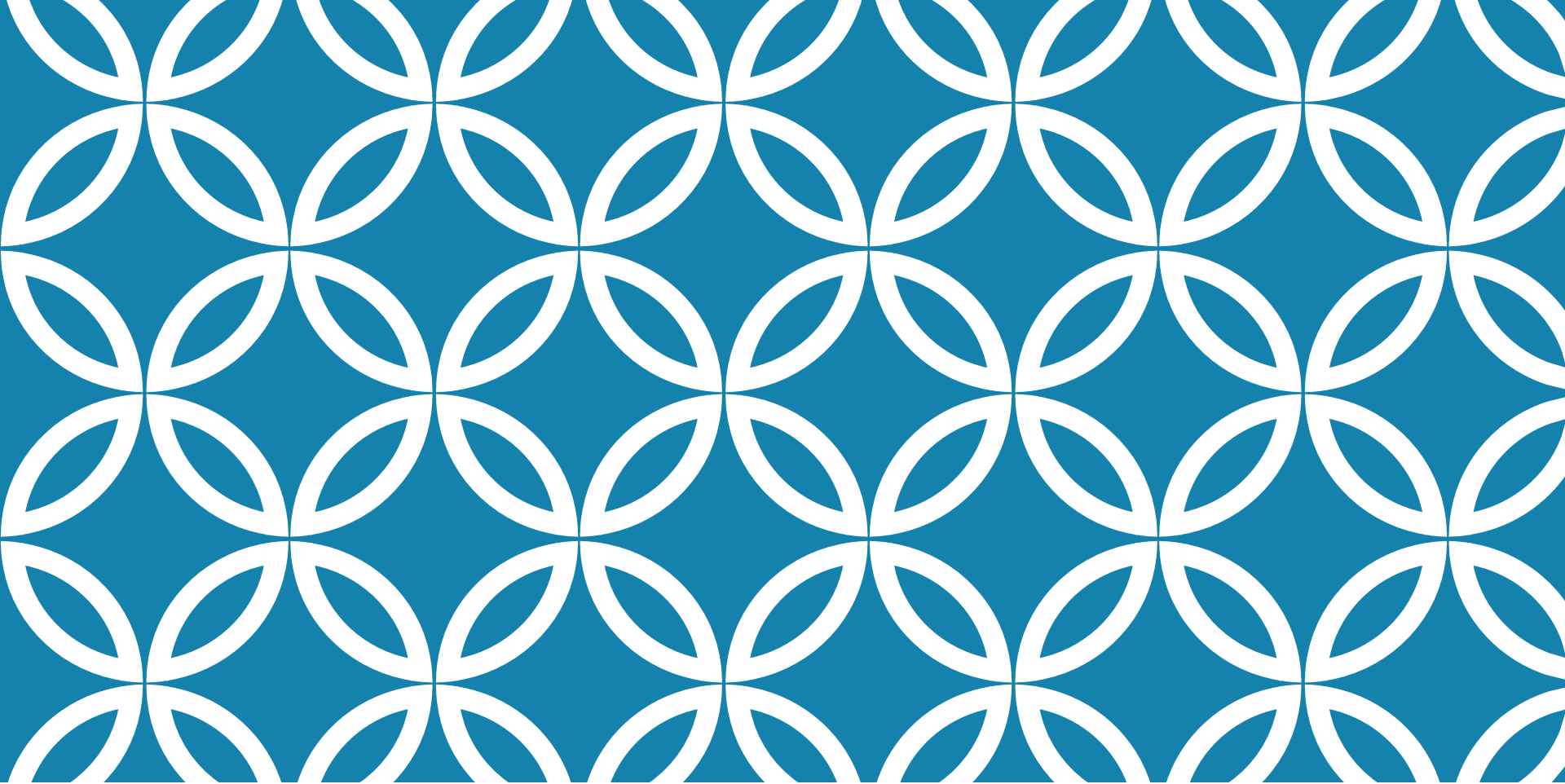




MANAGEMENT OF HERITAGE AND CULTURE

Culture Heritage and
Tourism Management

Questions:

1) What does EFFECTIVE Attraction management involve?

2) What does EFFECTIVE Heritage and Cultural Attraction Management involve?

(NB : Consider - What aspects of Heritage and Culture NEED management?)

3) What are the key differences of managing a 'general' attraction and a 'Heritage and Cultural' attraction?

HERITAGE OPERATIONS MANAGEMENT

Effective Heritage Mgt involves the consideration of:

- Product Quality Design
- Planning Funding
- Customer Care
- Operations
- Conservation
- Sustainability
- Marketing
- Presentation / Interpretation.....



HERITAGE OPERATIONS MANAGEMENT

FUNDAMENTALS

Managers NEED TO:

- 1) Know THEIR site intimately (Site Requirements)
- 2) Know THEIR visitor market (Consumer requirements)

[Middleton and Hawkins (1998)]

HERITAGE OPERATIONS MANAGEMENT

One of the biggest problems facing 'Heritage' is that often MANAGEMENT is REACTIVE instead of Proactive.

[Middleton + Hawkins (1998)]

“Failure to implement mgt schemes / practices is normally linked to financial restrictions / space constraints or an inability to identify the appropriate course rather than a willful disregard for the conservation of the site”

(ETB 1991 p7)

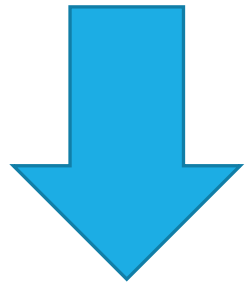


■ WHAT SKILLS SHOULD A
HERITAGE / CULTURE MANAGER
HAVE ?

HERITAGE OPERATIONS MANAGEMENT

Fundamental Actions for operations Mgt include:

- ☐ Know your site / customer / market well
- ☐ Build up strong links (networking links.....)
- ☐ Operate within predetermined parameters
- ☐ Effectively train staff
- ☐ Invest in education and interpretation
- ☐ Invest in Conservation
- ☐ Assess the impact of visitation on the site
- ☐ Use marketing as a 'tool'
- ☐ Be aware of success + short comings at other sites.



HERITAGE MARKETING MANAGEMENT

For effective marketing mgt, is it essential to **FIRST** know your product.

NB - Consider:

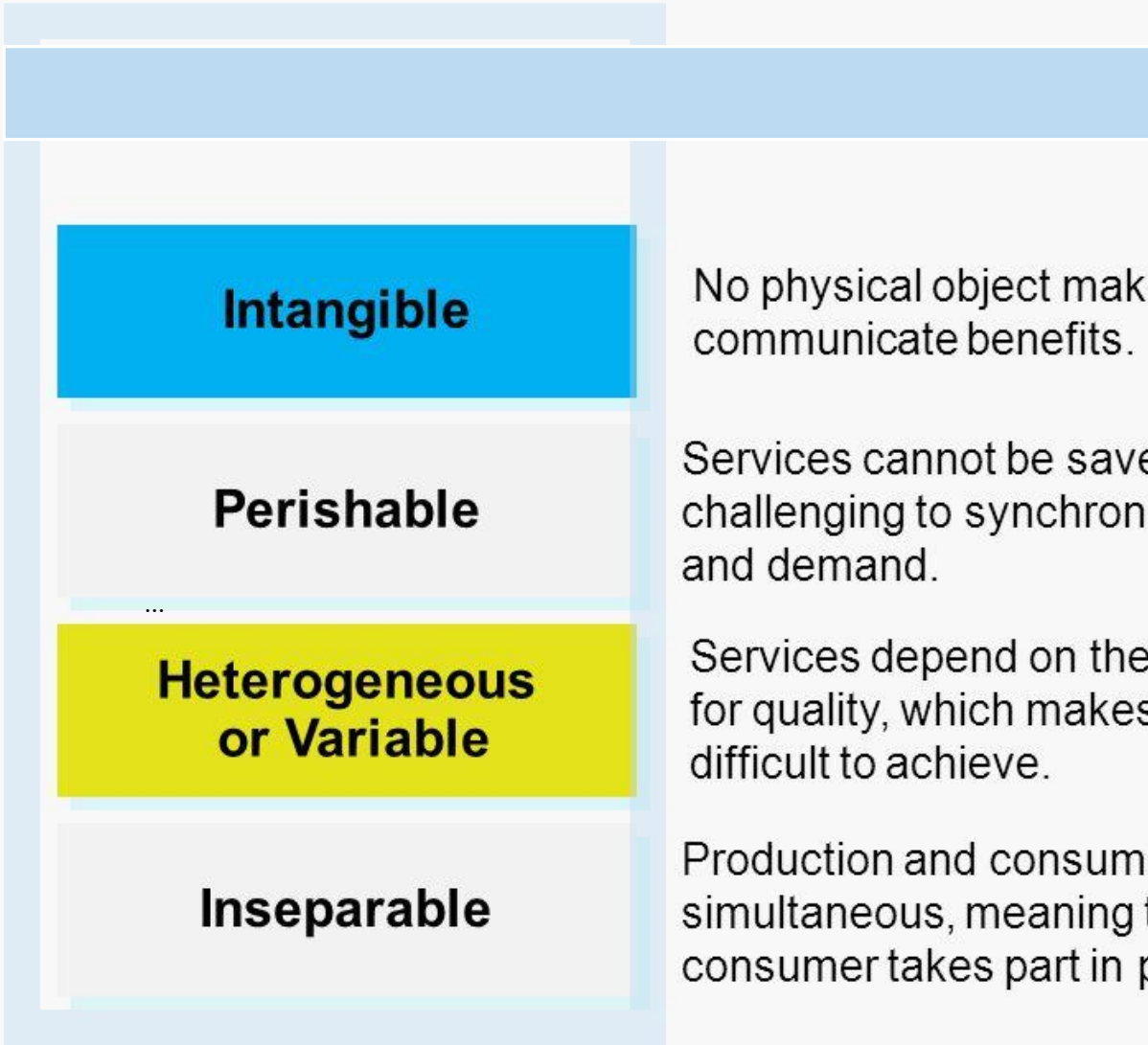
Intangibility / Inseparability / Perishability / Heterogeneity
(Stanton 1981, cited in Middleton 1998)

Linked to product type - - this will influence the marketing strategy (4Ps - McCarthy or 7Ps of Marketing - Booms and Bitner)

□ WHAT ARE

*Intangibility / Inseparability /
Perishability / Heterogeneity ?*

□ WHY DO WE NEED TO CONSIDER THESE RELATED TO
HERITAGE AND CULTURE MANAGEMENT?

A diagram showing four characteristics of services in a vertical stack. The top bar is light blue. The first box is blue with the text 'Intangible'. The second box is light gray with the text 'Perishable'. The third box is yellow with the text 'Heterogeneous or Variable'. The fourth box is light gray with the text 'Inseparable'. To the right of each box is a corresponding text description. The entire diagram is enclosed in a light blue border.

Intangible

No physical object makes it hard to communicate benefits.

Perishable

Services cannot be saved, and it is challenging to synchronize supply and demand.

**Heterogeneous
or Variable**

Services depend on their employees for quality, which makes consistency difficult to achieve.

Inseparable

Production and consumption are simultaneous, meaning the consumer takes part in production.



□ HOW DO THESE CHARACTERISTICS
INFLUENCE THE WAY IN WHICH HERITAGE
AND CULTURE ARE MANAGED AND
MARKETED?

7 P_s OF MARKETING

☐ Product

☐ Place

☐ Price

☐ Promotion

☐ People

☐ Process

☐ Physical Evidence

INTERPRETATION

Marketing and Interpretation of Heritage is a critical element in its preservation and general management!!

WHY?

INTERPRETATION

“Quality interpretative tools (presentation forms) are paramount in securing a better understanding and respect for a place”

Orbasli (2000, p165)

“Good heritage mgt with a major focus on interpretation and presentation ensures that one complements the other (Tourism and Heritage”

Miller (1995, p115, cited in Orbasli 2000, p166)

QUESTION: Give examples of GOOD INTERPRETATION METHODS for HERITAGE AND CULTURE ATTRACTIONS / LOCATIONS.

INTERPRETATION

Means of Interpretation:

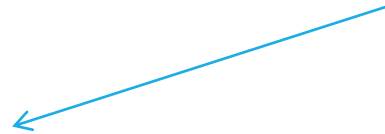


Signboards / Recorded Commentary /
Leaflets / Visitor Centres / Multi-Media
Points.

NB: Marketing and Interpretation forms need to be constantly innovative (Reinvention of heritage..... therefore generative increased revenue from repeat visitors)

CAVEAT: (!)

The downside of generating increased visitors are = Negative Environmental Impacts.



- 1) Overcrowding
- 2) Wear and Tear
- 3) Congestion
- 4) Development.

HERITAGE AND FINANCE MANAGEMENT

Due to the fragility of many heritage attractions / sites and therefore the need for significant sources of income for repair / restoration, there is added pressure of such sites to generate high levels of visitation.....

“In order to survive, every site must be capable of securing sufficient income to cover the costs of the preservation of the fabric of the site and its contents” (ETB 1991, p10)

HERITAGE AND FINANCE MANAGEMENT

“It is the case that few (heritage attractions) are able to cover the full costs of providing for visitors and funding adequate repair and conservation programme” (ETB 1991, p10)

EG: Britain's finest Medieval Cathedral =
Salisbury Cathedral : £22,000,000
repairs!!!

Question = Consider effective ways in
which heritage and cultural sites could
generate income...???

HERITAGE AND FINANCE MANAGEMENT

Ways to increase funding..

- ☐ Encourage secondary spend – shops / restaurants / Cafes.....
- ☐ Increase prices – admissions / goods...
- ☐ Encourage voluntary conservation work.
- ☐ Encourage financial linkages – sponsorship / partnership



QUESTION :

What are your thoughts on VISITOR
MANAGEMENT and related
ENVIRONMENTAL PRESERVATION at
Heritage / Cultural Sites??

METHODS TO OVERCOME NEGATIVE IMPACTS FROM VISITATION....

Using Guides

Timed Tickets

Audio Tours

Queuing Systems

Temporary Closure

Re-Routing Visitors

Marketing Off Season

Introducing Wear
Techniques – Eg; EIAs

Restricting Parking

Referral Systems

Varying Opening Hours

Restrictions Placed On
Visitors

Educational Based
Tourism Promoted

Rigorous Cleaning
Regimes

Planning Alternative
Routes