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World Heritage Convention

CCBP

Caribbean Capacity Building Programme

For World Heritage



Tourism Management
in Heritage Sites.

MODULE

2

Module



2

Management
of tourism in
heritage sites.

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Cultural heritage management programme for the caribbea

The Caribbean Capacity Building Programme (CCBP) is a long-term training programme focusing on cultural heritage management and aiming to create a Caribbean **network** of heritage experts. They, in turn, can share knowledge, know-how and expertise on the *modus operandi* of the World Heritage Convention and on heritage management in general.

The CCBP was conceived to respond to the needs identified in the Latin America and the Caribbean Periodic Report (<http://whc.unesco.org/en/series/18>), which showed that most of the Caribbean States Parties still lack the capacity and expertise needed to enable full protection and management of the present World Heritage sites and to identify new World Heritage sites.

The CCBP was endorsed by the World Heritage Committee in 2004 as part of the Caribbean Action Plan for World Heritage.

The CCBP is composed of a core and mandatory training module on the *Application of the World Heritage Convention* and a **series of other modules focusing on the various aspects of management** (tourism, historic centres, risks and cultural landscapes). Each module lasts 30 hours and encompasses practical exercises, analysis of regional case studies and discussions.

UNESCO is pleased to present this first edition of the **Module 2: Tourism Management in Heritage Sites**, which have been developed with the contribution of Consultant Ricardo Nuñez Fernandez.

The rampant growth of the Caribbean tourism industry represents for many islands their main income and at the same time exposes their heritage sites to continuous pressure. In particular, statistics prove that this pressure increases once a site is inscribed on the World Heritage List. How to encompass tourism development and heritage conservation? How to elaborate sustainable tourism development proposals? How to conciliate the interests/views/approaches of all actors (e.g. investors, local communities, decision makers, heritage specialists etc.) involved and affected by the development of a heritage sites as a tourism product? What are the main impacts of tourism development? How to mitigate them? How to prepare a site to receive mass tourism? These are just some of the questions that this module will respond to. Through **lectures, case studies and practical exercises** participants will discover that the richness of Caribbean heritage is an alternative to the overexploited formula *sol y playa*. They will be provided with the tools to plan and manage tourism development according to international conservation standards and in a way that can foster sustainable development.

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Introduction

The issue of the sustainability of tourism in the Caribbean requires coordinated and integrated strategies that effectively link heritage and tourism. Tourism is an unquestionable factor of development and human exchange and has become one of the most important economic activities at the turn of the century. It contributes 10.9% of the Gross Domestic Product (GDP) worldwide, according to the World Travel and Tourism Council (WTTC). But, it is a complex sector whose work and goods involve all the elements of a society and is closely tied to other sectors of the economy such as agriculture, transportation and commerce.

One of the most significant features of today's tourist industry is the growing interest in cultural and natural heritage, reflected in the increasing number of destinations whose basic product is sustained by historical and cultural values. That is a result of the development of segments of specific demand interested in a knowledge of cultural heritage. Such interests span from those who are the most specialized, whose motivation and travel experiences are centred almost exclusively on cultural values, to the chance cultural tourist.

The changes in tourist demand call for new strategies of diversification and differentiation, especially for "sun and beach" destinations like those in the Caribbean. The cultural and natural heritage of the region is a key element for its competitiveness. Their inclusion as a part of the tourist package would give added value to the main offer and would also allow access to new segments of the higher quality market (higher revenue tourists who appreciate and protect the environment), as occurs with the specialized modalities of cultural and ecotourism.

It is in this context, where pressure on the heritage resources of a destination is increased, that knowledge of the principles of heritage tourism management occupies a crucial place for the appropriate valuation of the heritage resources of a region, country or locality. Only with a sustainable tourism management model can heritage be an opportunity for economic and socio-cultural growth for the Caribbean countries. Otherwise tourism could represent a destructive threat to the heritage in the short, medium or long term.

It has become indispensable for managers of heritage and tourism entities in the Caribbean region to evaluate and to redraw, where necessary, the current models of tourism management to be able to compete in the international tourist market and to challenge the new demands of tourist activity. For that, the training of all the human resources involved in the problem of converting heritage values into tourist products plays a very important role. In this sense, this module will provide an approach to tourism, its characteristics and evolution, its development in the Caribbean context and a view of the relationship between heritage and tourism from two perspectives: as an indispensable tourist resource for the differentiation, competitiveness and sustainability of tourism as a driving force of development, and the role of tourism as a rehabilitator of the economic sector of the vast Caribbean heritage.

OBJECTIVES

The module has the perspective of sensitizing and training heritage site managers and tourism actors that operate in the Caribbean region about the links between heritage and tourism, as well as activating that which can be derived from it. It seeks to show that the potentials of heritage can be efficiently utilized for the economic and socio-cultural development of the countries of the region, especially receiving communities. For that, the module will provide participants with the theoretical-practical tools, experiences and discussion elements to make the symbiosis between heritage and tourism sustainable.

SKILLS

The participants will be able to improve their capacities for:

- Conducting a critical diagnosis of the tourism reality.
- Understanding models of tourism development.
- Establishing appropriate relationships between the recovery and conservation of heritage and the practice of tourism.
- The structured generation of information that allows the development of proper strategies, actions and interventions for the management of heritage tourism.

STRUCTURE OF THE PROGRAMME

The programme of the module consists of 30 hours divided between classes and practical activities. It combines classroom attendance, when a case study is analyzed, and the realization of field work. On the first day there is an introduction to the fundamentals of tourism, while the remaining days will be dedicated to the topics linked to appropriate tourism management of the heritage:

- The first block, “Introduction to Tourism”, is conceived as a brief period for participants to acclimatize themselves to the characteristics and tendencies of today’s tourist industry, and their performance at the international level and in the Caribbean region. Insight will be given into the topics of tourism management, products and quality. It will also consider the main impacts of tourism, creating the opportunity to dwell —over the following few days— on the fundamentals of heritage tourism management.
- The second block, “Tourism Management of the Heritage” will begin with a general introduction to the concept of heritage as a tourism product and to the key factors in the process of its management. Fundamental themes will be developed, such as the chain of actors, economic-financial aspects, the process of evaluating heritage sites for tourist use, inventory of resources, the administration of visitors, interpretation and commercialization. An approach to cultural tourism and eco-tourism, as tourist modalities sustained by heritage values, will be carried out.
- The third block is concerned with the “Analysis of the Case Study, Practical Work, and the Presentation and Discussion of the Final Work.” The case study that is presented will serve as a guide for the formulation of the specific case for the site where the course is given (linked with site visits) and/or as an example of how to evaluate a specific experience in the handling tourism at a heritage site; this latter will depend on the conditions of the site in question and will be subject to the assessment of the lecturers. In both cases guiding elements will be supplied for the field work and preparation of the final work.

Time table

Activities		Hours
Introduction to tourism	Lectures	6
Tourism management of the Heritage	Lectures	11
Discussion of the case study.	Lectures	1
Practical work		6
Final work		6
Total Hours		30

Thematic Programme

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Course Opening				
1.1 Introduction to tourism	2.1 Heritage as a tourism product.	3.1 Evaluation of Heritage for tourism purposes.	Field Work	Execution of the final work
1.2 Resources, Attractions, Modalities and Tourism Products.	2.2 Development and launching of heritage tourism products.	3.2 Economic-financial evaluation of heritage tourism projects.		
BREAK				
1.3 Quality of tourist destinations.	2.3 An approach to cultural tourism.	3.3 Commercialization of Heritage tourism	Field Work	Presentation of the final work and discussion
1.4 Impacts of tourism	2.4 An approach to eco-tourism.	3.4 The management of visitors in heritage sites.		
LUNCH BREAK				
1.5 Tourism, economics and sustainability	2.5 Networks of actors in the management of heritage tourism	3.5 The interpretation of Heritage	Field Work	Conclusions and closure
1.6 Tourism in the Caribbean	2.6 Inventory of tourist resources.	3.6 Presentation and discussion of the case study		

METHODOLOGY AND SYSTEM OF EVALUATION

The module will be taught through theoretical and practical classes. The theoretical classes will be an exposition of the contents indicated in the lecturer's programme. In the practical classroom sessions, active participation will take place through analytical exercises, discussion of articles from specialized magazines and exchanges of experiences or cases studies. Advantage will be taken of the experiences of the participants who have practical links with heritage tourism administration. Technical study visits will be made to sites, where allowed. The lecturer will be able to assist with the selected bibliographical and auxiliary materials that they consider necessary. These will be distributed in advance of the lecture to guarantee prior preparation by the participants.

The evaluation system should combine results of practical activities in the field, the analysis of statistics and tourism experiences, and the presentation of a final report — with evaluations and recommendations for the management of heritage tourism at the site where the course was held. To undertake these activities, the participants will form work groups of four to six students, depending on enrolment and the composition of the course.

The drawing up and defence of the final report will be carried out by the work groups, for which the participants will apply the knowledge acquired and the aspects contributed by the various teams to the practical activities carried out. The lecturer may give a working guide for the generation of the report that could include the following points:

- Identification of the principal tourist modalities.
- Opinions for site resource utilization for the development of tourism.
- Relationship between the main impacts of tourism and proposed strategies to correct them.
- Assessment of the performance of the main tourism indicators.
- General recommendations to improve tourism management of the heritage site, through private initiative as well as local authorities.

LECTURE N° 1.1

MAIN THEME: Introduction to Tourism

Topics	Objectives
The concept of tourism	<ul style="list-style-type: none"> • To understand the meaning of tourism and its varied definitions. • To differentiate the focuses of statistical tourists and real tourists. • To differentiate the concepts of economy, deluxe and social tourism. • To understand the general elements of the process of the reception of international tourism. • To learn the components of the tourism system and its different subsystems.
Tourist flows	<ul style="list-style-type: none"> • To understand the concept of tourist flows and its importance. • To calculate the main indicators of tourist demand, at the point of origin as well as at destinations. • To appreciate the importance of tourism on a world scale. • To evaluate the factors that influence the gross income of a destination.
Tourist demand	<ul style="list-style-type: none"> • To evaluate the differences between the motivations and purposes of travel, as well as their importance for tourism. • To identify the main variables which characterize tourist demand. • To understand the segmentation and cluster of demand. • To evaluate the effect of the seasonal nature of tourist flows.

The concept of tourism

Tourism, understood as a simple temporary displacement of people, has often been presented as a phenomenon connected with modern civilization. However, the word "tour" can be found in 18th century English dictionaries (probably a Gallicism from the French "tour"). By poring through its etymology, one can find both roots: "tour" and "turn", coming from the Latin noun "tornus" (lathe) and the verb "tornare" (to round, turn or rotate).

Tourism implies the relationships that are established between the visitors, on one hand, and the entities that offer the possibility and reality of the trip from the originating region. These are the entities that provide services that make the visitor's arrival, stay and departure possible, and the local communities or receivers of the guests. In addition to international classifications of the tourist statistics for visitors, tourists or excursionists (that can be found in the bibliography), according to the quality and price, there is "economy" or "mass" tourism and also "deluxe tourism." The other important variant is subsidized trips receiving inexpensive services; such travel has been called social tourism.

Although travel is as old as humanity itself, the period before the second half of the 20th century is usually called "pre-Ford" tourism (alluding to Henry Ford's assembly-line system of automobile production). The characteristics of this stage were minimal or nonexistent levels of technology, companies that were smaller in size than independent businesses, and low and economically marginal capital investment levels. These firms had weak managerial capacities, family work was dominant and there was a limited labor force. At that stage, tourism constituted a source of income for people formally occupied in other sectors of the economy.

Mass tourism came about in the second half of the 20th century and is considered to have lasted until the beginning of the 1990's. This is considered the "Ford" period in the history of tourism. Its main characteristics were: the longing for sun and beach, less informed consumers, the development of transport (jet airplanes) and computing, the introduction of the first reservation systems, cheap fuel, extensive construction of hotels, mass marketing, the use of credit cards, and little respect for the environment or for negative impacts on World Heritage sites. Today we are at the so-called New Age or "post-Ford" period of tourism, with acute competition between destinations and

the appearance of low-cost airlines. Other features are: very well informed and experienced consumers with strong preferences for culture and nature, great pressure for the protection of patrimony, broken-up and much shorter vacations, and the wide use of information and communication technologies.

The tourist process begins in the generating markets, when travelers prepare and make their travel decisions based on available information. The purchase of the trip is made (reserved) through agencies or directly with the suppliers of services. Travelers are provided with the necessary travel documents (passports, visas, etc.) and the trip is made. Travel to the Caribbean region is generally by air, or—to a lesser degree—on cruises. Crossing national borders generally requires the confirmation of identity and permits for admission to the tourist destination; currencies are changed and the tourists occupy their lodgings. In these, in addition to satisfying their elementary need for subsistence, travelers look for information on attractions and sites of interest to visit, like places for cultural and recreational activities, shopping, etc. When the stay concludes (although they can go on excursions without spending the night), the departure process takes place, which is the reverse of arrival but with similar requirements.

The best way of studying the subject of tourism is to use a systemic focus and, within that, to employ representational models. One of the ways of representing the structural functional models of tourism is that which divides the system being studied into components, looking at the endogenous or characteristic subsystems of tourism (natural, socio-cultural and historical resources; the organization and management of products; elements of commercialization that help to make up the offers and everything that impacts decisively on the existence of tourist flows or currents of travelers that are the real essence of tourism). Then, there are exogenous or directly influential subsystems (the politics and economy of the sector, the technological framework, ethics and law). All of this is affected by the macroeconomic and social environment of nations and, particularly, by the general economy, infrastructural availability, national and international politics and the availability of human capital. The dynamics of the subsystems entail the existence of the impacts of tourism (economic and socio-cultural effects on the heritage site and the environment).

Tourist flows

Tourist flows are the currents of people that move between origins and destinations. These are measured in different ways in the originating markets and the receiving destinations. Used as indicators in the former are: journeys across borders, tourist journeys,

tourists outside of the borders (a tourist can make more than one trip), excursionists (taking day trips) and spending abroad. At the destinations, measures are made of the indicators of arriving visitors (tourists plus excursionists), total expenses on the journey, spending at the destination, gross income of the destination, average stay (in days) and overnight stays (tourist-days). The ability to properly calculate flows has enormous importance for succeeding with maintenance and growth.

Tourism has evolved increasingly over the last 50 years. Last year, 2006, the number of international arrivals reached 842 million, for an increment of 4.5% over the preceding year. In terms of large geographical regions, Europe received 458 million visitors, Asia and Pacific 167.1 million, the Americas 136.3 million, Africa 40.3 million and the Middle East 40.1 million. All of these figures are provided by the World Tourism Organization. It is possible to envisage the financial sum of all these trips, which amounted to more than \$683 billion USD (available year: 2005).

The gross income of the destination (GID) is obtained by way of the collection of statistical data—directly, indirectly or both—and is calculated as the sum of total revenues of the tourist entities. Although it is occasionally of uncertain dependability, it is a relatively appropriate indicator to measure the economic effect of tourism on a destination. This can also be estimated by multiplying the average stay (in days) by the number of visitors and, in turn, by the daily average spending per visitor. Reviewing this latter formula, one can better appreciate the factors that affect the growth of revenue. From the point of view of extensive growth, an increase in physical quantities, the revenues by the destination will be greater the larger the number of visitors received and/or the longer the duration of their stays. From the point of view of intensive growth, achieved through greater efficiency, the revenue will be greater the higher the daily spending by visitors. For that, it is necessary to know what the visitors want, when and how they want goods and services, and to provide them with the opportunity to execute the personal expenditures that makes up the revenue for tourist entities.

Tourist demand

The first element of the demand is the motivation for the trip. The World Tourism Organization classifies motivations as: leisure, recreation and vacations, visiting relatives, religious trips; and travel for health, business and professional reasons. This classification has been enlarged by other specialists in the search for interrelations between motivation and its determinant individual or social factors. An example of aspects to include when researching intrinsic motivations or needs

to be satisfied by holiday trips, can be: to rest / relax, to live without tension; to enjoy the sun and a good outdoor climate; entertainment / to have a good time (daytime and nightlife); to meet people, to socialize; to enjoy a naturally attractive environment; to become familiar with new aspects and the culture of a place; to spend time with family or to visit friends; to stay in shape and keep up one's appearance. The attributes of the destination also influence motivation. For example, an idea can be obtained getting evaluations of the most important characteristics, which can also be done using surveys. If the activities that tourists want to participate in are included, we can obtain a clear indication of the aspects that the destination should prioritize if there is a desire to achieve a good tourist flow from a given generating market. All of this makes up the purposes of a visit, whether it be a recreational vacation or another type of tourism. The main question to emphasize is that today almost all tourist visits are multi-motivational or multi-purpose types — be it one person alone or, much more often, with a group.

The main criteria of segmentation of demand are geographical, socio-economic (age, sex, educational level, occupation, income, etc.) and physiographic segmentation (composition of the groups, time of the trip, duration, distance, means of transport, expenses in the generating and destination markets, form of lodging, etc.). The most modern super-segmentation method uses the statistical technique of achieving clusters (groups) in conducting demand studies that allow access to it more directly. These are based on surveys carried out with current and potential clients.

In the tourism field, the year is divided into tourist seasons (high, mid and low season). Tourist flows do not always occur at the same volume at a receiving destination. Just as vacations in many countries are concentrated in the summer or winter, arrivals also have a seasonal component. It is necessary to understand that two seasonal fluctuations exist: those of the generating countries and those of the receiving destinations. Within this, each market has its own seasonal fluctuations. All receiving destinations take measures to reduce these variations to the least possible extent and to make the level of arrivals "linear."

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WEB SITES

- World Tourism Organization: www.unwto.org
 Caribbean Tourism Organization: www.onecaribbean.org
 Caribbean Tourism Organization: www.onecaribbean.org

LECTURE N° 1.2

MAIN THEME: Resources, Attractions, Modalities and Tourist Products

Topics	Objectives
Tourism resources	<ul style="list-style-type: none"> • To know the concept of tourism resources and their classification. • To understand the limitations of the use of tourism resources. • To classify the natural and anthropic tourist resources, from different points of view.
Attractiveness and Modalities	<ul style="list-style-type: none"> • To understand the importance of the attractions and their types. • To appreciate the forms of defining tourism modalities and their importance.
Concept and classification of the tourism product	<ul style="list-style-type: none"> • To understand the complexity of the concept of the tourism product and its different facets. • To understand the tourist travel product and its development levels. • To understand the tourist facilities product and its development levels. • To understand the tourist territorial product and its development levels.

Tourism resources

Tourism resources are those elements of any geographical type that are used for pleasure on visits to a specific destination. The use of resources for purposes of tourism is limited by several conditions. Among those that should be considered are the physical safety and health safeguards that are offered to visitors, the carrying capacity or resistance of the resource used without being irreversibly damaged, and the need for its transformation into a tourism product while maintaining the integrity and authenticity of the site. Subsequently, it is necessary to establish them as tourist offers to achieve their commercialization.

The resources can be of natural origin or created by human beings (anthropic). Among the tourism resources of natural origin that stand out are the geomorphology (beaches, mountains and valleys, other aquatic media, etc.), landscape, climate, and flora and fauna. Natural resources have constituted the primary source of motivation for tourist travel. The largest group of recreational and amusement activities take place in the natural environment. Anthropic tourism resources (those created by people) are of two main types: those linked to society, history and culture, on one hand, and those linked to living technology, on the other. In terms of living technology, these are resources derived from the achievements of science and technology that can be made available to visitors at a tourist destination.

Attractions and Modalities

The “tourist scenario” is the combination of resources as a whole, in which the fundamental elements of tourism are expressed: the attractions. The main features denoting “attractiveness”—or the power of attraction of a place or activity—are their indigenouslyness, their unique and original character, variety, the knowledge and image tourists have of the attraction, as well as the distance from the point of origin.

The classification of attractions should be made in terms of several dimensions; among these being the property, its permanency (permanent sites or events), the power of attraction, and the type of attraction (natural or artificial - subdivided into reproducible and non-reproducible). Attractions can be combined with facilities (a hotel built in the heart of a cave) or with access to a site (the landscape from an overpass spanning a freeway).

Site attractions are referred to in this manner because they correspond to sites that invite visiting. These can be either natural or anthropic (human created) sites.

Event attractions correspond to occasional activities. These include sports events, cultural festivals and meetings (congresses, conventions, etc.) of varied character (scientific, social, political, etc.).

Transfer attractions exist because they have the double effect of transportation and visual enjoyment (panoramic elevators, cable cars, ski lifts, scenic buses,

etc.) and the emotion/sensation of enjoying an original means of transport from the past, a reproduction of such means, or modern means that are unusual in day-to-day life.

The attractions of activities are particularly important in 21st century tourism because tourists increasingly want to enjoy taking part in activities and, within this, there also exists a tendency to take part in active or participative leisure.

The best form of creating tourist flows is through publicizing the attractions. Natural heritage as well as cultural heritage plays a role of the first order, which is maximized when they appear on the World Heritage list. The concepts and protection of heritage are fundamental. UNESCO conventions (see bibliography) have addressed these, along with the maintenance of heritage attributes and values that constitute the attractions.

Starting from the classification of activities the tourist modalities are defined. They are also called "tourist products" or "tourist niches." The main, but not sole, modalities being developed at the moment are; Sun and Beach Tourism, Cultural Tourism, Nature Tourism, Congress and Convention Tourism, Sports Tourism, Business Tourism, etc.

Concept and classification of the tourism product

The tourism product is a concept that has had many meanings. For Kotler and others (1997:274) "a product is anything that can be offered in a market for the appreciation, acquisition, use or consumption that can satisfy a desire or necessity. It includes physical objects, services, places, organizations and ideas." However, studying it from the point of view of the process of tourism allows one to make another more complete classification: travel, facilities and territory.

The "travel" tourism product exists given that tourism "materializes" when tourist flows are established between points of origin and tourist destinations. The most general classification of travel can be made into three main types: the stay, touring and multi-destination. The products denominated as "travel" have, for presentation and tendering, a "medium" (paper or computer generated) that represents future services to be received. According to the complexity of their composition, these are ranked in five development levels: low (simple services like transport tickets); semi-low (added services, such as hotel accommodations plus flight); medium (excursions); semi-high (reception services at the destination, e.g. all the main services less transport from the point of departure to the destination) and high (inclusive travel to and from the departure point or "package tourism").

The "facilities" tourism product refers to all those places, events or entities that provide attractions to motivate visits or where services and products are offered that facilitate the stay. Facilities therefore embrace all of the types of establishments that satisfy the visitor's basic, experiential or spiritual needs, and where they carry out the activities that prompted their trip.

The classification of a territorial tourism product, as in the case of facilities, can be developed as products over time or be created quite quickly with a complex conformation. For these, the levels of development, which always conform to the complexity of their composition, can be classified as: low (a tourist complex); semi-low (a tourist area); medium (specific destination); semi-high (a national tourist region) and high (a country destination).

The integrated tourism product is the specific destination where all the other classifications of tourism products are integrated: facilities, attractions, modalities and travel. According to Howie (2003:1) "the management of destinations must respond to the reality that the destination is much more than the sum on its parts and contributes positively to the synergy that can emerge when the components work jointly in full harmony."

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- Specialty Travel: www.specialtytravel.com

LECTURE 1.3

MAIN THEME: Quality of tourist destinations

Topics	Objectives
Quality of the journey and quality of the destination	<ul style="list-style-type: none"> • To understand the concept of tourism quality and its practical importance • To evaluate the process of quality from the issuing market. • To differentiate the perception of quality of the destination.
Quality of the facilities	<ul style="list-style-type: none"> • Identify the key factors of the quality of the attractions • To understand the methods for measuring the quality of entities
Quality as a factor in competitiveness	<ul style="list-style-type: none"> • To understand the key factors for the success of destinations. • To evaluate the principal actions to ensure the quality of the destination.

Quality of the visit and quality of the destination

The quality of the visit begins to be evaluated when the potential customer faces the prospect of paying for it. It begins with their own “image” of the destination country and/or of the specific destination site. This forms in the minds of potential visitors based on previous experiences (if they have had them), the influence of the mass communications media, communication with family and friends, as well as on the messages put out by the entities themselves or information from commercial interests (from the generating market or the specific destinations). The perception of the quality of the attractions (or tourist activities associated with the destination) is an even more complex process because the information available in some cases is insufficient, and in others not easily accessible.

Given the WTO’s focus on quality¹, it is important to highlight the need to consider the interests of the local population in the development of tourism; if this is not taken into account, visitors can be rejected by the local population, resulting in the total discrediting and negation of the “quality” obtained. The viewpoint of the tourist therefore converges with the evaluation of quality on three differentiated levels of the product — these being: the quality of the journey, the quality of the destination visited and the quality of the installations (the facilities and attractions).

The price-quality relationship depends on a comparison of factors: how much does a similar visit to another destination cost or how much does the “tourist lifestyle” cost in terms of the cost of daily life? This

requires the specific destinations to provide superior marketing information (in terms of the quality) —as pointed out by the WTO— but also necessitates the monitoring of the actions by all entities that affect the process of making the decision to purchase a visit to the destination.

The quality of transportation from the point of origin to the destination (commonly by air) has no bearing on the quality of the destination; clients distinguish this as an independent transaction. However, the selection that the travel agent makes does indeed affect the decision to visit a destination. This is the case when many stopovers are used (for technical reasons or to change passengers) in instances where destinations are far away from the generating market.

The specific destination is a product that has no “price” (what costs is the journey). However, it has quality; and visitors clearly appreciate the quality of the destination immediately upon their arrival. At that time, visitors get their “first impressions” (based on their reception in ports and airports, the need to change vouchers due to agreements between entities, the lack of clear and visible information at all times, etc.). Nonetheless, the quality of the destination is measured across the whole tourism product. When an evaluation is made of the relationship between what was expected and received, as a whole, we are in the process of measuring quality.

Quality of the Installations

To ensure the quality of the attractions and facilities, companies should guarantee the quality of the services they offer, harmonizing the internal and external points

¹ WTO web site www.world-tourism.org “Quality Standards.” Taken 06/14/03.

of view of the customer. Additionally, agencies should maintain the necessary ethical posture with regard to social and environmental issues, which are also greatly valued by customers. The quality of the attractions is determined by the site's own factors, which indicate its "degree of attractiveness" and the degree of care and conservation that they present, as well as the quality of services that are rendered in them, if this is indeed the case.

As for the quality of the facilities, each type of company has its own parameters for measurement. For analyzing the concepts of quality and the consumers' satisfaction with the services provided, there are four instruments that are the most important. The first is the Importance-Performance Analysis (IPA) method, which indicates the relative importance of several attributes and the performance of the company, product or destination. This is also useful in identifying areas that need improvements in quality. In second place there is the SERVQUAL tool, developed in 1985 by Parasuraman and others. This method appreciates the concept of perceived quality and reflects the differences between the expectations of services and the perceptions about those delivered. The third tool, SERVPERF, from 1994 (Cronin & Taylor), considers that only the performance of the entity is the measure of total quality. More recently, in 2004, Hudson and others presented a variation that consists of applying "importance" to the traditional SERVQUAL concept, designating this as SERVQUAL-IMPORTANCE.

Other instruments used are interviews and informal contacts with customers, suggestion boxes, complaint books, listings of attributes and qualities perceived by each market segment, cause-effect diagrams and studies of competitors (benchmarking).

The achievement of quality by the entities does not mean that errors or defects do not exist; however, what is most important is to recover the appropriate level of services in the shortest time possible. There are good examples of how to achieve this (see Lewis & McKann, 2004).

Quality as a factor of competitiveness

Quality is a factor of competitiveness of tourist destinations that is always seen in its double sense: as a strategic weapon and as a basic form of efficiency in economic relations. To achieve success in terms of quality, destinations should ensure that the following key factors are fulfilled:

- Customer satisfaction throughout the entire process
- Hospitality, personal recognition and treatment that pleasantly surprises the customers
- Anticipation of needs and delivering on what is promised, or more

- Customers should always feel they are in a "safe harbour" and not have unpleasant surprises.
- Attractions that are authentic and offer high-impact experiences
- Show, with facts, sensitivity to the heritage site in general and to their natural, social and cultural-aesthetic environment.

The principal actions that a destination can take to improve its quality are: to undertake the ongoing development of attractions demanded by each market, and to offer services capable of satisfying the most demanding customers. To this is added the necessity of sustaining an ongoing analysis of the unsatisfied demands of current customers. It is also necessary to continuously study the problem of the minimum and the optimal sizes of the destination, to prevent overloading the carrying capacity and to maintain profitability in the business. The conservation (or improvement) of the image of the destination should be prioritized, through actions at the destination as well as monitoring the sales activity of the issuing markets. Finally, there must be organizations that promote the destination and provide information about it (convention bureaus and meeting planners, visitor information offices, etc.) as well as those that facilitate visits, such as territorial reservation centres.

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LECTURE No 1.4

MAIN THEME: The impacts of tourism

Topics	Objectives
Origin of the impacts of tourism	<ul style="list-style-type: none"> • To understand the intrinsic characteristics of tourism as impact generators. • To identify the main indicators for evaluating the impacts of tourism. • To understand the logic of concerted action to minimize negative impacts through control mechanisms
Economic impacts of tourism	<ul style="list-style-type: none"> • To understand the economic effects of tourism: positive and negative, direct and indirect, in their external and internal framework • To understand real estate valuation, the increase of land and property prices • To approach the evaluation of the economic impacts of tourism in the Caribbean
Physical-environmental impacts of tourism	<ul style="list-style-type: none"> • To understand the causes of the physical and environmental impacts of tourism • To identify the principal negative and positive effects of tourism on the environment
Socio-cultural impacts of tourism	<ul style="list-style-type: none"> • To identify the socio-cultural distortions from the impact of tourism • To evaluate cultural damage generated by tourism • To understand the negative effect that tourism has on vulnerable sectors. • To understand the phenomenon of gentrification

CONTENIDO DE LAS MATERIAS

Origin of the impacts of tourism

It is recognized that the development of a new activity or the extension of existing ones in an area inevitably brings with it a series of positive and negative impacts. If this process occurs in the absence of planning and control, it tends to cause harm, and damages the natural, cultural and social dimension.

Tourism, be it new or expanded, is an activity that generates impacts because it is part of the concept of commercially exploiting the attractions of certain places and is a great consumer of resources, such as water, energy, land, etc.

For this reason its evaluation is necessary in order to determine if the benefits outweigh the costs, and if the transformations that take place because of tourist activity irreversibly damage the heritage, culture, society or the environment.

To convey the importance of the appropriate tourism management of heritage sites, to reduce the negative effects and to promote/consolidate the positive ones constitutes the key challenge. Therefore, the control of possible impacts must be sought, based on the cohesion and political will of each of the actors that are involved in the development of tourism.

Economic impact of tourism

Tourism is recognized as an efficient motor of economic development able to generate employment, modernize the infrastructure, stimulate other productive activities, increase the value of local resources and equalize the national balance of payments.

Tourism produces diverse economic effects, both direct and indirect. The former is related most to the revenue that tourism generates through the

commercialization of the destination, and of the products and services to travel companies and agents. The indirect effect tends to be understood as the flow of money that circulates among other actors outside of the tourist industry who are nonetheless connected to the functioning of that activity.

In the chain of other economic effects can also be found: imports necessary to offer tourist services, commission from travel agencies, investments, promotional campaigns, etc. Likewise, the generation of employment, the development of new functions, the creation of economic clusters, the articulation of new financial sources and instruments are effects that accompany the development of tourism. In specific countries of the Caribbean, tourism accounts for 30 to 50 percent of the Gross Domestic Product and generates nearly 20 percent of all employment.

A gradual change in the values of real estate of tourist heritage also occurs, as well as increases in the prices of land and other properties. This process of increasing value constitutes a potential source of income for local governments through fiscal policies or other financial and regulatory instruments. At the same time, this process brings about negative impacts activating speculation and corruption; and with this process comes the displacement of inhabitants and operations by others with greater financial capacity or power.

To better understand the economic impact of tourism we must study the following elements:

- Sectoral development.
- Inter-sectoral development and multiplier effects in the economy.
- Employment generation and redistribution of the income through the work factor.
- Regional development.
- Influences on the balance of payments.
- Generation of fiscal income.
- Modification of the consumption structures.
- Impact on prices.
- Effect of tourism on imports and exports.
- Impact on investment.
- Effect on the monetary supply.

The world growth of tourism is evident, and the concerns about its negative effects have determined a growing awareness on the part of authorities and the diverse agencies of society. In this way, a new moment has been recognized for deepening the study and evaluation of its impacts. This employs a range of methodologies, as there is no single instrument to make such an analysis

Physical-environmental impacts of tourism

It is recognized that excessive tourist exploitation is directly affecting the urban and rural / built up and natural environment. For the Caribbean, added to the effects of the tourist sector, is the rising sea level due to global warming, a process that is disturbing the natural circulation of oceans, causing the loss of biological productivity and damage to marine ecosystems.

Experts recognize that the development of tourism is affecting the marine reefs, of which 58 percent around the world are considered to be endangered. Another clear expression of tension and difficulty is the consumption of drinking water on the part of tourists, who use more than ten times the amount of water consumed by a resident of the Caribbean islands .

From the point of view of physical space, land constitutes a key resource, which is where tourist attractions and their facilities are located. The absence of a proper land use planning system—which prevents urban deterioration and protects monuments by limiting or restricting actions in the areas of heritage interest— has generated incompatible uses, the loss of accessibility and has damaged the visual quality. Architectural degradation, infrastructural overloading, imbalances in funding and services, traffic congestion, etc. are the main types of damage.

From the environmental point of view, the greatest problems for the Caribbean are in the poor administration of water resources and solid waste, and in damage affecting the coastal environment. To these can be attributed negative and irreversible impacts such as the deterioration or total disappearance of natural sites to make space for the tourist infrastructure. This results in the erosion of beaches, the contamination of water and damage to natural ecosystems like swamps, coastal lagoons and dunes.

An essential effort must be made to analyze and evaluate the impact on water resources and energy, on pollution and waste. It is essential to develop strategies and actions to promote the protection of natural parks, marine resources and other ecological areas.

Socio-cultural impact of tourism

Tourism, as an activity, can promote an understanding of the historical and cultural distinctiveness of a community, of its tangible and intangible heritage, contributing to the rehabilitation and conservation of monuments, buildings, historical sites, customs and traditions, etc.

It is necessary to understand that the impact of tourism on culture and the population is perhaps one of the most difficult aspects to identify and measure. With the development of tourism, social relations are established between residents and visitors, bringing into contact different socio-cultural values — be they religious, lifestyles, behaviour, customs or others. New forms of communication are introduced modifying the norms and order of the locality. The evaluation of the impact of tourism and the definition of actions that reduce its adverse social effects is facilitated through the study of the population's perception and the degree of acceptance of tourism.

High risks occur when the cultural exchange is generally reduced to the scenic representation of traditions and cultural attractions that lack patrimonial value and spontaneity. The risk of de-culturalization must be faced, the weaker culture is made to disappear —usually that of the receiving community—by the stronger. The development of tourism can also facilitate the diffusion of stereotyped images, curbing all possibility of cultural exchange.

Another risk of tourism in places that are declared cultural heritage is that of so-called “gentrification”, the effect on real estate values and misguided urban and social policies. These destroy and modify the social fabric, forms of coexistence, customs and the sense of ownership. The values of human communities that previously prevailed are substituted for those of other groups and social classes considered power elites.

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LECTURE No 1.5

MAIN THEME: Tourism, Economy and Sustainability

Topics	Objectives
Tourism and Economic Development	<ul style="list-style-type: none"> • To identify tourism as part of the Global Economic chain • To recognize tourism as a development option • To identify tourist investment policies and their multi-sectoral development effect • To understand the behaviour of tourism investors at home and abroad, public and private
Economic sustainability of Tourism	<ul style="list-style-type: none"> • To understand the concept of economic sustainability of the tourism industry • To understand the links and separations between economic-social-environmental profits • To identify sustainable projects within tourism and foster development alternatives

TOPIC CONTENTS

Tourism and Economic Development

Tourism is one of the most dynamic Global Economic Chains and demonstrates a clear process of internationalization that presents development strategies and the exploitation of various tourism economic assets in diverse regions and countries. Nevertheless, the global chain maintains a high level of efficiency through the functional integration of its activities and main components. In this context, it is essential to understand the behaviour of tourism flows worldwide, its structure and the space it occupies within this global chain.

This complex process extends from design to the basic production of tourism services and demands a constant renewal of the sector's infrastructure, supplies, communication modes, marketing, learning and innovation; all the time generating new alternatives for its development. Understanding the rules of the game of this global chain will help certain actors and countries to first insert themselves into this chain; and then ascend within it.

Tourism continues to be an important development prospect on a global scale. Tourism revenues surpassed \$680 billion USD in 2005 and \$723 billion USD in 2006 making it one of the largest sectors of international trade. This performance is equalled in the Caribbean, where tourism represents between 30 and 50 % of the GDP, and absorbs almost 20 % of the workforce.

The role of tourism is not only illustrated by macroeconomic behaviour. At a local level, it helps to activate economic processes, improving the situation of unequal wealth distribution by creating jobs, and improving coordination between sectors and previously nil or weak economic activities. As a development option, it promotes new alliances and competition between domestic and foreign actors. For this reason, tourism requires a sound investment policy that fosters multi-sectorial development, an aspect that entails the efficient performance of governmental entities. Tourism is an inductor of several economic sectors that provide it with goods and services such as transportation, energy, food, construction, insurance, etc.

However, its success as a development option relies on the ability to coordinate and combine different actions and initiatives between international and national investors, and between public and private investors. As a development option, tourism helps to generate revenue and earn foreign currency; as such, it requires a framework to foster investment and business.

This continuous process allows the site, city and country to encourage and carry out investment in infrastructure and communications technology, thus generating better national, regional and international accessibility with clear short and mid-term economic impacts.

Tourism development also promotes growth in the informal economy, bringing about complex and contradictory financial processes and flows. The informal economy creates jobs; however, its poor economic-spatial organization, low level of added value and lack of legal recognition can also generate negative effects on tourism and the locality.

Economic Sustainability of Tourism

Sustainability is based on the search for development alternatives that help reduce the negative effects of tourism on the environment and society, assure greater diversity of tourism, and, above all, harmonically integrate the needs of tourism with those of the local population. The economic sustainability of tourism seeks to achieve compatibility between economic development and the conservation of natural resources, and an increase in equity and social justice.

Experts acknowledge that financial analyses in the interest of profits have been given priority over those related to social and environmental benefits. This conclusion gives rise to the need for tourism sustainability, even more so in the sector of heritage. The discussion of sustainable development strategies in tourism helps promote development initiatives in a more balanced, comprehensive and harmonious way; thus producing more integrated and long-term patrimonial, economic, social and environmental benefits.

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- World Bank Development Communication Division, www.worldbank.org/developmentcommunications,

LECTURE No 1.6

MAIN THEME: Tourism in the Caribbean

Topics	Objectives
Evolution of tourism in the Caribbean	<ul style="list-style-type: none"> •To learn about how tourism functions in the region. •To identify tourism dependencies.
International Tourism Organizations in the Caribbean	<ul style="list-style-type: none"> •To present the main tourism organizations: The Caribbean Tourism Organization and The Caribbean Hotel Association.
Heritage and tourism in the Caribbean	<ul style="list-style-type: none"> •To identify World Heritage Sites in the Caribbean. •To evaluate the success of tourism in the Caribbean.

TOPIC CONTENTS

The Evolution of Tourism in the Caribbean

The Caribbean, a region made up of the countries on the Caribbean Sea, is a typical sun and beach destination that has been called "the beach resort of the Americas." Its ethnic origins go back to the mixtures or coexistences between Europeans (Spanish, British, French, Dutch, etc.) and people of African origin. In recent centuries, there has been emigration from other continents, especially Asia. Caribbean economies were traditionally based on agriculture; however, between the First and Second World Wars tourists began to make their way to the islands in search of a getaway symbolized by the beautiful beaches. From the 1970s up until the end of 20th century, the Caribbean as a whole underwent a significant development of its tourism industry, sustained by the hospitality of the Caribbean people, the safety afforded, beautiful beaches and natural sites, as well as its cultural heritage.

This development was marked by a growth in hotel capacity and the increasing importance of "all inclusive" hotels and resorts. The industry has also featured a sustained increase in the number of visitors (both as tourists and aboard cruise ships). In 1995, 14 million tourists visited the Caribbean; by 2005, this number had grown to close to 18.9 million.

In 2006, the Caribbean received 19.5 million tourists, a 3% increase over the previous year. This figure represents 3% of international arrivals worldwide and resulted in an economic upshot (calculated according to gross revenues of the destinations) of nearly \$20 billion USD. Individual figures are important as some countries

were affected by cyclones and other adverse weather phenomena; some were able to take advantage of their affordability, offering relatively cheap services for Canadians and Europeans; and others improved by increasing their airport capacity; etc.

As the UNWTO reported in 2006: "Among the islands that registered a growth higher than 10% are Anguilla (+19% up to October), Bermuda (+10% up to November), the Cayman Islands (+59% in 12 months), Granada (+22% in 10 months) and Jamaica (+14% in 12 months). The growth recorded by Jamaica corresponds with an increase in its air coverage; although, as has occurred in other Caribbean islands, growth is also directly related to losses suffered in Mexico due to Hurricane Wilma. Tourism growth in the Cayman Islands and Granada came on the heels of depressed figures in 2004 and 2005 due to tropical storms that, fortunately, did not affect the region in 2006. The number of arrivals to the most visited Caribbean islands continues to rise in the Dominican Republic (+7%) —primarily from the US— and in Puerto Rico (+2.4% during the first nine months), but not in Cuba (-4%). The number of arrivals in Cuba has decreased due to a decline in demand in some of its main issuing countries, especially Spain, Italy and Germany."

The United States is the largest issuing country of visitors to the Caribbean, followed by Canada, and several European countries (France, Germany and Spain, among others). Currently, the Caribbean is the main destination for cruise ships worldwide and is predicted to remain this way. Passenger spending, with some variations according to destination,

breaks down as follows: 61 % on purchases, 19 % excursions, 13 % food and 7 % on gambling and other attractions.

Three significant aspects that can be considered as country dependency factors in relation to tourism in the Caribbean are: economic dependency, climatic dependency and commercial dependency. In relation to economic dependency, tourism is an essential sector in the majority of economies in the region: it provides foreign currency, generates jobs and attracts investment capital. Gross tourism revenues for the Caribbean as a whole represent around 25 % of the region's Gross Domestic Product.

Tourism plays an important role in the overall domestic economy in Cuba, the largest and most populated island in the Caribbean; however, this dependency on tourism, in the smaller islands, with less land and human resources, is even greater. In these smaller countries (as well as in some of the larger ones) tourism has become the main engine for economic growth. Nevertheless, an excessive dependency on imported goods for the development of the tourism industry results in a less than optimum net economic benefits. Several Caribbean countries import construction materials, consumer goods, and durable goods. In addition, international hotel chains also result in the outflow of capital for debt repayment and other sums (such as profit payments).

Climatic dependency is related to the fact that the Caribbean is a region affected by tropical storms on an almost yearly basis, a situation that has been exacerbated by global climate change. Making matters worse is that the Caribbean Basin countries, with a few exceptions, are more vulnerable to these natural phenomena, because they have less disaster preparation and rapid recovery mechanisms in place.

Commercial dependency is a result of the excessive use of distribution and intermediary channels for tourism in the Caribbean. Traditionally, the region has depended on localized intermediaries in foreign countries to sell tourist packages in the main international markets. It is estimated that this activity accounts for 75 % of all sales. The power of these distributors has been growing proportionately to vulnerability in the Caribbean, due to the operations of travel agents who also sell packages to other destinations which compete with the region.

International Tourism Organizations in the Caribbean

The two most important organizations are the Caribbean Tourism Organization (CTO) and the Caribbean Hotel Association (CHA). The CTO is made

up of regional governments and tourism companies. Its main activities are gathering statistics and carrying out research projects and studies on tourism in the Caribbean.

The CHA groups together the main hotels, both chains and independents, and protects the business interests of its members.

Heritage and Tourism in the Caribbean

The Final Declaration of the Third Summit of Heads of State and/or Governments of the Association of Caribbean States held on Margarita Island, in December 2001, states: "We recognize the cultural heritage of the Greater Caribbean as a powerful promoter of unity and we reaffirm the importance of protecting and promoting our cultural identity." This acknowledgement is very important for the future of tourism in the region.

The Caribbean region has been gradually adding to the activities of the declaration and convention concerning the protection of World Natural and Cultural Heritage Sites. The world heritage list includes 19 Caribbean sites up to 2007. Course participants must check the updated Caribbean World Heritage list, as it is constantly changing. It is evident that the patrimonial heritage of the Caribbean has the potential to increase greatly the flow of tourists through other tourism modalities such as cultural and ecotourism.

The success of tourism in the Caribbean depends on many combined factors: to its wealth of natural and cultural heritage can be added the traditional charm of its beaches and people, the consensus that it is a safe tourist destination and its proximity to important issuer markets. It can be said that, "The Caribbean is a developed tourism destination, with great promotion and a well established brand name. Its historical, cultural and commercial links are very well known. However, as a result of changes in demand and in the expected increase in offers, the Caribbean tourism product will probably face many challenges in the main markets and will have to undergo a process of restructuring." While undergoing these adjustments, it will be important to take into account changes in the behaviour and attitude of tourism workers as well as the structure and financial capacity of the national agencies devoted to the development and promotion of tourism. The role of the tourist agency must change to take on a greater role in promotion, whether the office is located inside or outside the region. Furthermore, staff must be trained to play a more specialized and active role in product design and promotion abroad, and managing information more efficiently. In the future, which is already the present, it is important to pay more attention to topics related

to the adaptation of tourism management systems and the training of the corresponding personnel.

At the same time, the proliferation of non-Caribbean produced material in the tourism sector and its influence on local economies and populations must be analyzed; this applies both to hotel chains and the main air and sea transport companies.

The strengthening of the Caribbean as an important socioeconomic unit, and as a biologically rich and diverse region with extraordinary attractions, unique cultures and warm human qualities requires a strengthening of the bases of sustainability and intraregional cooperation in many different contexts. In summary, Inter-regional Cooperation and Sustainable Tourism Development are the main priorities of the Caribbean countries with the objective of mitigating the aforementioned patterns of dependency and achieving a successful tourism industry.

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Caribbean Tourism Organization: www.onecaribbean.org

Caribbean Hotels Association: www.caribbeanhotels.org

Caribbean Heritage Sites: www.unesco.org, www.whc.unesco.org

LECTURE No 2.1

MAIN THEME: Heritage as a tourist product

Topics	Objectives
Heritage as a tourist product	<ul style="list-style-type: none"> • Learning how cultural and natural heritage can become a tourist product. • Identifying the components of heritage as a tourist product.
Classifications of heritage as a tourist product	<ul style="list-style-type: none"> • Learning the ways in which the different classifications of heritage as a tourist product can manifest themselves. • Identifying through examples different ways of appraising heritage as a tourist product.
Heritage as an integrated tourist product	<ul style="list-style-type: none"> • Recognizing the importance of turning heritage into an integrated tourist product.

CONTENT OF THE TOPICS

Heritage as a tourist product.

The concept of product is polemical among experts in the field. Yet, in one way or another, they all agree in defining it as a set of tangible and intangible offers designed in such a way that they can be sold, satisfying the expectations of tourists. The product is made up of three basic components: attractions, facilities, and access. The attractions are the key elements since they are the ones that lead to the trips, for tourists travel in search of new experiences and value highly the chance of enjoying singular, authentic and unique attractions. They are grouped under site attractions and event attractions. The facilities are the services and products that meet the needs of tourists during the stay, while access consists of the means, processes and transportation actions that guarantee the movement of the tourists from their place of origin to their destinations and within them.

The concept so outlined helps us understand that the heritage has three basic forms of integrating into a tourist product: as an attraction, as a facility, and the combination of both.

Heritage, be it cultural or natural, is in itself a tourist attraction as it includes buildings and monumental urban areas, exceptional natural landscapes and unique cultural events. This has been reinforced in recent years by a tendency in the demand to visit places of historical, cultural or natural interest and to want a diverse offer that in addition to the traditional resources (sea and sun) should include the enjoyment of autochthonous cultural values.

The use of heritage as a tourist facility has a wide spectrum, linked especially to services such as accommodation, food, entertainment and other complements. This form of association with the tourist activity is considered to be the chief way for constructed heritage that is not a tourist attraction per se to be restored, while the recovery of the investment is guaranteed as well as the generation of new revenues, contributing in so doing to the renovation of other buildings not meant for tourist usage.

The use of the heritage as attraction and facility is in line with what was expressed above. Studies conducted on the motivations that lead to travel suggest that the tourist product be classified by associating it to the ways in which the attraction is consumed and enjoyed.

Classifications of the heritage as a tourist product

In the classification of the 'trips' tourist product, the cultural heritage can be present in Routes or circuits that connect attractions of similar anthropic characteristics and allow for the designing of a product that can satisfy the expectations of a select clientele. In the case of the Caribbean, for example, routes could be designed for visits to the colonial fortresses that are preserved in many of the countries of the area. The design of these routes is generally not limited to circuits but in many instances it can also promote multi-destination travel, by including not only several countries of one given region but even several regions of the planet.

When heritage is associated with the 'facilities' tourist product it refers to sites, events or buildings of heritage value. Buildings connected to tourist functions are almost always used for accommodation or restaurant and bar services. An example can be found in the chain of inns (Paradores) in Spain, the hotels and restaurants of Old Havana's historic center or the numerous places used for this purpose in the United Kingdom. Without disregard for the values that those buildings can have, generally the motivational element for the trips, the greatest attraction, lies in the cultural landscape inside which they are located. When motivation for the trip lies in the buildings themselves (the Eiffel Tower, the pyramids of Egypt, the Acropolis of Athens, Cuzco, etc.) these hardly ever feature tourist facilities, only minor ones, for the monuments' patrimonial values should not be allowed to be affected by the tourist use. There is a marked tendency lately to develop events or activities in which tourists can participate in places of patrimonial value. It is understood that the chief motive for tourists to come, these days, is to experience and enjoy the attraction combined with activities.

When the heritage is classified as a territorial or 'site' tourist product it is associated with historic, cultural or natural sites featuring values of special significance or which have been declared Heritage by UNESCO. As a rule, clients choose one destination for their trip; in the case of heritage sites, the motivation is frequently the site as a whole and not a given building or geographical feature in it. In general, as is the case with many places, areas rich in tourist activities end up becoming products or are turned into products in a short span of time using a combined approach. There are many cases of areas or sites of patrimonial value that are marketed as a 'site' tourist product. In the Caribbean region, where 19 places have been declared World Heritage sites, some can also coincide with tourist offers being marketed—Trinidad and its Valley of the Sugar Mills and the historic center of the Old Havana, for instance.

Heritage as an integrated tourist product.

Understanding heritage as an integrated tourist product is the best way of associating it to tourist activity. It is very important to follow closely the planning policies and development programs to guarantee, from the beginning, strategies that allow for a balanced management of this unusual combination. While meeting the tourist demand it contributes to the preservation and restoration of the heritage, i.e. a sustainable model of tourist management of the heritage.

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LECTURE No 2.2

MAIN THEME: Development and launching of tourist products

Topics	Objectives
Turning resources into tourist products.	<ul style="list-style-type: none"> • Learning the different steps needed to turn a resource into a tourist product. • Recognizing the relative importance of every stage of analysis and the importance of the overall result of the proposal.
Development and launching of tourist products.	<ul style="list-style-type: none"> • Recognizing the importance of a clear and precise definition of the product we want to create. • Awareness of the need to conduct interdisciplinary studies, with different levels of scope, for the creation of new tourist products.

Turning resources into tourist products

The launching of new tourist products must have at least a minimal level of “novelty” that guarantees an absolute differentiation from the competitors. But introducing new products is a process that can be complex, especially when it involves investing not only to expand a company’s portfolio of products but also to attain a comprehensive development with social objectives on a larger scale. To achieve this, it is necessary to assess the possibility and need to establish cooperation that allows for an effective inter-related development among the three types of tourist products thus far defined: trips, facilities and territories. The best sequence recommended is working with the territorial tourist products in parallel before considering launching isolated products. Another element is to strictly consider the different regulations limiting and protecting the use of heritage; these are indispensable in analyzing any development proposal.

Therefore, the launching of products that entail interventions in heritage sites, large investments in architecture or infrastructure work, with their associated high risks and expenses, demands multidisciplinary studies thorough enough to avoid failures in any direction.

Most of the authors consulted define the process of launching new products as consisting of the following stages:

- Diagnosis of the condition and values of the site.
- Generation of ideas.
- Selection of ideas.
- Development and evaluation of the concepts.

- Marketing strategy
- Financial analysis.
- Development of the product.
- Market trials.
- Commercialization.

Development and launching of tourist products

To design a new product it is indispensable to have a clear definition of the objectives as well as constant feedback regarding the results of the different analyses at each stage during the study, so that decision making is reached after having conducted complete iterations in every phase of the study.

The definition of objectives, although specific for each type of product and level of development of each, must make sure it blends the interests of the different sectors of the economy and society. It must also ensure that the investment of capital is profitable; jobs are created; the effect on society, heritage and the environment is minimal; and the product created meets sustainability standards.

The methodological bases (feedback and iterations) concern the analysis at the different stages (Diagnosis, Proposal, Evaluation and Decision), done using various levels of in-depth studies (Concept and Design, Opportunity, Pre-Feasibility, Feasibility). The aspects included in each stage of analysis vary according to the scope and type of the specific tourist product being designed. Following are the most common stages:

Diagnosis: The chief objective of this phase is to have a clear idea of the object of study and based on it, “to identify business opportunities” so that the products

to be developed or launched can be outlined. Different types of analysis are conducted:

- **General Analysis:** (focused on the level of utilization and impact) historic, socio-cultural and environmental.
- **Market Analysis:** current and potential clientele, analysis of preferences, general competitive situation, general benchmarking, and analysis of demands not satisfied.
- **Technical Analysis:** natural, heritage, cultural and other resources and their possible use in tourism, existing laws and regulations regarding the protection and use of the resources, inventory of existing facilities, situation regarding access, technical networks, availability of consumables, human resources and their use.
- **Economic and Financial Analysis:** economic results obtained by similar products and financial problems that may have to be faced.
- **Social and Political Analysis:** healthcare, living and educational conditions of the local population. Political stability and willingness to implement new proposals.

Proposals: This phase is made up of the set of projects or works of different scopes, implemented from the simplest level (opportunity studies, with preliminary ideas) to the most detailed one (feasibility, with executive plans). When drafting the proposals, consideration must be given to, among other things, the results of the analysis conducted in the diagnosis stage, the proposals made by different entities in charge of territorial development, "entrepreneurial intuition" or the experience of executives and those derived from similar proposals (preferences, benchmarking, etc.). It is here that the process of selection of ideas takes place, narrowing down the number of solutions initially thought up and influencing the definitive design of the products to evaluate.

Evaluation: The evaluation of the proposals is the part of the process that should more rigorously understand that the business, and even personal interests must be subordinate to the results of the viability analysis.

- **Commercial Viability:** Evaluation of the attractiveness, authenticity, uniqueness, multiplicity of activities and quality, estimation of the clusters / segments and volumes of activity foreseen, competitive situation of the proposal.
- **Technical Viability:** Evaluation of impacts, possible use of technical networks or need to invest in them, carrying capacity indicators, possible transformation and use of the heritage spaces, existence and quality of access.
- **Economic Viability:** Estimation of the costs of investment, estimation of the sales and profits.
- **Financial Viability:** Cash flow. Current net value

and internal rate of return. Rate of return of the investments. Financial sources and their impacts.

- **Organizational Viability:** Setting up of enterprises or other entities. Integration with the local government and administration systems.
- **Socio-Political Viability:** Integration with other local development interests, level of acceptance within the local population. Training of the different actors.

Decision: The decision can be made at any level of the analysis to continue with the study of any of the projects considered in the proposals, whenever evaluation elements so suggest. The results being obtained may lead to reconsidering the design of the proposed project (or any of its elements). Feedback may generate a "cut" in the process, forcing the start of a new iteration at the point where the change took place and resulting in a proposal that attains the best balance among all the factors involved.

There are two interesting conclusions. One of them shows that perfecting the multidisciplinary analysis provides a guarantee for the future success of the tourist products launched. The other shows that the only limit to the setting and designing of new tourist products is creativity.

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LECTURE No 2.3

MAIN THEME: An approach to cultural tourism

Topics	Objectives
Conceptual approaches to cultural tourism.	<ul style="list-style-type: none"> • To identify the conceptual approaches to cultural tourism and their significance in relation to the link between heritage and tourism. • To raise awareness about the importance of adopting a definition for the study and management of cultural tourism. • To present the main institutions linked to the regulation and study of cultural tourism.
Cultural tourism demand.	<ul style="list-style-type: none"> • To understand the complexity of cultural tourism demand and its influence on the tourism management of heritage. • To identify the profiles of the various categories of cultural tourists.
Cultural tourism products.	<ul style="list-style-type: none"> • To learn about the characteristics and typologies of cultural products. • To identify the differences between the cultural product as the focus of tourism or as a complement to basic tourism. • To understand the key success factors of the cultural tourism product.
Tourism indicators and trends of cultural tourism.	<ul style="list-style-type: none"> • To assess the scope of the cultural tourism market by way of its main indicators. • To identify the position of cultural tourism within the current tourist industry. • To analyze the reasons for the extraordinary growth of cultural tourism. • To learn about the main issuing markets and destinations of cultural tourism.
Cultural tourism in the Caribbean.	<ul style="list-style-type: none"> • To discuss the current state and potentials of cultural tourism in the Caribbean. • To promote a debate about possible cultural routes that link various Caribbean destinations.

Conceptual Approaches to Cultural Tourism

Embarking on a journey to learn about different cultures is a tradition that goes back to before the emergence of tourism as an economic activity. For example, trips to the Olympics in Ancient Greece or to theatre shows in the Roman Empire and the journeys of Marco Polo. To understand the phenomenon of cultural tourism, it is necessary to start from the analysis of the evolution of the terms culture and tourism and their historical links.

Currently, cultural tourism is one of the most direct forms of heritage revaluation and one of the most important categories within tourist demand. Numerous institutions have formulated their approach to this type of tourism, developing statements and resolutions that

set down guidelines for the administration of heritage for tourism. As such, it is important to learn about the work of the World Tourism Organization (WTO), UNESCO, the International Council on Monuments and Sites (ICOMOS), the European Association for Tourism and Leisure Education (ATLAS), and documents including The Mondiacult Declaration, The World Conference on Cultural Policies (1982) and The International Cultural Tourism Charter (especially the 1976 and 1999 versions, with important changes in the way the relation between tourism and heritage is interpreted).

The existence of two different definitions, a long and short version, both stated by the World Tourism Organization (WTO), demonstrates the complexity of cultural tourism.

Cultural Tourism Demand

The diversity of motivating factors for the demand for culture and the different ways of consuming it explain the variety of conceptual approaches and the heterogeneity of cultural tourism as a product. Therefore, it is essential to identify the categories of tourists we are addressing when designing a model of heritage management based on cultural tourism.

The profile of the culture tourist is very diverse, not all culture consumption is related to trips where culture is the main incentive. In relation to this, two general categories have been proposed that could be called direct and indirect cultural tourism. The lesser category, direct cultural tourism, is identified as the type of tourist sought after by all heritage sites, whose main travel objective is to enjoy a cultural product. The general profile of this category is young, educated people with professional links to cultural activities and with an elevated ability to interpret what has been visited. However, indirect cultural tourism—the category for which the cultural visit is a complementary activity within the trip—accounts for the greatest consumption of cultural products worldwide.

Another important aspect of cultural tourism demand is that not all visitors to sites of cultural interest are tourists. Surveys undertaken by ATLAS reveal that between 30 and 40 % of these visitors live in the area and less than one third are foreign tourists, demonstrating the importance of national demand in the tourism management of cultural heritage. There is no single cultural tourist profile and it is important to follow the evolution of demand from a demographic, socio-economic and psychographic point of view. This is despite current tendencies, for example combining so-called high culture and popular culture, which assumes that traditional categorization criteria will not be relevant to understanding cultural tourism in the future.

Cultural Tourism Products

Cultural tourism should be evaluated as another offer within the system of tourism, but one specialized in products that use a country's cultural heritage. Therefore, it cannot be considered a classic consumption product. While tourism is a markedly economic activity, heritage is characterized as being a non-renewable resource. This feature has a bearing on all aspects of the tourism product, generating new destinations, facilities, publications, publicity and promotional campaigns, and even new professionals. Therefore, only with the coordinated effort of all actors can one talk about a structured product.

At some point in time the majority of tourists consume a cultural product, more or less authentic, and all tourist

destinations offer a cultural product, to some degree. These cultural tourism products can be either the main objective or a complementary option of traditional tourism. Therefore, there is an important link between enjoying cultural attractions and other types of tourism such as "sun and beach" tourism or cruise ship tourism. However, if we assess cultural tourism as a trip motivated by a region's cultural values, then the offer is especially related to museums; monuments; traditional cultural expressions (carnivals, popular fiestas, art and traditional craft fairs); cinema, theatre, dance or opera festivals; exhibitions and performances; and, especially, cultural exchanges with the local community.

This diversity of motivating factors branches out into different specialities and varieties of cultural tourism typologies: language, gastronomic, religious, archaeological, cultural events and routes, tourism to historical centres and ethno-tourism, among others. For example, in the Dominican Republic, the Ministry of Tourism, since 1967, has organized the annual Meringue Festival. Traditionally, this festival includes parades with national orchestras and folk groups from different provinces, and activities such as the traditional crafts fair, the fish fair, the traditional sweets fair, and painting and sculpture exhibitions.

In the formation of the cultural tourism product, although the role of culture as a brand image cannot be avoided, it must be remembered that not all heritage or cultural products are perceived in the same way. As such, there are tourist attractions that are trip motivators and others that generate activities in the destination. This explains the popularity of traditional centres of cultural attraction, such as the great capitals or historic heritage centres (Paris or Rome) or sites related to exotic cultures (Asia or the Middle East), which have a considerable competitive advantage over the new proposals of cultural tourism due to their high symbolic value. In any case, the success of a cultural tourism offer lies in its authenticity and accessibility: in not creating a culture for tourists but guaranteeing a unique and lively tourism proposal, offering a conserved heritage, open to the public at suitable times, accompanied by information, interpreting services and signs for the visitor to enjoy and understand the offer's values.

Tourism Indicators and Cultural Tourism Trends

The practice of cultural tourism has grown significantly over the past two decades, becoming one of highest growth sectors of the tourism industry. However, growth rates (between 10 and 15 % according to the WTO) are not precise and there are significant variations between the different estimates of the market scope of cultural tourism. Some researchers have reported that cultural tourism represents as much

as 70 % of the world market. The WTO puts this figure at 40 %, while more conservative estimates suggest between 5 and 8 % (ATLAS surveys). It is obvious that the great diversity of demand and the absence of a single measuring stick to assess market scope calls for extreme caution when assessing cultural tourism and the definition that has been used to define it.

Nonetheless, it is clear that cultural trips are becoming a more significant tourism category, for diverse reasons such as greater availability of time and money and thanks to the development of the tourism market and its diversification. A current industry trend is the tourist who is looking for more unique experiences, which adds even more value heritage. This demand requires products linked to the culture of the destinations, even within the model of mass tourism. In addition, it is important not to forget about the growing new, educated, urban middle class who are interested in experiences with a high cultural content.

Cultural Tourism in the Caribbean

Cultural tourism is an attractive option to meet the need for diversification of Caribbean tourism and to make the tourism sector a genuine engine for regional development. The multiple nature of the motivating factors give a great advantage to this type of tourism because it can be a complementary product to many of the current offers and also be a main offer to raise the profitability of tourism in the region and the heritage value.

The cultural routes, a type of cultural product that provides a solution to the problem of heritage dispersion (adds value by connecting related attractions), could combine the value of cultural heritage with the flow of visitors and, in a short time, create a "more cultural" image of the Caribbean destinations in their main markets. Such offers as the coffee, fortifications and colonial city routes, could become windows leading to the rediscovery of regional cultural values and boost the development of cultural tourism.

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- Latin American Portal of Cultural Administration
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LECTURE No 2.4

MAIN THEME: An approach to ecotourism

Topics	Objectives
Evolution of the concept of ecotourism.	<ul style="list-style-type: none"> • To understand the definition of ecotourism as a specialized category of tourism and analyze the problems that arise when identifying its specific demand. • To present the different institutional and legislative approaches that contribute to the understanding and management of the natural heritage.
Ecotourism demand.	<ul style="list-style-type: none"> • To outline the profile of the ecotourist. • To identify the different categories of demand for nature tourism and the unique aspects of ecotourism which make this a specialized category.
Ecotourism: characteristics and product categories.	<ul style="list-style-type: none"> • To learn about the unique characteristics of ecotourism as a type of nature tourism and the key factors for its success. • To understand the relation between the motivating factors behind the demand and the concept of ecotourism products. • To know the categories of ecotourism products.
Ecotourism market scope and trends.	<ul style="list-style-type: none"> • To evaluate the scope of ecotourism by analysing the main indicators. • To discuss ecotourism trends. • To learn about the main issuing markets, destinations and intermediaries involved in ecotourism.
Discussion of experiences.	<ul style="list-style-type: none"> • To exchange ideas and evaluate ecotourism experiences in certain locations. • To discuss the potential of ecotourism in the Caribbean and present its current state.

Evolution of the Concept of Ecotourism

The concept and theoretical framework of ecotourism are aspects recently incorporated into world terminology, although their practice goes back many years. It is thought that the term emerged during the 1960s and 1970s and began to gain widespread usage in the 1980s. During this period, academic and non-academic entities have developed a wide variety of definitions. Nevertheless, a single concept, embracing the technical, legal, statistical and functional aspects of ecotourism has not been created. The concept of ecotourism has been closely linked to the establishment of national reserves and parks, and as such, its origins are partially explained by some of the relevant successes in their history.

It is also important to evaluate the concepts linked to natural heritage and tourism, outlined by organizations such as The International Union for the Conservation of Nature (IUCN), The International Society for Ecotourism (TIES) and The World Tourism Organization (WTO). Concrete actions related to biodiversity and sustainable development at regional and international levels have also had a significant influence on the development of ecotourism.

Another aspect to discuss is the controversy surrounding the use of the terms ecotourism and nature tourism. Some specialists use both terms indiscriminately, while the majority coincide with the definition of ecotourism as the more specialized, responsible and desirable type of nature tourism, acknowledging that other

tourist activities don't always meet the principles of sustainability.

It is important to note that some tour operators have taken advantage of the lack of a specific conceptual definition to promote products on a massive scale under the umbrella of ecotourism. Certainly ecotourism is still a new phenomenon and, as such, its conceptualization is still in a dynamic phase of evolution which must be monitored to guarantee the correct understanding, study and management of this sector of the tourism industry.

Ecotourism Demand

As in cultural tourism, the ecotourism market is divided according to the level of interaction and motivation of the attractions, in this case natural. Therefore, ecotourism presents a very heterogeneous demand: each segment requires a particular type of tourist activity that must be identified and adapted in each case. In the loosest segmentation of this sector it is common to speak of two main groups of tourists: general nature tourists and ecotourists (or specialized nature tourists). The success of ecotourism lies in large part on the careful selection of the demand in relation to the characteristics of the offer as well as in the local economic context.

The ecotourism market is divided into individual tourism or groups organized in small, specialized travel packages. Individual tourism represents the larger share of the market and is characterized by longer stays in comparison to conventional tourism. Ecotourists tend to be young, highly educated adults, with professional or executive backgrounds who generally prefer independent hotels, local guides and resources with low ecological impact. This segment especially values aspects such as the quality of the setting, tranquillity, sustainability, authenticity and local cultural heritage.

Ecotourism: Product Characteristics and Types.

Ecotourism is a type of tourist product whose main attractions are nature and traditional cultures, and whose main destinations are protected nature areas, supported by activities that rescue, conserve and add value to resources and that encourage the participation of the receiving local population. The ecotourism product is characterized by being a personalized activity, under the principle of a reduced number of tourists and higher prices. Product competitiveness rests on the integrity and exceptionality of the site, which warrants the high price the ecotourist pays to enjoy these sites, and which explains why the most important and attractive ecotourism destinations are

in developing countries with pristine nature areas, since the possibility of substituting a non-natural resource is almost impossible.

Included in the concept of an ecotourism product is the principle that demand motivation factors define the types of products and services offered, generating offers of ecotourism products of specialized or general interest. Among the multiple activities that ecotourism generates are those associated with very specialized typographies such as bird watching, wild or marine animal observation (whale watching), photography, etc.

Compared with other traditional tourist products, ecotourism requires less investments in infrastructure, but greater investments in training, organization and information resources. The destinations that develop this type of tourism tend to have small hotels (less than 100 beds), with a maximum of two floors, built using local materials and construction techniques that are in harmony with the environment and operated by small and medium size businesses.

The key success factors of ecotourism products depend on the adaptability and sustainability of a destination's natural resources as well as its tourist value, which depends on accessibility, information resources, image, services and fittings, the principles and objectives of profitability and conservation of resources, and community participation. It is important to remember that cultural and ethnic aspects also form an important part of ecotourism. Many of the natural heritage sites are inhabited areas where the local population have traditionally used the natural resources for their survival and enjoyment, and represent the best tourist guides –able to talk about the benefits of nature heritage and can educate about how to protect and take care of it.

Ecotourism Market Scope and Trends.

The conceptual problems related to clearly defining the different types of nature-based tourism have an affect on the market. This explains why there are still no reliable statistics on ecotourism on an international scale, nor a clear definition of market scope.

The WTO estimates that nature tourism grows at an annual rate of between 25 and 30 %, figures much higher than those of the tourism industry as a whole, logical for a sector that appeared a little more than 20 years ago. International tourism expenditure in this sector is estimated at 7 %. A 2002 WTO survey of 300 tourism operators in Spain, France, Great Britain, Germany, Italy, the United States and Canada revealed that between 2 and 4 % of all tourism was ecological in 2000. The real figure, however, is higher, given that the majority of ecotourists travel independently.

Among the world destinations most recognized for their ecotourism attractions are the rainforests of Costa Rica and the Amazon, the Iguazú Waterfalls, and the Kenyan savannahs. Among the main ecotourism issuing markets are: Great Britain, Germany, the United States, Canada, Italy, Spain and France.

Discussion of Experiences.

Case discussions from around the world and the Caribbean, where ecotourism has been developed to some degree, are a good source for ideas on how to manage this sector. In Central America, for example, Belize and Costa Rica are among the countries that have most developed ecotourism. Belize has based its model on linking together its protected nature areas and the heritage legacy of the Maya, recognized internationally as an ecotourism product. Costa Rica is an example of an excess of visitors to some protected areas and the proliferation of foreign investment with the accompanying economic benefits as well as the negative environmental impacts.

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<http://www.acs-aec.org/tourism.htm>

Fondo Mundial para la Naturaleza/ World Wildlife Fund (WWF).
<http://www.worldwildlife.org/>

Instituto de Recursos Mundiales/ World Resources Institute (WRI)
<http://www.wri.org/>

Sociedad Internacional de Ecoturismo/ The International Ecotourism Society (TIES)
<http://www.ecotourism.org/>

Unión Mundial para la Naturaleza (IUCN)/ The World Conservation Union (IUCN)
<http://www.iucn.org/>

LECTURE No 2.5

MAIN THEME: Network of actors in tourism management of the heritage

Topics	Objectives
Main actors in tourism management: complexity of the institutional matrix.	<ul style="list-style-type: none"> •To know the multi-actor matrix and its conflicts-interests relationships. •To understand the map of critical actors.
Role of the State in tourism management of the heritage.	<ul style="list-style-type: none"> •To present the role of the state in the definition of the rules of the game (policies, strategies and regulations) •To know the process of planning as a prediction mechanism. •To understand the logic of the public actors as business entities and for co-financing of tourist projects. •To understand the tools of external factor mitigation and the generation of social equity in the hands of the State. •To identify the vulnerable local actors and elements.
Collaboration and participation as key action factors in heritage tourism destinations.	<ul style="list-style-type: none"> •To identify forms and strategies of the public-public, public-community and public-private partnerships. •To analyze the effect of the strategic alliances amongst heritage tourism actors •To know the social and community participation areas. •To analyze the transition from a resistance logic to a pro-active logic in cultural heritage tourism.

Main actors in tourism management: complexity of the institutional matrix

The complexity of tourist activity requires approaching the organizational culture and the diversity of actors that promote, plan, develop and execute the diverse actions connected with the development of tourism; be they public or private, responding to local, national and international logics, constituting government entities, academic groups, or commercial consortia. It involves replacing the analysis, which is usually carried out by those same agents of the tourist sector, with one more plural and therefore more complicated.

It is essential to understand the way that agreement takes place among the actors, dominated by diverse conflicts and interests and the positioning of multiple power systems whether economic, juridical or technical.

A first group of actors are on an international scale like the World Tourism Organization (WTO), World Travel and Tourism Council (WTTC), the Associations for Tourism and Leisure Education (ATLAS), the International

Council of Monuments and Sites (ICOMOS), UNESCO, and the International Association of Scientists and Experts in Tourism (IAESTE), among others; all very involved in the promotion and development of tourism, and in particular of Heritage Tourism.

These seek to enlarge the platform of relationships between entities and professionals of the sector, to articulate and promote scientific activities, organize congresses, courses, publications and produce credible statistics, etc. They coordinate efforts in expanding and sharing the marketing opportunities, the results of research and educational programs to promote a growing and sustainable development of tourism.

On this same global and international scale we find the transnationals that formulate the financial logics of investment and development of the diverse components and agents of tourism. They manifest their strategies in the areas where the international lobby of global development takes place, like in the World Trade Organization, the International Monetary Fund, etc. However, their practical action happens through the interaction of the subordinate system of

manager and merchant entities, be they international, regional, national and local, who are the ones that implement and determine the current trend and the future performance of tourism.

Another typology of actors is the government institutions, which can be National Commissions, Ministries or Secretaries, Tourist Associations, Trusts, etc. They are the entities charged with formulating national policies and their regulatory contexts. They try to enforce the established “rules of the game” and promote the exercise of co-responsibility.

These state entities try to produce a common agenda to advance tourism, acting as investors and promoters, generating incentives and restrictions. They must facilitate access to information and create the conditions to present investment opportunities, develop the promotion of projects, and in this way promote local economic development.

We can also find academic entities like Universities and Research Centers. The Community and Population constitute another relevant actor, though usually not very involved in the decisions and the design of tourist activities.

Other outstanding social actors are the NGOs, philanthropic groups, professional associations, etc., which tend to function as resistance and/or of agreement mechanisms to achieve the desired change of the tourist activity in favor of the community and along sustainability guidelines.

The challenge is to achieve a consensus among the actors, promoting participation in the discussion of tourist projects, especially with those possibly affected, and primarily to analyze the probable impacts and, if necessary, the mitigation measures.

Role of the State in tourist management of heritage.

The State is one of the key actors, with objectives and priorities that have already been pointed out, and understood as not only a maker of policies but also the entity that produces and imposes the rules of the game, with a permanent and coherent agenda to guide tourism development wisely and to face the external factors of the market.

Responsible for creating the appropriate institutional, legal, economic, financial and social framework in which tourism development takes place in a country, the State should safeguard the economic, environmental and social sustainability of tourism, structuring this economic sector within the country and in connection with its global chain. It also directs

its action to the issuing of forecasts, for which it must create mechanisms of planning and participation strategies. In charge of articulating a context to achieve a partnership with the main agents, and especially with the local ones, it seeks to ensure active participation in the planning and development of tourism.

In addition to defining policies and strategies, it is recognized as an active participant in tourism development, because it can undertake projects on its own, co-finance them or define incentives of different kinds, so that other public and private, national or external entities can develop new initiatives. The State is able to formulate and to launch the attractions to bring in direct foreign investment with appropriate technologies that favor the environment and raise the quality of life. Besides promoting a favorable environment for small and medium size companies, it is the driving force of tourism development. It must also encourage and provide actions for training and teaching.

The State should pay special attention to the vulnerable sectors and actors, to avoid or reverse the processes of exclusion and loss of symbolic and social values. It should produce and implement the proper instruments to secure value and establish mechanisms of redistribution.

Collaboration and participation as key actions in heritage tourism destinations.

A proper heritage tourism development must seek formulas and ways that allow the distribution of costs and benefits among the diverse actors. It should activate cooperation and participation among the actors determining pro-active alliances that assure the win-win effect. A set of forms of partnership are identified, such as Public-Private-Partnerships (PPP), also Public-public, and the Public-Community; these are essential combinations to promote tourism development in heritage sites.

It is extremely important to establish a bond between the tourism entities and the local population, which also implies a transformation in the distribution of the benefits in the chain of value of tourism. The idea is to generate strategic alliances between scales, perspectives and actors, as the only way to promote a sustainable and participatory development.

In this context, it is recognized that there are frank disadvantages for local jurisdictions and communities. Not having a flexible and appropriate body of laws, these see their spaces for action vanish and their role reduced to simple observers, and have to limit themselves to obtaining only the advantages and disadvantages left to this scale of social power.

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LECTURE No 2.6

MAIN THEME: Inventory of tourist resources

Topics	Objectives
Description of the resource: Forms, Inventory cards. Basic information.	<ul style="list-style-type: none"> • To know the importance of having an updated inventory of the tourist resources of a destination. • To know different ways of registering tourist resources.
Classification of the resource: listing of references.	<ul style="list-style-type: none"> • To know the most common ways of classifying tourist resources.
Categorization of the resource.	<ul style="list-style-type: none"> • To identify the elements of a resource that can grant it a certain category. • To know the elements that allow for an evaluation of the tourist potential of a resource.

Description of the resource: Forms, Inventory Cards. Basic information

The inventory of tourist resources is a detailed study of the main resources of a destination, which allows its present state to be determined as well as its future possibilities for development and the actions to be undertaken to achieve its revaluation. Although several types of forms exist for the recording of the data, a common denominator among them is that they all include a general description of the resource, they refer to a classification agreed for them, and they carry a summary of the potential of the resource and assign it a category. The proposed grading goes from

the general to the individual and recognizes three large groups of data: country or region, basic and complementary attractions, and services.

Country or Region

Information about a country or region includes basic general and tourism details such as surface area, population, language, capital or main city, entry and residence requirements, taxes, area telephone code, etc. Also included are access (air, sea or land routes), climate (temperatures, dry and rainy periods, hurricane season etc.), major physical aspects (brief description of the geographical characteristics of the country

or the region), and history (brief review of the main historical events that could constitute the intangible value of the resource).

Basic and Complementary Attractions

The basic attractions are those that constitute the main motivation for the tourist to travel there. They are divided into site attractions, natural or cultural attractions and event attractions. The complementary attractions accompany the basic ones, given they have a minor hierarchy and their function is to complete and diversify the programming of excursions and activities to be made by the visitors during their stay in a given place.

Basic and complementary attractions are registered on specific cards which take into account the main variables of the description. For the natural protected areas, under the category of Natural Sites, an independent card is made out, since they present special characteristics as a result of their degree of isolation and the uniqueness of their tourist layout and services, which lovers of ecotourism need to know. Of the attractions it is necessary to know:

- Name: proper name of the place or event that is being registered.
- Location: detailed map with the location of the attraction and any others that are in the same tourist zone. The text should be referenced to a city, route or basic attraction in the case of complementary ones.
- Characterization: characteristics of the attraction that is of tourist interest, type of tourism that it generates., etc. Photos or illustration can be incorporated.
- Access: routes to get there (air, sea and/or land)
- Entry requirements: regulations or permissions necessary to gain access to that attraction (visa, age limits, etc.)
- Appraisal: present state, level of use, accessibility, related equipment, potential utilization, revitalization.

Tourist Services

The cards corresponding to tourist services contain the specifications of the different elements of the tourist facility that meet the needs of travelers during their stay in the country. Any general description must:

- Specify if the establishment is urban, suburban or isolated. Indicate in every case if it is in direct contact with or near some other attraction (basic or complementary), specifying, if so, the name of it.
- Describe the main characteristics of the natural or urban milieu where the building is located, indicating the quality and the type of views that can be seen from it.

- Describe the general characteristics of the establishment and the more outstanding services.
- General details about the most likely source or sources of appeal, (senior citizens, adults, young people, couples, families, businessmen, with no defined profile, etc.).
- Point out situations which require the use of special means of transport to gain access to the establishment (ferry, boat, cars, horses, 4x4 vehicles, etc.).
- Indicate if there are seasons when the establishment is closed.

Of these services it is necessary to know:

Type: available accommodation, catering, travel agencies, night life and recreational and sport centers.

Hierarchy: categories of the services that it offers.

Name: specific denomination of the site.

Location: the exact location of the establishment.

References to landmarks or nearby basic attractions.

Main activity: what characterizes the installation; main services that distinguish it.

Classification of the resource: listing of references.

Reference is made to the most common classifications under which those resources are registered depending on the group to which they belong (attractions or tourist services), although quite often a resource can be classified in more than one group at the same time.

Attractions

Natural attractions: listing of basic natural attractions giving the name and type: beaches, mountains, protected natural areas, parks, forests, dunes, caves, landscapes, flora and fauna (indicating the most outstanding species and the major tourist attraction).

Cultural attractions: listing of the basic cultural attractions consigning names and types: cities, monuments, forts, ruins, monumental architecture, popular architecture, works of contemporary engineering or architecture, crafts, food, folklore, museums, industrial heritage, etc.

Events: fiestas, carnivals, pilgrimages, sport events, festivals, musical presentations, scientific events.

Tourist Services

Accommodation: hotels, motels, hostels, inns, pensions, guest houses, camping. (Specify categories)

Food: specialized restaurants, international and traditional, pizzerias, fast food, bar/coffee shops, kiosks (specify the type of food they offer: international, typical, varied).

Local Nightlife: discos, night clubs, pubs/bars, casino, music shows, dances, shows (specify).

Other services: shops and shopping centers, commercial streets, pharmacies, temples/churches, banks, others (specify).

Travel agencies: specific excursions (beach, golf, fishing, eco-tourism, submarine observation, spas, cruises), traditional trips (city tours, circuits through the countryside or cities of the country, boat trips)

Recreational and sport activities: golf, tennis, fishing, diving, water skiing, hunting, pools, gym, sauna, horse rental, bicycle rental, paths, rock walls, bird watching, ballooning, etc

Categorization of the resource

When the inventory has been carried out it has the complete and elaborated information about the area, its situation, resources and deficiencies, from which is possible to evaluate its tourist potential and to categorize them according to their importance into: resources of very high potential, when they have excellent conditions for the development of a tourism project, the resources themselves constitute enough attractiveness on a national and international scale and the infrastructure would attract a quality demand with hardly any investor and promotional effort. Resources of high potential, when there are good conditions for tourist development, but certain deficiencies or susceptible problems for solution exist. Resources of medium potential have no outstanding attractions or local interest and where significant deficiencies exist in the fields of access and infrastructure, which require investment and promotional effort. The resource of low potential has scant natural or cultural attractiveness, and low or nonexistent infrastructure levels and fittings.

To evaluate the tourism potential of the resource four fundamental indicators are used:

Environmental: they evaluate the potential tourist use of the environmental aspects of the area, which can be the ecological values, autochthonous environmental and/or local characteristics, existence of important environmental units, endemic species, fauna and autochthonous flora, macro and micro landscape, geomorphology.

Tourist: they evaluate the potential development and tourist use with respect to necessary equipment and services within the area, evaluating: the existence or suitability for the installation of tourist lodgings, restoration, animation, commercial sanitary equipment, external and internal communications (highways, telephones, etc.).

Perception: the valuation of an area at this level is very complex since perception is a markedly personal, psychological and physiological process, being particularly difficult to homogenize. This is increased by the so-called "social perception", a term that refers to the unequal perception that one has of the phenomena depending on the person/visitor's social origin. In general, the indicator of perception will take into account such aspects as: the air, water, waste, noise, restfulness, tranquility, dynamics of the landscape, etc.

Anthropic (Man-made): the potential use and tourist development of all the man-made items in the area are evaluated, such as popular architecture, monumental architecture, crafts, gastronomy, customs, fiestas, traditions and population: sociology, types of population, receptivity, hospitality.

Over and above these elements of evaluation, it is necessary to point out that the characteristics which contribute most value to a resource are related to their uniqueness and authenticity.

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LECTURE N° 3.1

MAIN THEME: Imputing the value of heritage for the purposes of tourism

Topics	Objectives
The economic value of heritage sites in relation to tourism.	<ul style="list-style-type: none"> • To understand how standards of conserving heritage sites have evolved in relation to the assimilation of new uses. • To identify the economic opportunities that conserving heritage sites can generate and how they can contribute to a system of sustainable management. • To recognize tourism as one of the main sources for financing the conservation of heritage sites.
The needs of tourism and the requirements of heritage sites.	<ul style="list-style-type: none"> • To understand that the requirements of market demand condition the characteristics of tourism infrastructure. • To identify the main regulations that limit the level of intervention in the heritage site. • To consider how the knowledge and study of heritage contribute to taking better advantage of tourism.
Balance between obtaining benefits from tourism and the conservation of heritage sites.	<ul style="list-style-type: none"> • To understand the different elements that should be considered in promoting the exploitation of heritage sites for purposes of tourism within a framework of sustainable development.

TOPIC CONTENT

The economic value of heritage and its relations to tourism.

Economic values related to the conservation of heritage have evolved simultaneously with the concept of monuments, considering not only the isolated building as a singular value, but also the urban or rural composite in which it is contained, and the social, cultural and economic relationships that develop around these. The link between tourism and heritage constitutes one of the focuses of this economic vision of heritage, not only because of the financial possibilities tourism offers for the conservation of heritage, but also for what conservation contributes as a tourist product of unique importance.

Different approaches to these topics are reflected in emblematic UNESCO documents that —while produced several decades ago— are still completely valid. The Norms of Quito, for example, assert that an influx of tourists —which determines the appropriate re-evaluation of a monument— assures the quick recovery of the capital invested in it and leads to deep economic transformation of the region in which it is located.

The development of tourism in areas of patrimonial value contributes to new employment sources for local residents, promotes domestic and foreign capital

investment, and produces a multiplier effect in other sectors of the economy that supply various products or vital services for tourist activity. Tourism also stimulates the development of infrastructure —such as water pipelines, sewer systems, roadways, airports, communications, etc.— that are necessary to guarantee that activity, while benefiting the regions where these are developed. What is important from the very beginning of planning is to combine the development of tourism with the interests of local development.

When incorporating a new function into a building, not only is the structure’s cultural value revitalized, but its use value is also stimulated and economic potential is added to its current value — which had been in disuse or underutilized. Likewise, properties increase their real value, giving them added value that is generally related to the intangible patrimony associated with the building or area. This constitutes a significant element for the commercialization of that attraction or the tourist facility in many cases.

The necessities of tourism and the requirements of heritage.

The adaptation to new uses of buildings of patrimonial value, or those located in heritage areas, constitutes a complex process involving different analyses to

evaluate how these can accept new uses without affecting their primary values.

In the adaptation of heritage sites for tourist use, it is first necessary to understand from different points of views (historical, spatial, morphological, physical, etc.) the building or patrimonial area (repository) that will be acted upon, and the function that is going to be performed within it (content). In this process, everything that has been explained on the issue of the launching and development of new tourist products is applicable, especially those associated with product facilities and areas.

In plans to transform buildings to assimilate tourist uses, the relationship between urban and architectural scale must be addressed. These complement each other in different aspects of analysis, and often the absence of this focus creates irreversible problems for the physical space, as well as for the tourist activity to be developed. Usually buildings with historical, architectural or urban values are subjected to strict conservation standards that limit the degree of intervention; it is therefore advisable to assess the potential of the immediate urban environment so as to find solutions at the scale of the whole.

Likewise, it is necessary to carefully analyse the content or new use to be assimilated by the building in order to respond to the needs of the potential clientèle and to the functional demands of contemporary life. When intervening in areas or buildings of heritage value, it is often impossible to fulfil all of the usual requirements of a certain function. It is therefore necessary to find intelligent solutions to protect the building and, at the same time, satisfy the expectations of its users.

The study of the architectural and urban typologies allows—from the initial analytical stages—the determination of the suitability of buildings to assimilate different functions, as well as the level of transformations that can be assimilated without jeopardizing the essential values of the properties. These studies also create the possibility of making recommendations as to the benefits and uses that will contribute to making sound investment decisions.

Balance between tourism benefits and heritage conservation.

The balance between obtaining benefits from tourism and the conservation/protection of heritage can be struck if integrated restoration policies are proposed that consider not only the building or place possessing historic value, but also the natural and urban environment in which these are located and the need to respect the lifestyles of their inhabitants—their culture, identity and traditions. Only if culture is approached in close relationship with its environment can management and administrative mechanisms be created that—linking all actors involved in this

process—engender sustainable development of those resources for future generations.

Respect for cultural diversity at different sites is one of the fundamental principles to guarantee the sustainability of a tourist product in a region. The development of specific commercial policies for these areas of high patrimonial value—cultural as well as natural—is indispensable for producing a favourable outcome.

Development policies for these areas must consider not only tangible heritage, but also intangible heritage values that make the facility authentic and unique. Priority must be given to the promotion of studies on the carrying capacity of areas of patrimonial value, control over investment to prevent excessive profit-seeking interests from endangering the exceptional values of the heritage site, and the encouragement of energy conservation and the recycling of materials in order to reduce waste levels.

It is important to promote the development and expansion of educational and informational activities about heritage values. These foment feelings of ownership among the local population and attitudes of respect and consideration on the part of visitors. These sentiments contribute in an effective and favourable way to conservation policies and to the commercialization of the tourist product while preventing irreversible conflicts between tourists and the local population.

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LECTURE N° 3.2

MAIN THEME: Economic-financial evaluation of heritage tourism projects

Topics	Objectives
Tangible and intangible values of Heritage for tourism.	<ul style="list-style-type: none"> •To master the subject of heritage as an economic-financial attraction. •To understand the intangible value of heritage in tourism. •To understand putting a value on heritage in tourism.
Economic-financial analysis of tourism projects.	<ul style="list-style-type: none"> •To understand that economic results are crucial, although investments may be non-recoverable. •To understand financial studies and the key indicators of profitability. •To understand the management of risks and financial guarantees. •To identify the financial gains and losses generated by tourism. •To understand the process of capturing added value and the logic of redistribution-reinvestment.

Tangible and intangible values of heritage for tourism

Heritage consists of two essential values. One is its tangible value, which comes into play after restoration and re-commissioning have taken place through direct investment. This permits the realization of benefits, be they from the asset's use and/or income stream. To this value is added intangible value, understood as a collection of singular qualities of which those that stand out are determined by the heritage's historic, architectural, antiquity and environmental values. The introduction of ranking or weighing methods is necessary to express these qualitative values as quantitative ones, such as the monetary or market value of the patrimony.

Tangible as well as intangible value must be imputed concretely, which requires society and the system of economic and financial entities to recognize the economic and financial dimension of heritage. This is in essence the recognition of the heritage's value by the market and society jointly. This treats heritage within the logic of tourism as constituting a generator of direct benefits, understood as investment, revenue and/or financial guarantees.

Economic-financial analysis of tourist projects

The development of tourist projects requires a combination of studies and very concrete analysis, the most outstanding being the market study and financial viability analysis. In the first, it is essential to

know the magnitude of demand, the current supply, market segmentation, market share, etc. to determine if the new project will have sufficient patrons or users, market penetration capacity and acceptance in a competitive environment.

The second study is strictly concerned with financial analysis, connecting the cost of the investment with the financial sources, revenues expected from the operation and the magnitude of costs to obtain a net profit. It constitutes an estimation of the propensities of economic-financial expectations. The results of the cash flow permit the identification of the project's indicators of efficiency or profitability, such as the net present value, internal rate of return, etc. The feasibility study will determine the best investment decision from among the possible alternatives in order to recover the investment, minimize financial risks and obtain the expected profitability. This is in essence the understanding of the concept of the opportunity costs.

Without a doubt, tourism constitutes a process of generating financial gains and losses. In terms of the first, what is essential is to know the magnitude of these gains, and to position fiscal and economic instruments that allow its genuine realization in order to implement a strategy of redistribution capable of having a tangible bearing on economic, functional and social problems. In terms of the second, losses constitute unacceptable and negative effects that should be reduced, offset or reversed because these tend to affect the most vulnerable socio-economic and urban structures.

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World Tourism Organization (WTO), www.unwto.org
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 World Bank Development Communication Division
www.worldbank.org/developemntcommunications

LECTURE No 3.3

MAIN THEME: Marketing of heritage tourism

Topics	Objectives
Conversion of products into offers.	<ul style="list-style-type: none"> • To understand the concept of heritage tourism offers. • To understand the component the elements of marketing that are the key factors in the conversion of products into offers. • To appreciate main problems in the marketing of heritage tourism today.
To connect the demand to the offer.	<ul style="list-style-type: none"> • To understand the main aspects of tourism market research. • To evaluate the importance of the focus on the offer as a business and the significance of design in this process. • To understand elements to consider in the creation of heritage tourism programs. • To evaluate the importance of trade names. • To consider the elements of pricing. • To appreciate the components of promotional material and their effect on the creation of the tourist image. • To understand means of gaining access to distribution and sales channels.

CONTENT OF THE TOPICS

Conversion of products into offers.

The offer is the final form of a product that will be sold. The most important thing in heritage type offers is that they are based on products that are in themselves of high value, which include tourist services and hospitality activities (transport, accommodations, restoration, guides, etc.).

The creation of a commercial offer in heritage tourism requires a market focus (clients' preferences

- unsatisfied demands); the defining of the values to offer, maintaining a balance of offers (quantitative and qualitative), and the creation of an image for the visitor that induces them to be a participant in this type of experience of journeying into culture and nature.

The main problems of marketing heritage tourism currently are insufficient knowledge of the segments and clusters, a relative absence of specialized channels of distribution, and the scant use of the new promotion and sales options (unilateral communication).

Connecting the demand to the offer.

Connecting the demand to the offer is the key factor for success in the use of heritage for tourism. Market research constitutes the initial step in creating the heritage tourism offer. To focus on the offer as a business means accepting that organizational entities that participate in commercialization do so to make money (although the heritage asset may belong to anyone, and —above all— must be conserved).

Once the demand is known, the design of the offer (the tourism program) is the main component connecting both (offer and demand). Pedersen suggests interesting activities for the design of heritage offers. For example, to create a heritage tourism itinerary, it is necessary to consider the spatial characteristics of the place or event, the favorable times and schedules, the proper description of cultural or natural elements and the importance for different segments of clients and for the appropriate conservation of those elements.

The brand or trade name of a product has much international value because it is mentally associated with the characteristic features of that name and the quality that it suggests. The most well-known brands are those of specific destinations, the most outstanding World Heritage sites and those of major international companies. The destination country constitutes a commercial brand that is always influenced by the image that it generates and that the international media generate. This means that it is not always the quality “emitted” by a brand name image of a destination country or specific destination that is subject to actions taken in an issuing market, but these are also contingent on —occasionally in a decisive way— the national and/or editorial policies of the mass media.

To calculate the price or rate is one of the most measured processes in the work of creating a heritage tourism travel offer. Some of the main components to take into account are: the competitive situation in the market area; the necessity to cover costs and generate profits; the tourist season; the possibility of operating with guaranteed accommodation and transport, without surprises that generate economic claims; the search for the appropriate break even point in the use of transport (the price-size relationship of the group); the need to pay commissions for the tourist package, if selling through middlemen; the time of reservation and collection (less may be collected when there is advance payment or guaranteed collection); the use of different currencies for different markets or the impact of exchange rates on prices; the relationships of prices to sales volumes and finally the considerations

on the type (intermediary and final) and “quality” of the clients (reliability in their negotiations and the significance of the volumes of their purchases).

The other aspect of the commercial work required to successfully place heritage tourism offers on the markets is promotional material, whose main components are: information (at the point of origin and destination); publicity, or sales promotion; public relations and free “publicity.” It is important to highlight that heritage tourism products are advertised through their own actions as well as through the media, typically cultural, while heritage tourism offers communicate themselves through networks of tourism sales and communications.

Promotional activities are executed before and during the trip, as well as during the entire stay. In the issuing market, it is necessary to achieve the first successful form of communication, which is the transmission of pleasant experiences toward family and friends. It is clear that the radio, television, newspapers, guides or tourist books, as well as the brochures or tour operator’s pamphlets, are the main means of access. In general, promotional material is expensive in almost all the originating nations (generally countries of the First World). At the destinations, brochures and flyers, guides and verbal information in service offices or facilities etc. are more effective. Also important is the use of —common in both the origins and destinations— information and communications technology (ICT).

In practice, distribution channels have a particular effect on purchasing. The destinations do not always have many “information channels” capable of getting to the potential clients directly and extolling the virtues of their offers. The same happens with the heritage facilities and sites at the destination: these still depend largely on actions that the distribution channels take to get to the clients successfully.

A psychological phenomenon that relates to the clients is that they give greater credibility to the salesperson of a travel agency, who is not “the owner” of the product, over some of the direct sales representatives of some of the facilities at the destination.

This is a complex process, since the tour operator sells many other destinations and facilities and they take pains to offer “the best” to their clients but, at the same time, to make the greatest profit, either directly or by a synergy with other types of business with which they are involved. The best form of finding out about tour operators and other agents of a destination is to use Internet directories (see the Directory of Organizations provided by the WTO on CD).

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WTO. Business Council. Directory of Tourist Organizations (on this CD).

LECTURE No 3.4

MAIN THEME: The management of visitors in heritage sites

TOPICS AND OBJECTIVES

Topics	Objectives
The tools of visitor management.	To understand the importance of the planning of tourist management in heritage sites. To consider the concept of carrying capacity, its categories and limitations. To get to know the new methodologies: limits of acceptable change (LAC), visitor impact management (VIM), etc.
The indicators of tourism impact and their monitoring.	To assimilate the importance of defining the indicators for monitoring of the impacts of tourism. To explain the principles that should characterize the indicators. To exchange ideas on some examples of indicators.
Strategies for management of the impacts of tourism.	To get to know the dimensions and instruments for the management of the impacts of tourism. To explain the strategies and the variables that have a bearing

CONTENT OF THE TOPICS

The tools for the management of visitors

The development of tourism has generated an increase in the valuation of heritage resources much higher than the necessary capacity to protect them. Because of the significant impacts caused by this activity on the natural and cultural heritage and the necessity of planning, there must be awareness of the management of tourist flows. This planning cannot be conceived without the application of tools, indicators and norms of supervision of the impacts of tourist activity. These also facilitate project evaluation and the taking of decisions in the different stages of the management process.

Taking into account that the tourism is a phenomenon in which one culture is visited by others, the necessity to evaluate what will take place at these encounters becomes evident. This implies evaluating, in principle, the welcoming capacity that the site has and analyzing the positive or negative impact that tourism can cause. The concept of welcoming capacity refers to the number of people that you can allow into a certain area without risking the site or the experiences of the visitors being harmed.

The welcoming capacity is usually expressed in three categories: environmental, physical and social. The capacity of environmental welcome means the

capacity of an ecosystem to sustain healthy organisms and to maintain its productivity, adaptability and renewal capacity at the same time. The capacity of physical welcome, also called the facilities, is viewed as the capacity of a tourist environment to support activities and infrastructures without affecting the resources or the visitor's satisfaction: number of beds available, number of spaces in parking areas, space in a museum, etc. The capacity of social welcome refers to the biophysical, social and psychological limit beyond which the number of people in a certain space could affect the experience and the visitor's satisfaction. Nevertheless, there are authors that define up to six typologies, when separating the social and the psychological and adding the dimensions of economics and politics.

The concept of welcoming capacity, based on the determination of the threshold starting from which negative impacts begin to happen, has a limitation that fixes the limits of the number of visitors without evaluating factors like the behavior of the visitors and the resistance level or physical and social resilience of a certain medium. Resistance is seen as the capacity to assimilate tourist use without experiencing damage and resilience as the capacity of returning to the initial state after having suffered them.

Understanding that one tourist, ignorant of heritage values and their protection, can cause more damage than twenty tourists experienced and respectful of the heritage, we must assume that a site cannot be considered protected from tourist activity just with the determination of its welcoming capacity. It also requires minimizing the impacts from the influx of visitors to the heritage, planning the management of the flow of tourists.

The new methodologies of planning start from the principle that all activities have some impact level and that the desired conditions should serve as a guide for the management of visitors, for they value the limits of the impacts more than the visits. Among these methodologies are highlighted: Visitors Impact Management (VIM), the process of the Visitor's Experience and Resource Protection (VERP) and Limits of Acceptable Change (LAC). This last one, a methodology used to identify the desirable conditions in the site and determining the level of biophysical or social impact that is acceptable under a use system, is the one that some specialists recognize as the tool most adaptable in the context of developing countries.

The indicators of tourist impact

The processes of planning the management of tourism consist of regular steps: an inventory of resources and their condition, fixing of objectives and the definition

of indicators and their monitoring, among others. This allows for the fixing of measures to manage the impacts of tourism later on.

The indicators for the monitoring of the impacts of tourism should identify the socio-economic, environmental and physical effects. In the case of heritage these cannot be limited to structural or technical conditions, and they must keep in mind the values of integrity and authenticity. These indicators must also complete several principles to guarantee their effectiveness: to be able to be evaluated quantitatively, be simple to measure in the field and by the specialists of the site, not to be very expensive and detect changes of conditions easily.

Each indicator should have its measurement norm and appraisal method. Although there is no single model and each site must define their own that function in the existing conditions, there are examples of indicators that are in common: erosion, the crime rate, the state of the vegetation, wearing away of monuments, satisfaction of tourists, among others. Consisting of a systematic program of monitoring it allows the process of planning to be made effective, to carry out the necessary adjustments in the indicators and to implement the strategies to correct the impacts generated by tourism.

Strategies for the management of the impacts of tourism.

When the monitoring of the tourist management of a heritage site indicates that the environmental, socio-economic or physical conditions approach or reach unacceptable levels it is necessary to adopt measures that cause the impacts to reduce. Knowledge of the strategies and possible instruments for doing that, and their consequences, are indispensable to recover the desired conditions in the site.

The strategies for the management of the impacts of tourism can be framed in the same dimensions as these: physical-environmental, economic and social. They can also be direct or indirect, greater effectiveness being achieved with a combination of both. The first confront the problems of visitor flow by means of regulatory instruments that restrict or prohibit the use of the resources. The indirect modify them through educational and informative instruments that persuade the visitors and residents.

The strategies for the management of visitors are oriented to control variables like the number of visitors, tourist use, the types of activity, the behavior and expectations of the visitors, conflicts between residents and visitors and the physical and social resistance and resilience in the location. Among the

possible strategies to reduce the conflicts between residents and visitors, and with an important socio-economic dimension, is the incorporation of socio-cultural values within the tourist offer, increasing the participation of the community and channeling benefits to the residents. To modify the type of activity direct strategies can be adopted like the prohibition of the same, or indirect like the implementation of interpretation programs that create respect for the resources of a site. Equally the number of visitors can be controlled by means of strategies of pricing, increasing the cost of visits or applying systems of quotas.

It is important to understand that defining strategies to solve the impacts of tourism is the result of the process of analysis of the behavior of the indicators and the reasons why the norms established in the visitor management plan are not realized. This indicates that something has failed in the process of planning or there have been important changes in the demand that have not been monitored properly.

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LECTURE No 3.5

MAIN THEME: The interpretation of heritage

MATERIAS	OBJETIVOS
The concept of interpretation.	<ul style="list-style-type: none"> - To know the different concepts and definitions of interpretation of the heritage. - To achieve a defined approach about the importance and necessity of interpretation.
Principles of interpretation of heritage.	<ul style="list-style-type: none"> - To know the principles stated by Beck and Cable. - To know the principles stated by Tilden.
Planning, Organization and Means of Support for Interpretation.	<ul style="list-style-type: none"> - To evaluate the planning and organizational elements necessary to develop a good interpretation work. - To know the main means of support for interpretation work.

CONTENT OF THE TOPICS

The concept of interpretation.

The contact between the tourists and the local population results in an intercultural relationship that has diverse perils, as much psychological as sociological. The contact between the tourists and people in charge of interpreting the heritage (natural and cultural) is similar. The tourist, during his stay, has a living experience, he enjoys himself, but he looks with his values and he judges with his own categories and they do not always coincide with people of the locality of the heritage site. That is why it is indispensable to look for the appropriate method of communication so that the heritage is enjoyed, respected and protected. For that, diverse activities have been created and developed that, together, have been called interpretation of heritage.

“The interpretation of heritage, in the meaning that we use next (because there are diverse meanings of the term) is a process of strategic communication developed according to the public to whom it was directed (visitors), the heritage resource, and the means and techniques used. The interpretation of the heritage is the ‘art’ of revealing in situ the meaning of the natural, cultural or historical legacy, to the public that visits those places in their free time.”

Interpretation is not a closed concept but rather, still being new, is permanently evolving. Many people and entities have their own definition of interpretation. There are several of them that deserve being read, a list of them has been included among the course material.

Nevertheless, it is necessary to insist that interpretation is essential, because it represents a very transcendent contribution in the increase of the conscience of natural and cultural heritage values. It also contributes to the best appreciation and understanding of that heritage. These contributions are fundamental, because what they do is influence, starting with some new knowledge and experiences, on the change of habits, attitudes and behavior with regard to the heritage. Everything is done in a way and in an atmosphere that allows a greater satisfaction for those that visit these sites or activities. Also, interpretation allows the visitors to be informed and guided appropriately about the attractions, activities and facilities as necessary in the area where the heritage is located. For that, interpretation should be based on proven scientific information. Sites should not be altered to increase their attractiveness (for example: the ill named “Prehistory Mural” in the Valley of Viñales, Cuba).

Principles of interpretation of the heritage

The systematizing of knowledge has raised the need to list a group of principles of interpretation. Two works have been outstanding in this sense:

Larry Beck and Ted Cable (1989). Interpretation for the 21st Century - Fifteen Guiding Principles for Interpreting Nature and Culture. Sagamore Publishing; Champagne, Il.

- To wake up the interest, the interpreters should ensure that the contents of their messages are related to the life of those who visit those places.

- The purpose of interpretation goes beyond the delivery of information; it consists of revealing a truth and a deep meaning.
 - All interpretive presentation, the same as a work of art, should be designed like a story that informs, entertains and illustrates.
 - The purpose of the interpretive message is to inspire and to provoke people so that it enlarges their horizons.
 - The interpretation should present a topic or a complete approach, and it should be directed to the individual as a whole.
 - Interpretation for children and adolescents and senior citizens should apply different focuses.
 - Every place has its history. Interpreters can bring the past alive to make the present more enjoyable and the future more meaningful.
 - Technology can reveal the world in exciting new ways. However, incorporating this technology into the interpretive program must be done with foresight and thoughtful care.
 - Interpreters must concern themselves with the quantity and quality (selection and accuracy) of the information to present. Well synthesized and based on good research, the interpretation will have more power than a long speech.
 - Before applying the arts of interpretation, the interpreter must be familiar with the basic techniques of communication. Quality interpretation depends on the abilities and the knowledge of whoever gives it, attributes that can be developed progressively.
 - Interpretive writing should transmit that which the readers would like to know, with the authority of wisdom, and its accompanying humility and care.
 - The overall interpretive program must be capable of attracting support- financial, volunteer, political, administrative, - whatever is needed for the program to flourish.
 - Interpretation should instill in people the ability and desire, to sense the beauty in their surroundings, to provide spiritual uplift and to encourage resource preservation.
 - Interpreters can promote optimal experiences through intentional and thoughtful program and facility design.
 - Passion is the essential ingredient for powerful and effective interpretation; passion for the resource and for those people that come to be inspired by it.
- Freeman Tilden (2006). *The interpretation of our heritage*. Published by the Association for the Interpretation of the Heritage. First edition in Spanish. Seville.
- Any interpretation that does not somehow relate what is being displayed or described to something within the personality or the experience of the visitor, will be sterile.
 - Information, as such, is not interpretation. Interpretation is a revelation based on information, although they are totally different things. However, all interpretation includes information.
 - Interpretation is an art, which combines many other arts, whether the materials that are presented are scientific, historical or architectural. Any art is in some degree teachable.
 - The chief aim of interpretation is not instruction, but the provocation.
 - Interpretation should aim to present as a whole rather than a part, and must address itself to the whole man rather any phase.
 - Interpretation addressed to children (say, up to the age of twelve) should not be a dilution of the presentation to adults, but should follow a fundamentally different approach. To be at its best, it will require a separate program.
- Planning, organization and support means for interpretation.**
- The success of interpretation is based on planning the work appropriately and achieving an organization that flows like a process, also, of course, having the creative abilities of communication.
- The planning of interpretation should start with the definition of objectives (of knowledge or what we want to learn; emotional or what we want to feel; of behavior or what we want to do and, finally, economic or what we want to receive in exchange). Secondly, it should evaluate the context or macro environment, to avoid an unviable development in the plan. Thirdly, it is necessary to facilitate and stimulate the participation of the actors and agents (of the heritage, government, civil society, specialists, of tourism, the local population, etc.). With them the revision of objectives can be carried out as the fourth stage which is the writing of the interpretation plan.
- The plan is composed of a development strategy and a program of actions, with dates, costs, people responsible and participants. It should include the satisfaction of the interpretational needs of a diverse

public (families, children, etc.) at the same time consider the necessary means for different foreseen actions.

The means of support for the interpretation can be very diverse. As examples, one can mention the use of geographical information systems, multimedia exhibitions, historical entertainment, role play (people in period dress), interpretation and information centers, the support of appropriate signposting, etc.

The organization includes the detailed unfolding of the actions (preparation of texts, setting out methods, appointing people responsible, etc.). The most important aspect in the organization is linked to the human resources: without adequate preparation and without motivation it is impossible to succeed in the interpretation of heritage.

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Association for the interpretation of heritage, Spain: www.interpretaciondelpatrimonio.com

LECTURE No. 3.6

GUIDE FOR THE CASE STUDY

“The comprehensive restoration of Old Havana’s Historical Centre; Relationship between tourism and heritage.”

This Case Study draws upon the experience of Havana’s Historian’s Office in the comprehensive restoration project that has been carried out over the last 12 years. This project produces a wise combination and integration between Tourism Development, Culture and the Tangible and Intangible Heritage.

Old Havana’s Historical Centre was declared National Heritage in 1978 and World Heritage in 1982. In 1993, a new period began with the implementation of a management model to allow a more efficient and comprehensive intervention process in this unique site, including the Historian’s Office, the leading institution, which has exceptional powers at the local level bestowed by Decree Law 143 of that same year. In 1995, the site was declared a high significance area for tourism by Agreement 2951 of Cuba’s Council of Ministers.

This way, the development of diverse strategies and physical interventions linked to auto-financing mechanisms were boosted, having the cultural and social dimension as key premises of the Comprehensive Restoration Project of Old Havana’s Historical Centre.

Four main intervention measures were taken: First, to concentrate the restoration tasks in areas with a strong functional and economic potential. Second, to recover the tertiary-commercial points and adjoining urban complex. Third, to develop isolated points that could help to speed the rehabilitation process in areas within the Historical Centre. And fourth, to maintain the assignment of resources to specific projects of high social and heritage importance.

In the definition of the Strategy for Economic Development, priority was given to tourism activity as a short-term income generator, and booster of related activities, assuring the recovery of the cultural heritage and generating considerable financial resources that will be used in the strategies and actions of the heritage rescue project itself. Tourism development also brought negative implications to the urban and social environment; therefore, it was necessary to study its impacts and introduce measures and actions for their mitigation.

Recently, UNESCO published the text “La Habana Vieja: Una experiencia singular” (Old Havana, a

unique experience) period 1994-2004, where the conceptual elements of the project are described, as well as its institutionalization; financial means; investment strategies; behavior of the business system, cultural, social and humanitarian actions; linkage with international cooperation, among other aspects, and assessments made by international experts.

This Case Study deals with four major objectives:

1. To show the increase of the heritage value through tourist-cultural uses.
2. To describe the capacity of the tourism activity as a sector generator of financial flows for the Comprehensive Restoration project of Old Havana’s Heritage.
3. To understand the essential combinations between tourism, culture and the local community.
4. To present the benefits and costs generated by the tourism exploitation of a Historical Centre that has been declared Heritage.

The Case Study is structured as follows:

Part 1: The Great City of Havana, as the spatial and functional context where the Historical Centre is located. Slides 2 and 3.

Part 2: The special nature of Old Havana’s heritage, describing the valuable urban and architectural heritage of the Historical Centre built up in its more than 480 years. Slides 4 to 25.

Part 3: The country’s legal support for the Heritage, highlighting key moments and actions referred to heritage protection and especially to Old Havana’s Historical Centre. Slides 26 and 27.

Part 4: Old Havana, magnitude of its problematic physical-spatial situation, describing the construction damage and challenges of the built up complex of this part of the city. Slides 28 to 32.

Part 5: The restoration project of the Historical Centre, premises, policies and actions, making a summary of the project’s extent, its prerogatives, dimension and institutional elements of the Historian’s Office, etc. Slides 33 to 37.

Part 6: The financial resources for the restoration of Old Havana's Historical Centre, presenting the sources, destinations, structure between social and profitable investments, etc. Slides 38 to 44.

Part 7: Tourism development: behaviour and results; moment when the commercial tourism logic, type of hotel facilities, behaviour of the main tourism indicators, and marketing connections between commercial and cultural options are combined. Slides 45 to 53.

Part 8: The integration between culture-heritage and tourism, describing the extent and diversity of cultural actions, such as visits to museums, number of concerts, specialized and artistic exhibitions; as well as the courses, seminars and hours of radio broadcasting, in addition to the different local subjects that themselves become actors and benefit from the socio-cultural project. Slides 54 to 59.

Part 9: The restoration process from the inside, describing the aspects referred to: jobs, specializations and trades, infrastructure investment, rescue of construction traditions, archeological and historical research, etc. Slides 60 to 65.

Part 10: Prevention and management of disasters, showing the heritage, economic and social damage faced by the Historical Centres such as floods, fires, collapses, etc. using very eloquent images, confirming the fragility and vulnerability of these urban structures. Slides 66 to 68.

Part 11: Saturation due to tourist flows in the heritage sites, presenting the concentration of visitors, road accessibility and parking problems, etc. Slides 69 to 71.

Part 12: So as not to forget, a series of pictures of diverse buildings before and after the restoration. Slides 72 to 87.

CCBP

Caribbean Capacity Building Programme

For World Heritage



United Nations
Educational, Scientific and
Cultural Organization

Regional Bureau for Culture
in Latin America and the Caribbean

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