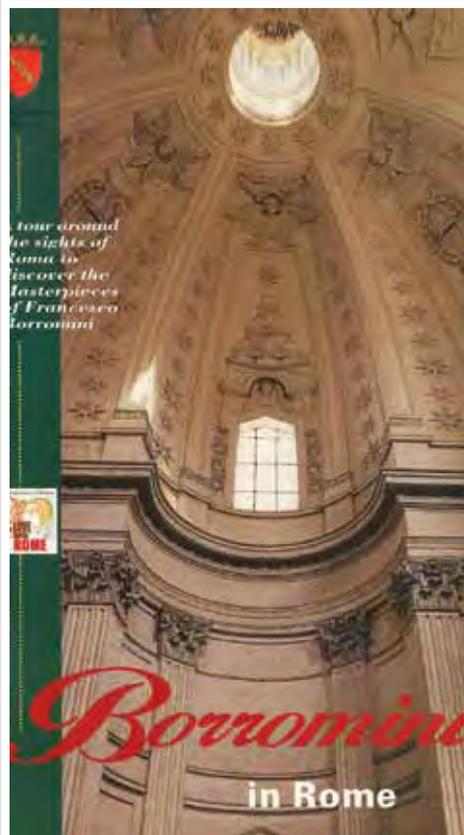
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## Specific Guidebooks to Cultural Attractions in Rome

The City of Rome has produced a series of brochures that promote the city's major museums, squares, basilicas and baroque churches. Others promote the work of its famous architects and artists such as Borromini and Raphael.

### Various tourism brochures distributed in Rome



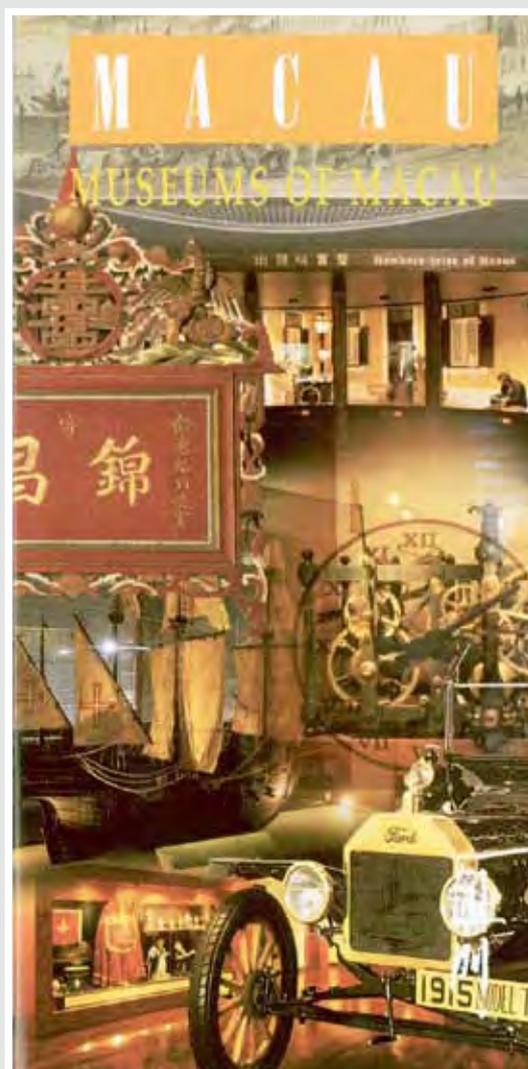
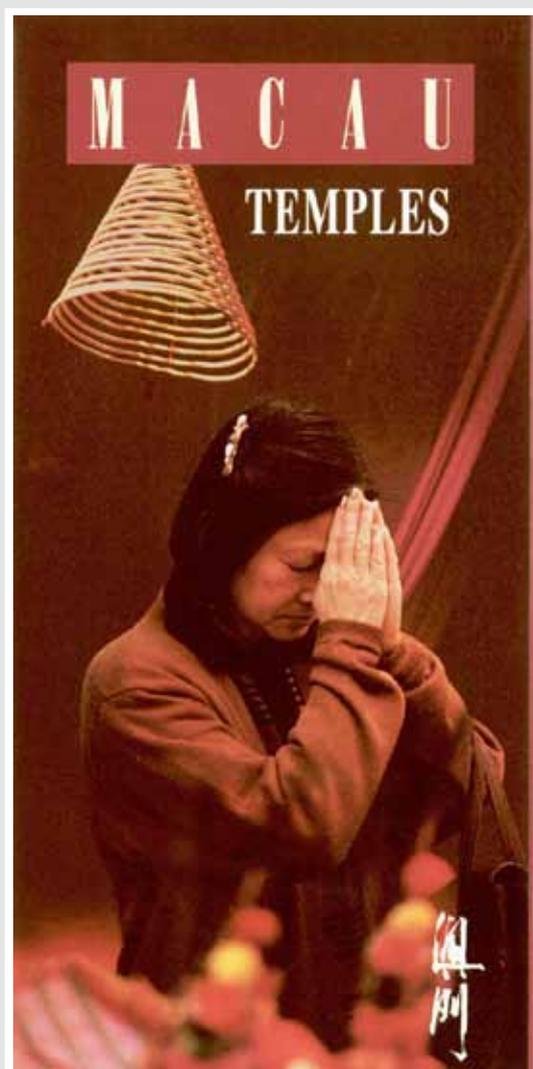


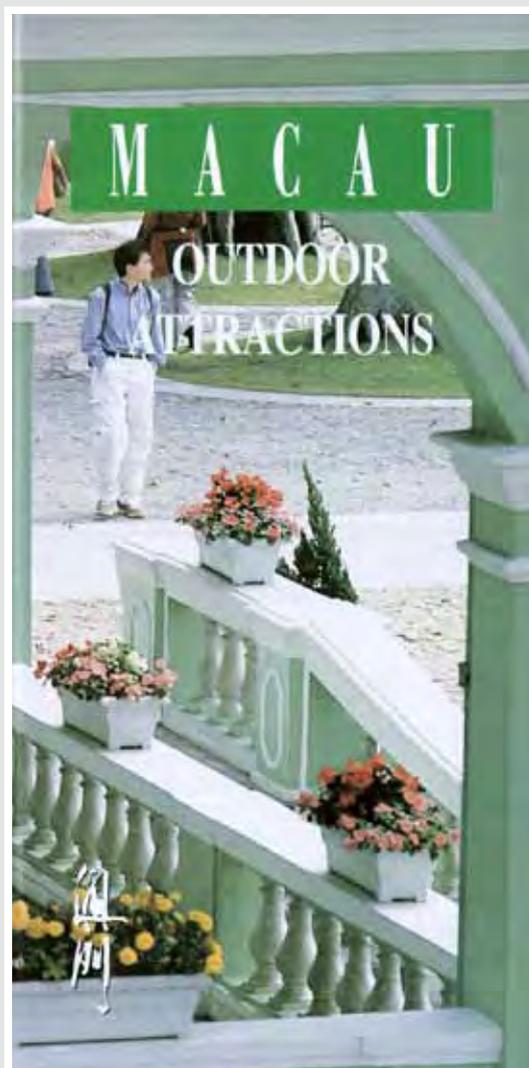
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## Macau, China, Cultural Heritage Brochures and World Heritage Listing

The former Portuguese colony of Macau, China, on the coast of mainland China, publishes brochures that highlight different aspects of its cultural heritage including temples, museums and churches, as well as markets and walking tours. These are complemented by a strong focus on the heritage of cultural exchange over many centuries.

### Brochures produced for Macao Tourism, China

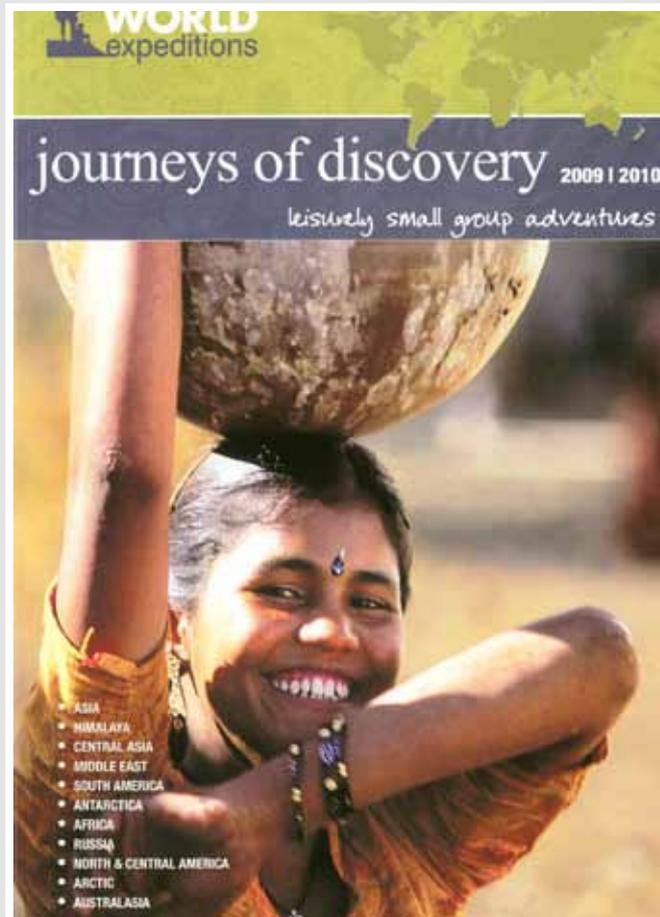
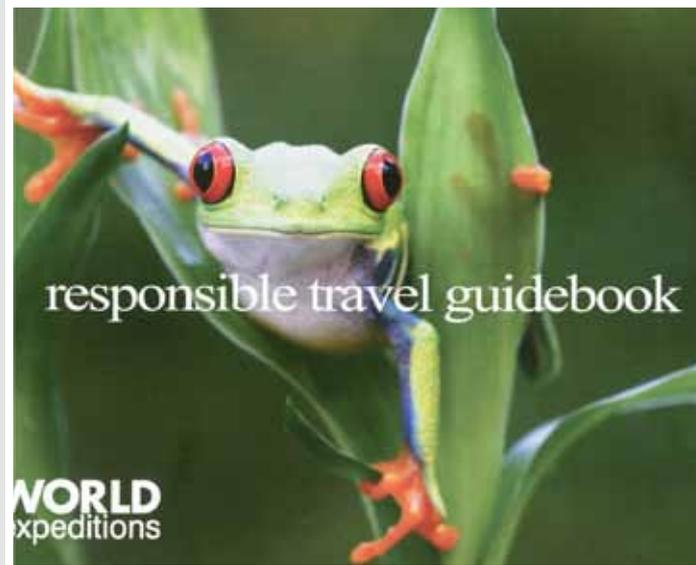




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## Special Purpose Travel

Special Purpose Travel targets the growing interest in seeking travel experiences that include opportunities to participate in and contribute to sustainable socio-economic and environmental outcomes in tourism destinations. Many travel providers around the world have developed packages and opportunities that respond to this market.



Source: World Expeditions, Sydney.

## C – Enhancing the Journey and Arrival

### Heritage Information within the Airport – Incheon, Republic of Korea

Incheon International Airport, Seoul, Republic of Korea, provides one of the best and most entertaining and informative celebrations of traditional culture and heritage of any airport in the world. It is an excellent example of cooperation between the airports authority and the heritage agencies.

The arrival walkways leading to immigration counters have large photographs displaying scenic and cultural heritage places as well as traditional festivities, performances and craft making. There are also displays of museum quality historic furniture and pottery, ensuring that visitors begin their appreciation of the Republic of Korea from the very moment of their arrival.



A number of Korean Cultural Centres are located in prominent locations within the retail shopping areas on the main pedestrian concourse. These display and sell a selection of very high quality souvenir merchandise based on the strong traditions of Korean Fine Arts, combined with a small stage for traditional music and dance performances at regular times during the day. Travellers of all ages, filling in time before their flight, are encouraged to sit and practice traditional painting and calligraphy techniques, with advice from specially trained staff in traditional costumes.



From time to time actors in traditional costumes parade through the passenger concourse demonstrating a bridal procession with accompanying music and banners. There is a permanent gallery space on the upper level of the departure concourse with displays of art and other historic material on loan from national museums and galleries.

Even if they are in transit, international passengers take away strong impressions of Korean heritage and traditions.



## World Heritage Motorway Signage – Japan

In Japan, motorway signage to the relatively remote Gassho villages of Shirakawa-go and Gokayama includes the World Heritage symbol to emphasise the importance of these heritage sites and encourage travellers to make a detour from the motorway.



## Motor Way Signage – France

The French Motorways have long been exemplary in providing informative signage welcoming visitors travelling at high speed to a new region by capturing in an instant local attractions or pointing out a village, chateau or hill-top fortress.

A countrywide network of signs on smaller roads point out local historic monuments that may be only a few kilometres off the road, but which would otherwise be bypassed by the majority of motorists.

The policy has also been implemented on many other motorway networks in Europe.



## Regional and Local Road Signage

A countrywide network of signs on smaller roads point out local historic monuments that may be only a few kilometres off the road, but which would otherwise be bypassed by the majority of motorists.

These signs provide additional information for motorists who may not have researched the wide range of local attractions that are readily accessible within a particular region. Such signs will also complement the maps or navigation systems which the motorists normally rely.

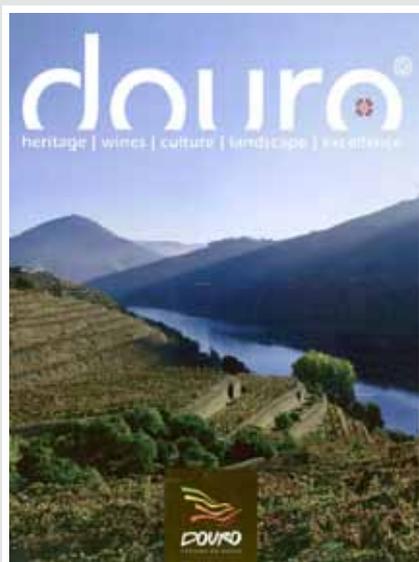
Introductory signage at the entry to towns or villages also assists arriving motorists to appreciate the nature of the place.



## D – Enhancing the Destination Presentation and Experience

### Traditional Celebration of Heritage

The small local railway station at Pinhao, in the World Heritage listed Douro Valley in northern Portugal erected in the early 20th century, is decorated with distinctive blue and white tiles, informing visitors of the region's wine growing traditions.



## Celebrating Connections with a Famous Resident – Vincent van Gogh at Auvers-sur-Oise, France

The French village of Auvers-sur-Oise, just north of Paris, hosted the artist Vincent van Gogh during the last few months of his life.

Over 25 reproductions of his paintings, and those of his contemporaries, are mounted to reflect the viewpoints chosen by van Gogh when he painted the buildings and landscapes in and around the village. The building where he lived houses a small museum and the main park in the centre of town celebrates his name. Tourists are able to admire the same views as the artist did in 1890 while imagining and appreciating his creative genius.

Vincent van Gogh and his brother Theo were buried in the local cemetery, providing an additional place of pilgrimage for his admirers.





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## Celebrating Links with many Famous Artists – Collioure, France

The French town of Collioure, on the Mediterranean coast near the Spanish border also celebrates its historical connections with well known painters such as Henri Matisse in the early 20th century by displaying reproductions of their work throughout the town.

An open picture frame mounted on a popular walkway facing towards the castle encourages visitors to paint their own imaginary art work.

The town remains a popular venue for amateur and professional painters.



## Scale Model of the Historic City Centre – Hamburg, Germany

Local residents and visitors are able to appreciate the scale and complexity of the historic quarter of the city using this model to orient themselves and discussing it with their friends.

The model is very useful for those with poor vision.



## Plaques and Street Signage Celebrate Famous Citizens

Many of the streets in Paris and other French towns are named after famous or lesser-known historic people who made a contribution to French life, politics, government and culture. Details of their dates and profession are included on the plaques. Some towns and villages display the ancient street names below the contemporary names to give an expanded sense of time and history.

The “blue soup plate” programme in London has seen the erection of hundreds of distinctive circular plates on historic buildings throughout the city, informing passers-by of famous people who lived or worked in the building. The Presidio, a former military base of the United States of America in San Francisco celebrates famous military and political figures in the street names.

Some towns and villages, including in the former French colony of Pondacherry in southern India, display the ancient or previous colonial street names below the contemporary names to give an expanded sense of time and history. Other signs and graphics, such as these German examples, provide interesting historical information or graphics that capture the nature of the retail business.



## Celebrating World Heritage Status

World Heritage Cities, Towns and Sites present their status in quite different ways. These are examples from Lijiang, China, San Gimignano, Italy, Bath, United Kingdom, Carthage, Tunisia, Siracusa, Sicily and Evora, Portugal.

In all cases both the local residents and tourists are fully informed that they live in or are visiting a place with considerable heritage significance.



## Embracing World Heritage Listing

The historic trading port of Hoi An, in central Vietnam is an excellent example where the destination management has developed a comprehensive programme for presenting the World Heritage status of the ancient city to visitors.

Street signage, common entry ticketing, restored community buildings, visitor information centres and even the World Heritage logo on the shoulder epaulettes of the tourist cyclo drivers spread the World Heritage message.



## Maintaining Historic Forms of Transportation

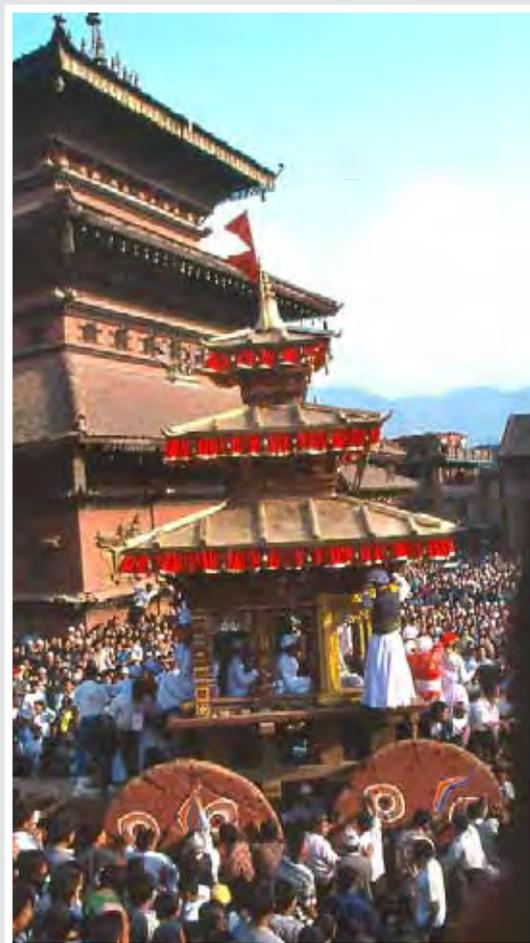
The City of San Francisco maintains its historic cable cars as a major tourism attraction. They join restored heritage trams as vital components of the city's public transport system.

Other cities utilise traditional vehicles as tourism infrastructure, including the historic trams in Soller on the Spanish Island of Majorca and the cyclos in the Indonesian city of Yogyakarta.



## Public Celebrations and Community Lifestyles

Local festivals and the lifestyle of local communities are strong expressions of their culture and heritage. Examples include a major festival in Bhaktapur, Nepal, the Christmas Markets in Colmar, Alsace Region of eastern France, a Traditional Communities Festival, Mexico City, Major Pilgrimage Festival in Kandy, Sri Lanka.



## Archaeology Connects Guests to the City – Hotel in Quebec, Canada

The interior design scheme for a new hotel erected in the historic quarter of Quebec City, Canada, has embraced many of the archaeological artefacts discovered during excavations for the new building. These have been cleverly incorporated into interesting displays around the main public areas and used to develop themes for the different accommodation floors and individual rooms.



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## E – Enhancing the Heritage Site Presentation and Experience

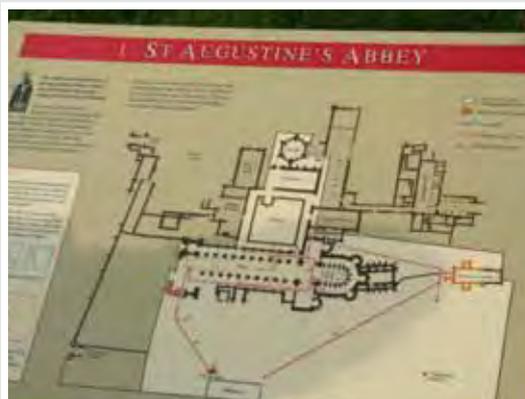
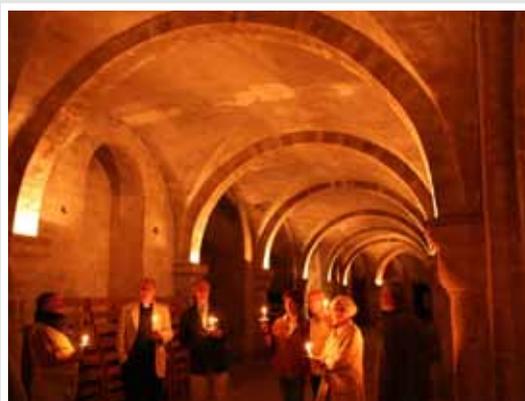
### Personal Explanation and Guided Tours

Personal explanation and guided tours represent the mainstay of most on-site interpretation programmes for tourists and local residents.



## Site Signage and Interpretation Centre, Canterbury

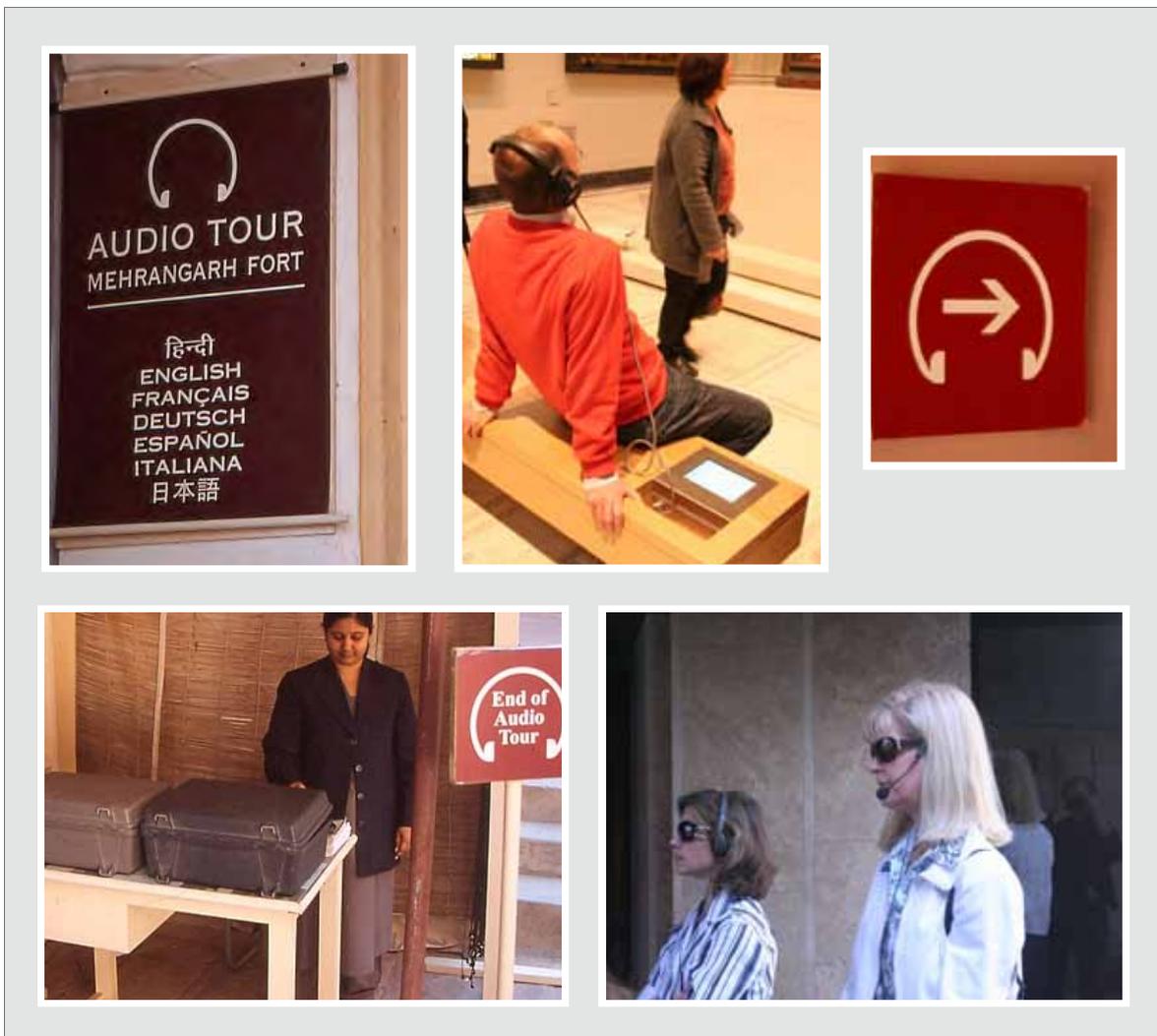
The Canterbury World Heritage Site in the United Kingdom includes both the Cathedral and the remains of the nearby St Augustine's Abbey. Heritage Communication in the Cathedral includes its continuing role as a major religious and pilgrimage centre within the Church of England, music recitals, pilgrimage and candlelight tours. The Abbey ruins are interpreted using signage and a well designed visitors centre.



## Personal Communications Devices

Personal communication devices, either with a pre-recorded commentary or those that allow tour guides to speak in a hushed manner to the tour group provide many opportunities to add interesting content, other voices and personal recollections. Presentations can also be provided at relatively little cost in the main domestic and international languages spoken by visitors. Such devices also minimise the disturbance to other visitors that can occur if presentations are too loud.

Technology and consumer choice are moving quickly in this field of communications, indicating that the site management is better to concentrate on the development of content than on the technology. Many museums and art galleries in Europe, now use hand held audio systems to enable visitors to explore the detailed content of an exhibit as they move around. The examples below are from the Mehrangarh Fort at Jodhpur in India, the V&A Museum, London, Alcatraz Prison in San Francisco and Getty Museum in Los Angeles.



## Conservation and Repair of Historic Buildings and Details

Conservation and repair of historic buildings and details is an essential component of heritage communication, particularly where the place has been damaged by conflict, vandalism or natural causes, or the deterioration is the result of neglect, pollution or other environmental factors.

Active conservation programmes, including cyclical maintenance programmes, at heritage sites are a good way to inform visitors of the realities of old age and of the continuing need for active conservation. Public support can be generated through such information campaigns.

The examples below are from Reims Cathedral in France and Wurzburg Castle in Germany.



## Re-used Historic Buildings

Historic buildings, including residential, defensive, religious and industrial complexes make ideal venues for new uses such as galleries, museums, tourist accommodation and retail.

The examples below are from Barcelona, Paris, Athens, Angouleme, France, and the Greek Island of Lesbos.



## Archaeology Display in Open Sites

Many archaeological sites are very large and are located in relatively harsh environments, requiring protection for the archaeological relics and shelter for visitors.

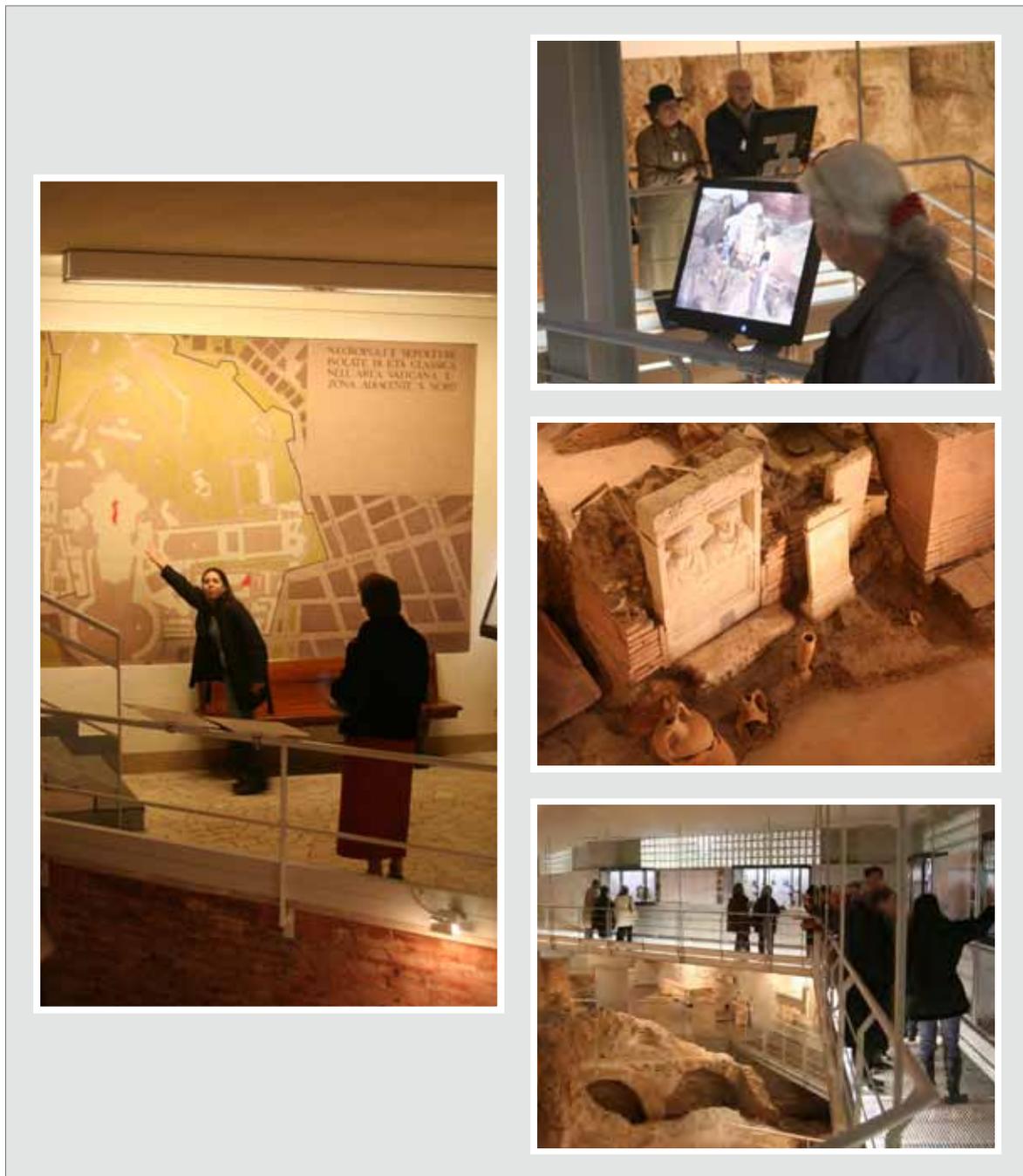
The scale and fragile nature of many sites requires the installation of raised walkways to allow visitors to access and view certain aspects or features of the site.

These examples are from the Apollo Sanctuary and Paphos World Heritage Site in Cyprus.



## Archaeological Display in Urban Locations

The Roman necropolis discovered below the Vatican is now a major archaeological display in an area that was destined to be a basement level car park.



### Models of Lost or Damaged Buildings and Site Features

Models of lost features and buildings or of very large archaeological sites and historic ensembles provide excellent opportunities for both orientation and interpretation.

The following examples are from Teotihuacan, Mexico, The Abbey of Throne, France, and the Roman Ruins below the City of Bath in the United Kingdom.

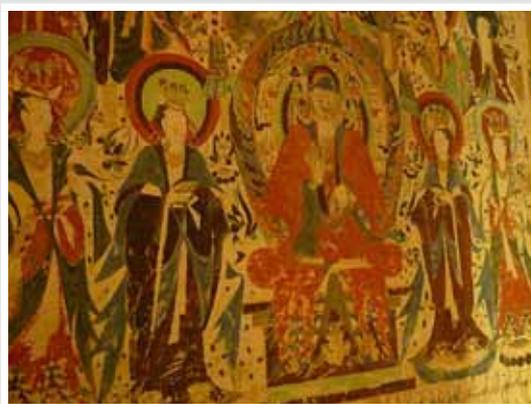


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## Reproductions in the Visitor Centre – Mogao Caves, China

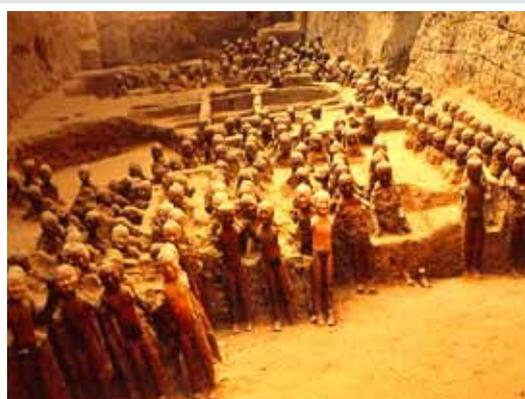
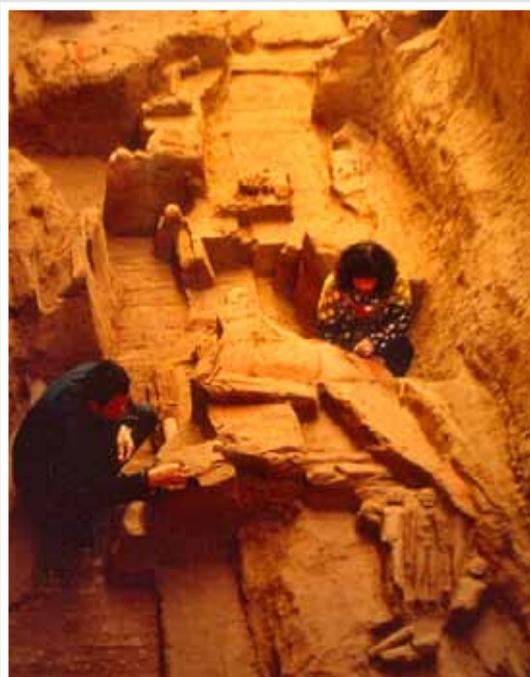
The World Heritage Listed Mogao Caves site in north-western China has reproduced some of the famous Buddhist cave paintings in the visitor centre to enable visitors, including students, to spend more time examining the artwork than is permitted in the actual caves for conservation reasons. Visitor groups must move relatively quickly through the caves to avoid building up humidity levels that can damage the painted surfaces and the protective screens in the caves make it difficult to appreciate the art.

While visitors are taken to a number of caves during their visit those wanting to spend more time or to study the art work in more detail have the advantage of studying the exact reproductions without threatening the integrity or condition of these very valuable art works.



### “Work-in-progress” Archaeological Presentation

The archaeological presentation at the Entombed Warriors World Heritage Site in Xian, China, displays partially excavated sections of the site in addition to the conserved warriors. In this way visitors are able to appreciate how the excavation works were undertaken and the major conservation and restoration challenges faced by the archaeologists.



## Community Festivals and Performance

Many communities retain their traditional ceremonies, ritual and dances as part of their modern culture. From time to time these may be performed on special occasions for visitors, or on a scheduled basis in special venues. Performances along with visual arts and crafts are major ways that communities communicate their intangible and tangible cultures and traditions.

Concern has been expressed about the commodification of culture that may result from scheduled performances. The choice should be left to community members who may welcome the opportunity to present their traditions or to earn additional income.

The village community of Bawomatalou on the Island of Nias, off the south coast of Sumatra in Indonesia willingly and proudly stage ritual dances that represent the warrior clans and their importance in protecting the villages.



## Historic Industrial Sites

Historic industrial sites such as mines and factories can be interpreted through surviving buildings or equipment, representations of the everyday working conditions as well as descriptions of the industrial processes and technology. Former miners entertain visitors with stories of their working lives underground before the mines closed. The former oil refinery at Ballast Point in Sydney Harbour is now a major public park, filled with sculptural elements created from remnants of the industrial machinery.



Photos: Marian Landau

## Decorative Scaffolding during Building Conservation Programmes

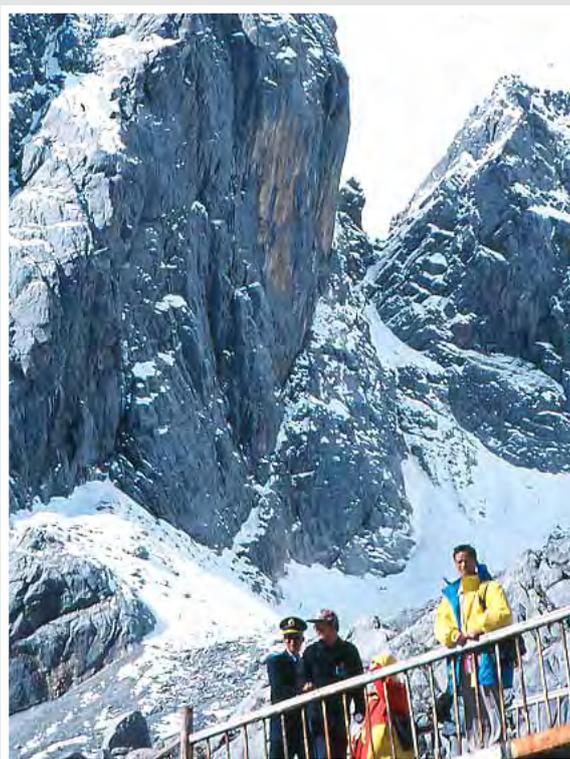
Conservation projects are a continuing and important feature of many historic sites. They can continue for more than a year, particularly if the projects are extensive, technically difficult or subject to seasonal factors.

It is important to avoid major features or attractions on the site being temporarily obscured during the works. Staged works programmes and artistic representations on scaffolding can be a useful way for visitors to appreciate the place during the project. The following example, photographed in early 2009 is the Greek temple at Agrigento in southern Sicily.



## Well Designed Visitor Movement

Where possible within conservation and safety constraints, it is important for visitors to be able to access those sections of a heritage site where its characteristics and significance are most readily appreciated and enjoyed. Carefully designed visitor movement routes, such as in Chinese national parks or at Angkor Wat in Cambodia can achieve this objective.



## Well Trained Guides

Tourism provides employment opportunities for many local people to work towards sustainable socio-economic outcomes. Well trained tour guides, especially if they are local people can contribute to the communication of their traditional culture and heritage.

UNESCO, in cooperation with other international agencies and training institutions, has developed significant specialised training programmes for tour guides at cultural heritage sites. These brochures introduce the programmes to prospective students.



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## F – Sharing Memories

### Personal Memories

Travellers gather memories in many ways, through photography, art, or simply absorbing the spirit of the place.



## Handicrafts as Souvenirs

Well designed handicrafts can be very expressive of the culture and traditions of a host community. They provide tangible evidence of a travel experience that can continue to evoke memories for many years. A major craft market in New Delhi provides a market place for the display and sale of the work of a large number of craft guilds and NGO artisan support programmes.

Local cuisine, regional food and beverages also form a major part of sharing memories. Most returned travellers are able to buy imported foods or eat at “ethnic” restaurants and cafes in their home countries. Recipe books, magazine articles and television cooking programmes remind travellers of places they have visited and reinforce their cultural and heritage memories.

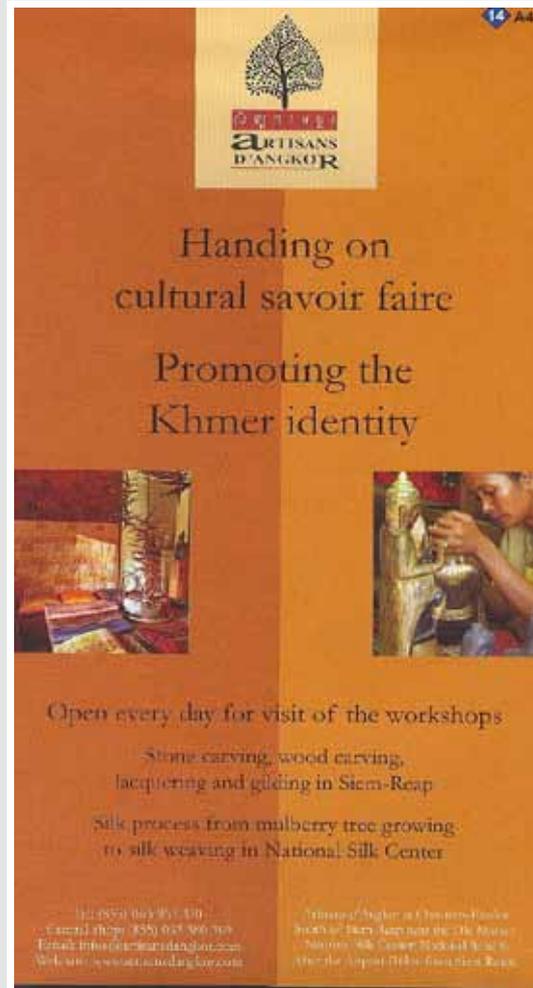




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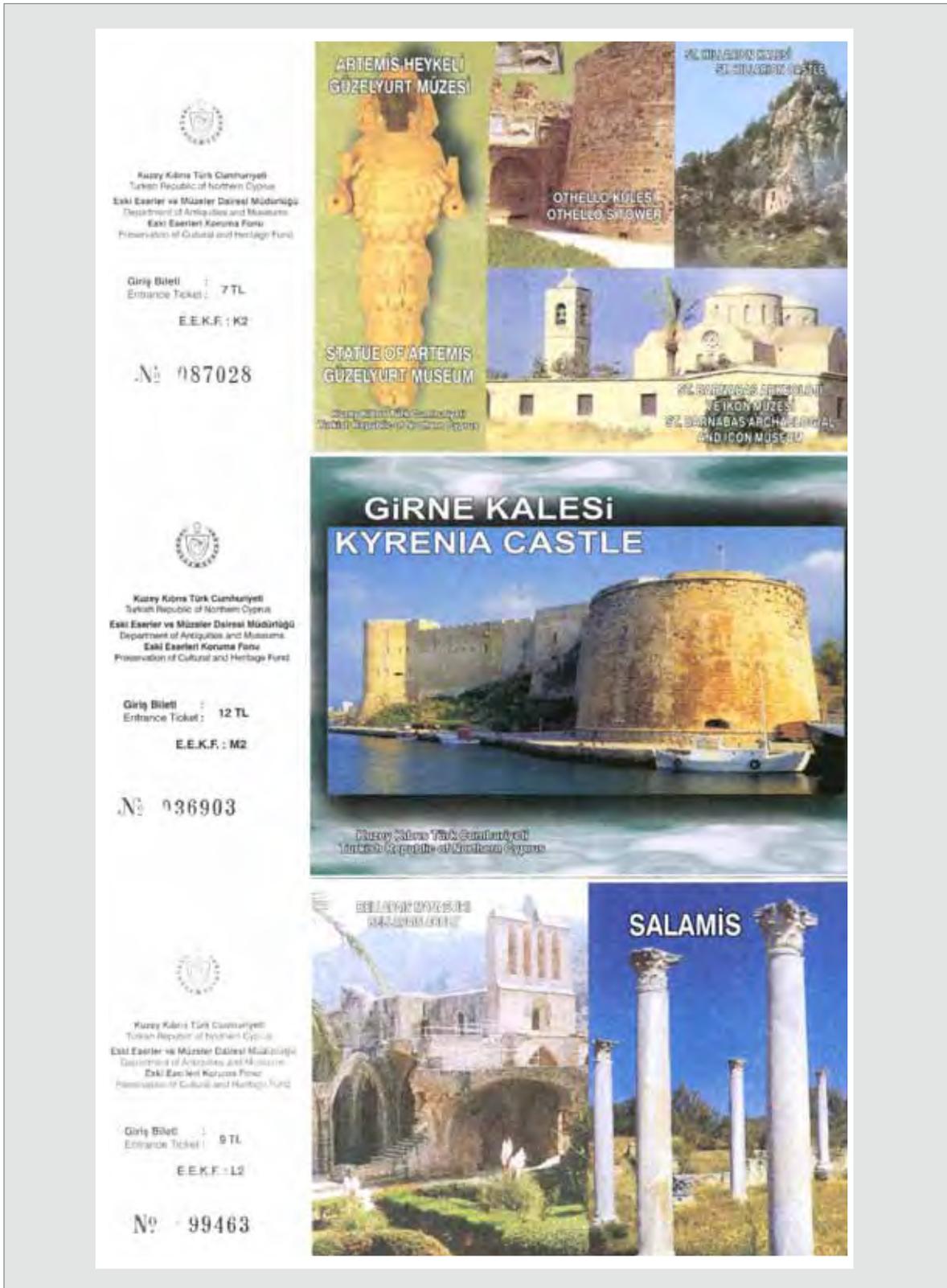
## Clothing as Souvenirs

Cooperative artisan production programmes such as “Anokhi” and “FabIndia” in India (textiles and clothing) and “Artisans d’Ankor” in Cambodia (home wares, clothing and artefacts) are among many examples of highly successful enterprises across the world that sell traditional and contemporary artisan works to tourists and local people.



### Illustrated Entry Tickets as Souvenirs

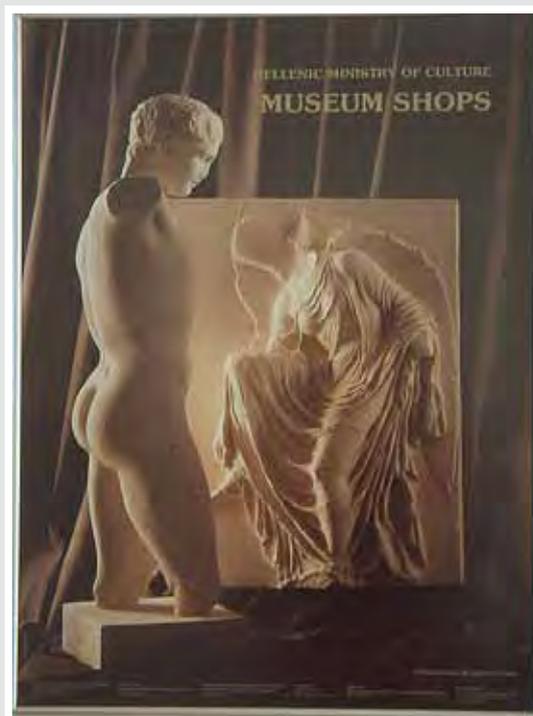
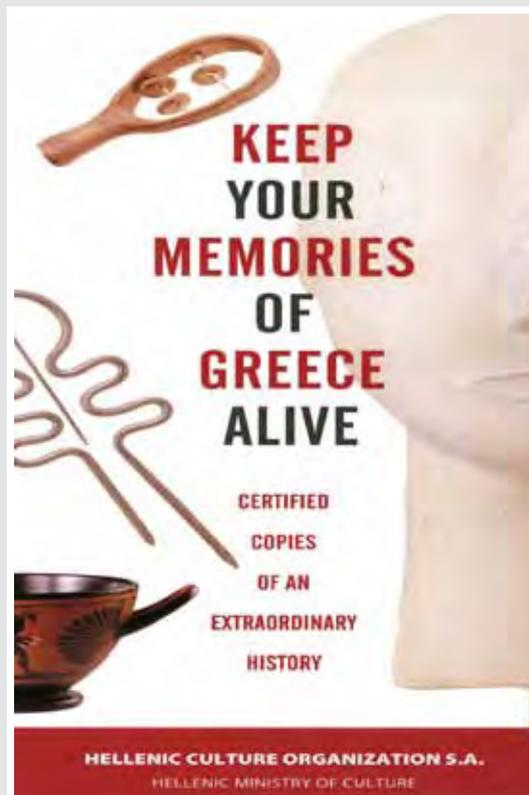
The entry tickets at each of the major heritage sites on Cyprus, in the Mediterranean, are illustrated with a photo of the site, providing visitors with an instant souvenir of their visit.



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## Museum Shops

Museum and Gallery shops around the world make the most of their cultural heritage collections through the sale of reproductions for jewellery, homewares, clothing, books and home decoration. Visitors take home powerful and evocative reminders of the culture and heritage of their travels.



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# Part D

## Implementation of Training Exercises

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## Introduction

This annex provides an indicative outline or structure for training workshops that contribute to the building of capacity across the tourism sector. The World Tourism Organization Sustainable Development of Tourism programme strongly supports the development of capacity building initiatives including Heritage Communication for Destination and Heritage Site management personnel.

These initiatives will include intensive training opportunities to relevant public administrations and the tourism private sector at different levels, conducive to the development of policy and operational guidelines to improve the ability of the tourism public and private sectors to develop and present their destinations and heritage sites in a more comprehensive manner.

These training initiatives respond to the increasingly reported evidence of problems related to the management of increasing flow of tourists at both natural and cultural sites and the ultimate success of Destinations and Sites to present their distinctive features to visitors. Not only site managers but also industry players like tour operators realise the importance of high quality, consistent and informative heritage communication in building tourism expectations and delivering high quality visitor experiences.

It is not necessary to include every exercise contained in this annex in every workshop. The exercises are indicative and have been designed to be used separately from one another. Based on the training needs of the participants, the trainer can select the exercises that would be relevant for the group. However, exercises should be kept in the same broad sequence as they are designed to follow a logical progression.

If possible, the workshop should commence with a half day or full day of field work in the Destination or Heritage Site in which the workshop is being staged. This will give the participants the opportunity to have a realistic basis for discussion and against which to compare their own personal experiences. The participants should be split up in sub groups and given specific assignments related to the main topics of the workshop. It would also be advantageous if the field research included discussions with relevant stakeholders, for instance local people/communities. The ultimate task of delivering the skills that the participants learn will probably be in a cooperative manner with other stakeholders.

There may be some circumstances in which all participants will be drawn from one single Destination or Heritage Site. In others, individuals from several different Destinations or Heritage Sites within one country or region may be gathered together for training purposes.

The training workshop can itself form a part of an analysis and action-planning process, such as preparing inputs for a heritage communication/marketing/management plan.

It may be feasible to plan workshops in separate time blocks, with an intervening opportunity for participants to develop work on 'Take-away tasks'.

### Sample Workshop Exercises

It is assumed that the sample workshop is being held in a specific Destination or Heritage Site, or perhaps with participants drawn from a series of Destinations and Sites which have common characteristics based on location, type or major forms of tourism, etc.. The participants should consider the relevance of each exercise to the place or places they represent or with which they have some management responsibility.

As part of each exercise, all workshop participants should present their thoughts for discussion by the remainder of the group.

## Exercise 1 – What are the Main Heritage Features of Your Destination or Site?

### Background

Since the fundamental aspect of the workshop is to determine how the heritage features of the Destination or Heritage Site are being communicated to potential visitors and arriving tourists, it is important for participants to identify the main heritage features of the Destination or Heritage Site for which they have some management responsibility or interest.

### Prepare

Based on the discussions of heritage contained in chapter 2 of the handbook, each participant should think carefully about which features of their own Destination or Site might be regarded as particularly distinctive or interesting. The features might be unique to the locality or may be part of the character of a larger region or of the nation as a whole. The features identified should not be confined to historic buildings or scenic landscapes and may include traditional or contemporary culture, cuisine, or other aspects that are not normally considered by tourism people as “heritage”.

- Does the Destination or Heritage Site have particular characteristics that express the major themes discussed in Sections 2.3 and/or 2.4 of the handbook?
- Are there aspects of the traditional and/or contemporary cultures of the local community at the Destination or Site that express the themes and opportunities discussed in Sections 2.5 and 2.6 of the handbook?
- How distinctive is the local cuisine and does it is it regarded as an important part of the local heritage?
- Based on the field work undertaken at the beginning of the workshop, how do their particular Destinations or Sites compare with the heritage features of the place in which the workshop is being held?

## Exercise 2 – Heritage in a Tourism Context

Each workshop participant takes one aspect of the various relationships between Heritage in a Tourism Context, outlined in chapter 2 of the handbook and reflects on his or her own experience of that aspect and how it might currently apply to the local situation.

- Is the Destination or Site more widely known by an iconic imagery or by more complex aspects of its heritage and environment?
- Do the better known heritage aspects of the Destination or Site have the potential to be developed as tourism products without degrading their heritage values?
- Does the Destination or Site enjoy the support of the tourism sector for the conservation of its heritage?
- Is there any evidence in the Destination or Site that tourism is currently being managed in a sustainable manner with regard to the communication and conservation of its heritage?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 3 – Current Trends within Tourism and Heritage

Each workshop participant takes one aspect of the Current Trends within Tourism and Heritage, based on chapter 3 of the handbook and reflects on his or her own experience of that aspect and how it might currently apply to the local situation.

- Are visitors increasingly interested in a broader range of aspects about the Destination or Site than might have been communicated to them through advertising and promotion campaigns?
- Is there a growing interest among visitors in the heritage aspects of their Destination or Site?
- Is there an increase in what might be called “heritage tourists” compared with those who seem to be attracted by recreational or other interests?
- Are there special events, festivals or programmes that promote the heritage features of the Destination or Site?
- Is there a well developed presence by the Destination or Site on the internet, in terms not only of practical travel information but highlighting the local heritage attractions?
- Has there been a change in the mix of visitors coming to the Destination or Site over recent years, in terms of source markets, age groups, independent v group travel etc.?

### Exercise 4 – Connecting Tourists with Heritage

Each workshop participant takes one aspect of the discussion about Connecting Tourists with Heritage, based on chapter 4 of the handbook, and reflects on his or her own experience of that aspect and how it might currently apply to the local situation.

- Who are the audiences they think are most relevant to the current situation?
- At what points in the visitor experience circle should the important heritage messages for these audiences be communicated?
- Who are the most important existing audiences for their destination or site?
- Who should be the most important audiences?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 5 – Preparing and Communicating Messages

Each workshop participant takes one aspect of the discussion about Preparing and Communicating Messages, based on chapter 5 of the handbook and reflects on his or her own experience of that aspect and how it might currently apply to the local situation.

- What sort of heritage messages are the most important for your situation?
- Who should be preparing and communicating these messages?
- Is Traditional or New Media the most relevant for your target audiences?
- Will Advertising and Promotion be more effective than Personal Recommendation?
- What resources are currently available for new or traditional technologies?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 6 – Stakeholders in the Heritage Communication Process

Each workshop participant takes one aspect of the discussion about Stakeholders in the Heritage Communication Process, based on chapter 6 of the handbook and reflects on his or her own experience of that aspect and how it might currently apply to the local situation.

- Who are the relevant stakeholders in the Heritage Communication process within their destination or site?
- What gaps and opportunities can be identified to involve additional stakeholders who are not currently involved in the process of communicating heritage to visitors?

### Exercise 7 – Delivering Heritage Communication to the Prospective Tourist

Each workshop participant takes one aspect of the discussion about Delivering Heritage communication to the Prospective Tourist, based on chapter 7 of the handbook and reflects on his or her own experience of that aspect and how it might currently apply to the local situation.

- Do current national or regional tourism marketing campaigns effectively raise general public awareness of the heritage attractions of their destination or site?
- Do these marketing campaigns effectively stimulate personal demand for travel experiences that include experiencing the heritage attractions of their destination or site?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 8 – Delivering Heritage Communication during the Journey

Each workshop participant takes one aspect of the discussion about Delivering Heritage Communication during the Journey, based on chapter 8 of the handbook and reflects on his or her own experience about the Delivery of Heritage Communication throughout the typical tourism journey by their major target audiences to their particular Destination or Heritage Site.

- Does this delivery enhance the experience and the arrival by effectively presenting the heritage attractions of their destination or site at important stages of the journey?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 9 – Delivering Heritage Communication at Destinations

Each workshop participant takes one aspect of the discussion in chapter 9 of the handbook and reflects on his or her own experience about the Delivery of Heritage Communication at the particular Destination for which they have some management responsibility or knowledge.

- What are the particular natural or cultural heritage features of the Destination, including its Intangible Heritage, which you think could and should be communicated to tourists?
- How are the heritage aspects of the destination presented to visitors and does this enhance the overall visitor experience of the place?
- How are the heritage aspects of the destination experienced by visitors and does this enhances the overall visitor experience of the place?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 10 – Delivering Heritage Communication at Heritage Sites

Each workshop participant takes one aspect of the discussion in chapter 10 of the handbook and reflects on his or her own experience about the Delivery of Heritage Communication at the particular Heritage Site for which they have some management responsibility or knowledge.

- What are the particular natural or cultural heritage features of the Site, including its Intangible Heritage, which you think could and should be communicated to tourists?
- How are the heritage aspects of the Site presented to visitors and does this enhance the overall visitor experience of the place?
- How are the heritage aspects of the Site experienced by visitors and does this enhances the overall visitor experience of the place?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 11 – Delivering Heritage Communication while Sharing Memories and Making Return Visits

Each workshop participant takes one aspect of the discussion in chapter 11 of the handbook and reflects on his or her own experience about how the heritage aspects of their particular Destination and/or Site are communicated to visitors and whether this will encourage them to share their memories in a positive manner and to make return visits.

- What is currently encouraging visitors to share their memories in a positive manner?
- What is currently discouraging repeat visits?
- What gaps and opportunities can be identified to improve the current situation?

### Exercise 12 – Working with Stakeholders to Develop their Capacity

Choose an example of a stakeholder or group of stakeholders in your Destination or Heritage Site.

- In what ways do you think they need to improve their capacity to more effectively Communicate Heritage to tourists?
- How do you think their needs can be met?

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**Image References to Part C**

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