

# CULTURAL TOURISM

Chapter 2:

Challenges in achieving Sustainable Cultural Tourism (P.11-24)

# Challenges in achieving Sustainable Cultural Tourism

- Chapter 2:
  - Culture and Tourism collaborates or competitors
  - Relationships between Tourism and Cultural Heritage Management
  - The consequences
  - The solutions

# Challenges in achieving Sustainable Cultural Tourism

- The emerge of cultural tourism as a fashionable tourism activities presents both opportunities and threats to its sustainable management.
- Most tourism and cultural heritage management stakeholders acknowledge the mutual benefits that can accrue from such a partnership (Robinson 1999).

# Culture and Tourism Collaborators or Competitor?

- Partnerships work best when a limited number of stakeholders are involved and each holds seminar values.
- On the other hand, conflict or the potential for conflict, is more likely to emerge when many stakeholders are involved who hold diverse values or when the actions of one set of stakeholders interfere with the achievement of another group's goals (Jacob and Schreyer 1980).

# Culture and Tourism Collaborators or Competitor?

- Cultural Tourism has been typified by competition for use of the same resource, rather than cooperation to achieve mutually beneficial goals.
- Competition is often erroneously seen as a zero-sum game that produces winners and losers.
- When in reality most competitor display both complementary and conflicting interests.

# Culture and Tourism Collaborators or Competitor?

- Both Tourism and Cultural Stakeholders may have some divergent goals, they also share much in common.
- Both can benefit from building on this common ground.
- Competition may also be exacerbated when the power balance between stakeholders changes, as is happening in many cultural tourism places.

# The Independent Evolution of Tourism and Cultural Heritage

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Different core ideologies and values

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To serve different sets of stakeholders

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Different political masters

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Achieve different objectives

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Perform significantly different roles in society

# The Independent Evolution of Tourism and Cultural Heritage

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Tourism Industry professionals value cultural assets as raw material for their products to generate tourism activity and wealth.

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Cultural Heritage Management professionals value the same assets for their intrinsic merits.

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Lack of cross communication leads to a lack of cross fertilization of ideas and lack of understanding of the legitimate needs of each stakeholders.



# The Independent Evolution of Tourism and Cultural Heritage



Cultural Heritage Management evolved to conserve and protect a representative sample of our heritage for the future as its goals to serve the broader public good.




But Tourism is essentially a commercial activity that is dominated by the private sector and is driven by profit or the desire of governments to achieve economic objectives.

# The Independent Evolution of Tourism and Cultural Heritage

Comparing Cultural Heritage Management and Tourism	Cultural Heritage Management (Promote conversation of culture)	Tourism (Promote Development of tourism)
Structure	Public-sector oriented Not for profit	Private-sector oriented Profit making
Goals	A broader social goal	Commercial goals
Key Stakeholders	Community groups	Business groups
	Heritage groups/ local residents - key user groups	Nonlocal residents – key user groups
	Organizations for heritage professionals, local historical groups	National tourism trade associations, other industry bodies
Economic attitude to assets	Existence value	Use value
	Conserve for their intrinsic values	Consume for their intrinsic or extrinsic appeal
Use of assets	Value to community as a representation of tangible and intangible heritage	Value to tourist as product or activity that can help brand a destination

# Seven possible relationships between Tourism and Cultural Heritage Management

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- Insights about possible relationships can be gained from an examination of the relationship between tourism and the environment.

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- And conflict is most likely to emerge when tourism is perceived to be detrimental to nature and its resources.

# Seven possible relationships between Tourism and Cultural Heritage Management

<p>Conflict</p> <p>↑</p> <p>↓</p> <p>Cooperation/partnership</p>	Full Cooperation	<p>True Partnership for the mutual benefit of both sectors</p> <p>Likely imposed or heavily managed</p>
	Working Relationships	<p>Realization of common needs and interests</p> <p>Begin dialogue</p> <p>Work to ensure that both interests are satisfied</p>
	Peaceful Co-existence	<p>Sharing of the same resource</p> <p>Derive mutual benefits from its use, but still largely separate and independent</p> <p>Some dialogue, but little cooperation or recognition of need to cooperate</p>
	Parallel Existence/ Blissful Ignorance	<p>Separate and independent</p> <p>Little or no contact</p> <p>Out of sight, out of mind</p>
	Mild Annoyance	<p>Goal interference attributable to one stakeholder</p> <p>Lessened satisfaction</p> <p>One stakeholder exerts adverse effects, but little real conflicts</p> <p>Lack of understanding between stakeholders</p>
	Nascent Conflict	<p>Problems dying easy solutions emerge</p> <p>Changing power relationships with emergence of one dominant stakeholder whose needs are detrimental to the other established stakeholder</p>
	Full Conflict	<p>Open conflict between stakeholders</p>

# The Consequences

- The failure to appreciate the nexus between cultural heritage management and tourism resources in the suboptimal delivery of cultural tourism products and the continued unsustainable development of this sector.

- To failure to accept that tourism is a legitimate user results in the failure to develop and present cultural assets in a manner that is amenable to the needs of the tourist.

# The Consequences

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The lowered visitation levels and decreased satisfaction, threatening the commercial viability of the asset.

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Worst still, to continued high levels of visitation without signaling how the assets is to be used, resulting in tourists defining the experience themselves, at the peril of the asset.

# The Solutions

Understanding can occur only by truly developing an appreciation of the other side's interests and values.

Tourism interests must develop an awareness of cultural heritage management concepts, ideals, and practices.

Cultural heritage management stakeholders must also develop an understanding of what tourism is and how it works.

Through mutual understanding, both groups can then work to build on their shared interests in the assets and work to resolve differences.

ANY QUESTIONS?

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