

ENTREPRENEURSHIP EDUCATION FOR CULTURAL TOURISM

STRATEGIC PARTNERSHIP IN THE FIELD OF YOUTH



MODULE 4: Cultural Tourism Policy, Strategy and Marketing	
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MODULE 4: Cultural Tourism Policy, Strategy and Marketing

Course Description

Cultural values, diversity and heritage are one of the pillars of Sustainable Tourism for Development of every country. The main goal of cultural tourism development in many countries is to ensure sustainable economic, social and cultural development combined with preservation and active enhancement of cultural resources through increased supply, diversity and quality and sale of viable cultural tourism services. The Cultural Tourism Strategies are more focused than ever on the development of a cultural brands, building on existing strengths as a nature-based destination, product investment, which focuses on helping cultural organizations to become tourism market ready to ensure a top rate visitor experience, and coordinate marketing initiatives that are geared toward real and potential visitor audience. The demand for culture is growing increasingly, so there is also a growing pressure on the public sector to support more and more cultural facilities.

Learning Objectives: As a result of engaging with the material in this module, youth workers are intended to achieve the following learning outcomes:

Knowledge: learn what the term “policy” means, in particular tourism policy and its importance for the development of sustainable economic, social and culture growing for each country; gain knowledge about tourism strategies, strategic marketing plans and cultural brands;

Skills: cultural awareness; increased sense of community pride; increased awareness of cultural events and access to them; get knowledge about policy, strategies and marketing related to the Tourism Industry, in particular Cultural Tourism Sector, cultural tolerance and understanding;

Competences: understanding the importance of cultural tourism as a part of tourism industry; competencies in the areas of human relations, safety, environmental issues, marketing, promotional planning and marketing research; gain an understanding of cultural tourism trends and opportunities;

Structure:

The module is divided into three main topics:

- CULTURAL TOURISM POLICY
- CULTURAL TOURISM STRATEGY
- CULTURAL TOURISM MARKETING

Learning content

The benefits of a Coordinated Cultural Tourism Strategy for stakeholders such as Tourism Sector, Cultural sector, Visitors and Residents/Businesses are a lot. Building a continued collaboration between cultural and tourism sectors partners and creating a common understanding of the benefits and opportunities of cultural tourism for both, is becoming increasingly important. Moreover, foster partnership with other levels of government, agencies and organizations that build on the strength of each member is another important step for development of cultural tourism capacity.

In this module, we aim to provide more information about what is cultural tourism policy and why is important to have a good strategic marketing plan in order to develop the economic, social and cultural growing of our own country. We will give you some examples of best practice, who have a big impact for the development of the country brand, not only beyond country borders but also among their citizens.

I. CULTURAL TOURISM POLICY

Both culture and tourism are increasingly important components of the development of cultural tourism capacity and usually in the context of a well-travelled world it is a difficult not to be consider one without the other. Here is important to recognize that any discussion of the inter-relationships between tourism, culture and development is confronted by several layers of complexity. In policy terms, tourism combine the fields of planning, education, health, environment, transport, development and culture, but all the competing priorities have made it difficult to devise precise policy frameworks for areas such as tourism and culture. Nowadays, there are still some worldwide Government agencies that place heritage and culture as a low priority in the face of other pressing development needs, even more so in tough economic times. They are not aware that heritage and culture play a significant role in tourism, deliver urban and rural regeneration, and that can provide social and economic benefits for individuals and communities.



Often, it can be seen some disagreement between cultural managers and tourism providers, because they are expected to meet different priorities. Ones are focused on protecting and conserving sites, when the other ones aims to increase tourism numbers and revenue. In addition, is also important to underline that government officials need to respond to new demands such as justifying public spending, providing educational opportunities,

engaging new audiences and promoting cultural tolerance and understanding. Nowadays, the attention should be focus on skills development, institutional reform, public information and visibility, funding strategies, the role of the private and voluntary sectors, and sustainable development as well as innovative approaches to maximizing heritage and tourism benefits. Many countries now have multi-year policies and plans in place to develop the tourism sector and to give direction and focus to government policy at national and sub-national level. In recent years, many tourism policies and plans have either been updated or re-oriented (Australia, Japan) or new plans have been developed (Chile, Czech Republic, Denmark, Finland, France, Greece, Iceland, Italy, Japan, Latvia, Lithuania, Poland, Switzerland, and the United Kingdom) to take account of changes in the global marketplace or to reflect new government priorities.¹

Talking about a tourism policy and planning, we would like to give you a good example for effective development of Tourism sector presenting briefly to you the country which has the world's most competitive tourism industry. 😊

➡ SPANISH TOURISUM POLICY

For the second time in a row, Spanish tourism sector is ranked as the most competitive in the world, according to the World Economic Forum. Spain's success can be attributed to its unique offer of both cultural and natural resources, combined with sound tourism service infrastructure, air transport connectivity and strong policy support.

“With beautiful heritage sites throughout the country, Spain boasts top marks for its cultural resources”.



The group's Travel & Tourism Competitiveness Report 2017²: Paving the Way for a More Sustainable & Inclusive Future, which covers 136 economies, grants Spain a top score of 5.4 on 7 on its Competitiveness Index, bettering France and Germany, which ranked second and third respectively. Spain has been climbing the tourism competitiveness ladder quickly: in 2011 it ranked 8th; by 2013 it was in 4th place, and in 2015 it took the world title.

GOOD TO CHECK: [SPAIN travel and tourism Competitiveness Index 2017 edition](#)

¹<http://www.oecdilibrary.org/docserver/download/8515041e.pdf?expires=1506347735&id=id&accname=guest&checksum=F4695871AFDCCB07E1434169501F35B7>

² <http://reports.weforum.org/travel-and-tourism-competitiveness-report-2017/preface/>

TURISMO 2020 - The Spanish “Horizon 2020” Tourism Plan

The Spanish “Horizon 2020” Tourism Plan is currently in force, and has the following objectives:

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- to increase the social and economic benefits of tourism
- to achieve a social/territorial rebalance which boosts the tourist business at new destinations and
- to improve the quality of the national and cultural environment by reducing the potentially negative impact of the tourist business

The plan suggest an approach based on new principles as planning from a strategic viewpoint, striking the right balance between tourism sector and its environment, differentiation on the strength of the destination`s unique traits, specialisation in product categories and simplification to incentive development and improve company performance. The Spanish strategy is focused on innovation, new knowledge and attracting talent. For Spaniard have been always important the creation of competitive environment which can ensure cooperative culture and good sector competitiveness plans based on public and private responsibility and social participation. More efficient distribution of tourism activities to different regions and the creation of new product categories which can support the operation all year around, are also one of the country's first priorities. Regarding the attracting talent, the Spanish plan aims to develop and retain talent within tourism sector, improving the leadership and people management practices and providing rewarding career structure. Some time ago, Spain was mainly associated to “sun and beach” tourism, but in the past years, attention has increasingly shifted towards cultural tourism as a main source of revenues and a key product to counteract seasonal concentration. As an example, we can mention historical sites/buildings, celebrations and cultural events, rural tourism, spiritual tourism and language tourism (*turismo idiomático*).

According to National Statistics Institute of Spain⁴, the purpose of the travel of tourists visiting Spain for **leisure** in July, 2017 generated 88.9% of the total expenditure (with a disbursement 15.0% larger than in July 2016).

International tourist expenditure by type of main accommodation, type of organization and main purpose of the trip

	July 2017							
	Total expenditure (millions of €)	Annual variation	Average expenditure by tourist (€)	Annual variation	Daily average expenditure (€)	Annual variation	Average duration of the trips	Annual variation
TOTAL ⁽¹⁾	11.902	16,3	1.132	5,6	139	6,0	8,2	-0,4
Market	9.976	14,1	1.179	5,4	159	4,5	7,4	0,9
- Hotel accommodation	7.073	8,8	1.128	4,5	185	7,3	6,1	-2,6
- Rest market	2.903	29,5	1.326	6,1	119	4,4	11,2	1,6
Non Market	1.926	28,8	940	8,6	83	16,1	11,3	-6,5
TOTAL	11.902	16,3	1.132	5,6	139	6,0	8,2	-0,4
Without tourist package	8.456	27,5	1.115	7,5	131	8,9	8,5	-1,3
With tourist package	3.446	-4,4	1.179	3,0	161	3,8	7,3	-0,8
TOTAL	11.902	16,3	1.132	5,6	139	6,0	8,2	-0,4
Leisure	10.586	15,0	1.121	5,5	143	6,9	7,9	-1,3
Work	390	6,6	1.098	-9,0	175	-14,8	6,3	6,8
Other motives	926	39,0	1.298	12,5	99	11,3	13,1	1,1

³ <http://www.investinspain.org/invest/en/-invest-in-spain/incentives/tourism-industry/index.html>

⁴ <http://www.ine.es/>

Travelling for **Leisure, recreation, holidays** is one of the category that includes: journeys to visit places of tourist interest, either natural areas, cultural heritage, cities, etc.; attendance at sports or cultural events. This category can be distinguished in some sub-categories where we can find the category Cultural Tourism. This category includes journeys whose main purpose is to discover cultural assets (museums, historical or artistic heritage, etc.) present in a certain tourist destination, either a village or a city.

Do you remember UNESCO World Heritage List?

Spain has 46 properties inscribed on the World Heritage List – 40 of them are cultural, 4 are natural and the other 2 mixed.⁵ How you can see, Spain is culturally rich country where the Cultural Tourism can be motivation for many tourists to come and visit it, but of course if Spain doesn't have a good Tourism Policy and Strategies, the power of its culture will not be so benefited for the local communities and their business. The good tourism policies can ensure the increase of the employment and entrepreneurship, create opportunities for local people and in the same time, preserve the local heritage and culture.

Talking about the cultural heritage of Spain, in the following link you can take a look at the [UNESCO World Heritage List – Spain](http://whc.unesco.org/en/statesparties/es/).

In the same page, you can check also the cultural heritage sites of Romania, Denmark and also the Italian World Heritage list with 48 cultural properties inscribed on it. However, there is a lot of interesting information about the cultural and natural sites of many other countries (193 in total).



Nowadays, one of the biggest question facing different countries and regions is how to embrace sustainable development – economic growth, social inclusion and environmental stewardship. There is no doubt that tourism sector has a crucial role on this task, but most of the impacts, positive and negative, are the result of actions taken by private sector enterprises and by tourists themselves. The leading role should be taken by the governments which can encourage the private sector, tourist and other stakeholders to respond to sustainability issues. The only way to achieve it, is through implementing a set of policies for tourism development and in particular cultural tourism development.

Cultural Tourism is a “good” form of tourism for the destinations, because all places have culture. Nowadays, in our society the demand for culture is growing increasingly, so there is also a growing pressure on the public sector to support more and more cultural facilities.

⁵ <http://whc.unesco.org/en/statesparties/es/>

II. CULTURAL TOURISM STRATEGY

Cultural Tourism is a real economic driver for many countries and all destinations should seek to realize the benefits it brings. The good Cultural Tourism Strategy can add economic impact to different communities and improve the life of many people, creating new jobs positions, businesses, event and attractions that help diversify the local economy. The good strategy also should be focused on the continued collaboration between cultural and tourism sector partners, that both together can share knowledge and good practice, encouraging community-based economic development.



The benefits of coordinated Cultural Tourism Strategy for tourism sector, cultural sector, visitors and residents and their business can be really big. Now, we will give you some example of how good strategy can benefit the above mentioned stakeholders.

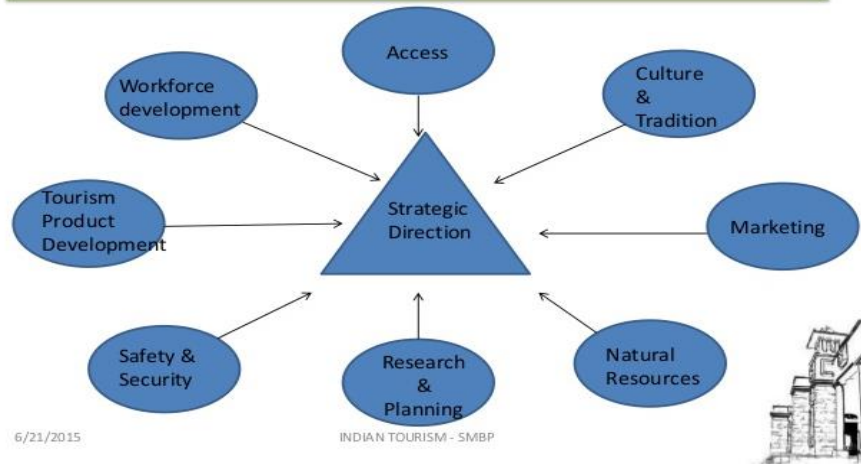
- Tourism Sector: increased interest as a destination overall; creation of 365-day destination, increasing revenues during the low seasons; increase the offer of products that add value to the destination brand; increase partnership between tourism and cultural sectors that maximize benefits for a variety of partners and minimize duplication of services.

The last one is very important point because nowadays the cultural tourism, as a part of tourism industry is becoming more popular throughout Europe. Besides the “sun, sand and sea market”, Cultural Tourism through its combination between natural beauties and cultural heritage can help a lot of countries, creating a competitive advantage and an opportunity to spread the demand over the year. Moreover, developing tourist product based on historical and contemporary culture recourse can be a strategic option for many regions in search of new economics activities. In order to have a success many countries already have changed their cultural agenda, opening new perspectives and involving new management issues for the tourism industry and the governmental agencies.⁶

- Cultural Sector: increased awareness of the sector as a whole and its economic importance; increased investment in cultural infrastructure and resources; create efficiencies for certain business functions; opportunities to build organizational capacity; increased access to a wider variety of markets, including long-haul and international markets; in general, support of cultural and historical heritage;

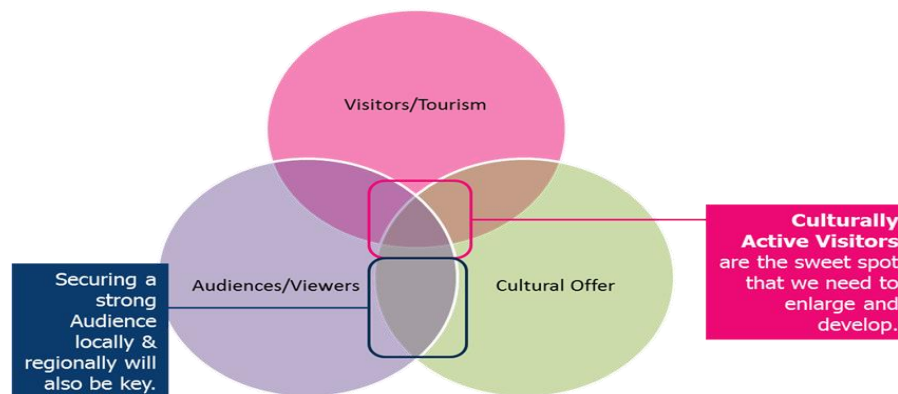
⁶ <http://myy.haaga-helia.fi/~tk/TTRA/ProceedingsTTRA2008.pdf>

Strategic Directions



The creation of touristy long-run development can be done only through offering sustainable quality condition and promoting tourist products with competitive price. There is no doubt that the fair between quality of product and price with affect in attractiveness of target groups. How we mentioned already, cultural tourism and in particular cultural and historical heritage are one of the strongest points that many regions can use to attract tourist, but on the other hand the creation of quality hospitality for tourist is still fundamental condition for a long-term tourism. Only with the necessary personal resource - well-prepared skilled personal, the demand of consumers can be successfully meet.

- Visitors: increased opportunities to participate in authentic and exciting cultural experiences that accurately reflect the changing interests and needs of visitor audiences; increased awareness of cultural events, festivals; an enhanced visitor-focused travel experience, which include greater ease in accessing information, trip planning, etc.;



Culture creates authenticity and distinctiveness in the global tourism market. In this regard, we can say that “tourism experiences” has a crucial role in connecting people and visitors to local cultures. In 2002, Swarbrooke, said that the overall visitors experience is the outcome of the combination and interaction of many tangible and intangible elements and yes, this is absolutely right. In one of the next modules, you will learn more about why ensuring quality of

the Visitor's experience has a crucial role in the development of tourism sector, but however you should know that behind this process there are a lot of phases, activities and participants involved in the developing of this cultural tourism experience. A new cultural tourism experience is accepted when the first three phases are performed – explore opportunities, define experience concept, develop experience system and only afterwards, all the involved participants make a decision to launch this new experience.⁷

- Residents/business: increased sense of community pride; increased awareness of cultural events and access to them; residents are important factor for visitor experience, because they are not just hosts, they participate directly in tourism experience, helping to define the sense of place and atmosphere of regions; improved infrastructure, increased health and sustainability of the sector, leading to better cultural experiences; increased economic benefits arising from as increase tourism in general; tourism necessities help in creation of infrastructure utilities and amenities, which are not only used by the visitors but become valuable to the local population as well.⁸



About the impact of Cultural Tourism on the local community is written a lot. Cultural tourism is particularly attractive because of the benefits it can deliver to residents and their businesses. Some of the benefits are the following ones:

- Creating job and business, providing employment several times more than normal manufacturing industries.
- Increasing tax revenues
- Diversifying local communities
- Creating opportunities for partnership
- Attracting visitors interested in history and preservation
- Increasing historic attraction revenues
- Preserving local investments in historic resources
- Building community pride in heritage

⁷ <http://repository.wit.ie/1664/1/Roseline%20Dalton%20Printed%20Masters%202011.pdf>

⁸ <http://www.eajournals.org/wp-content/uploads/THE-IMPACTS-OF-TOURISM-INDUSTRY-ON-HOST-COMMUNITY.pdf>

Several type of business firms such as hotels, motels, restaurants, transport agencies, travel agents, tour operators, gift shops, car and rickshaw drivers, guide etc. flourish from tourism. It employs large number of people and provides a wide range of jobs, which are intended from unskilled to highly specialized one. Then, there are other supporting industries, small and large, which in turn, cater to the needs of tourism industries directly, or indirectly providing and supplying the requirement of the tourists. According to European Journal of Tourism Hospitality and Research, the following list ranks various businesses, with the highest employer at the top: Food service Entertainment, Accommodation, Automobile transportations, Public transportations, Travel arrangers.



In conclusion, we can end up that the main objective of all governments should be to develop effective plan for cultural tourism economy, put in at the heart of national policies and implement a strategy to create a standardised vision for tourism and culture, leading to success.

III. CULTURAL TOURISM MARKETING

Culture is increasingly being used as a promotional tool because how you already know cultural tourism is identified as a crucial element that can support economic and cultural regeneration, and aid wider tourism policy goals. It will be very difficult to talk about marketing without mention a strategy. However, we didn't describe the term "strategy" in the previous paragraph because we decided that will be better to see the relationship between both terms in sequence.

➔ MARKETING AND STRATEGY OR MARKETING STRATEGY

a. MARKETING

According to Business Dictionary, marketing is the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called 4P's of marketing:

- Identification, selection and development of a *product*
- Determination of its *price*
- Selection of a distribution channel to reach the customer's *place* and,
- Development and implementation of a *promotional strategy*

The American Marketing Association has defined marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”⁹

TOURISM MARKETING

Tourism marketing is different because the customer purchases a series of services, but is left with very little concrete value at the completion of his trip. As a result, the marketing initiatives have to emphasize the value of the memories, make the collection of services easily accessible and add value through additional programming and other factors. A key challenge is to convince potential customers that the item they are purchasing provides good value for the price, and that the services will be as described and expected. In the tourism marketing we find 8P's elements. The 4P's already listed and the other 4 which includes: planning, programming, physical evidence and people.¹⁰



b. STRATEGY

According to Business Dictionary, the term strategy can be defined as a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem; the second definition for strategy is the art and science of planning and marshalling resources for their most efficient and effective use. The term is derived from the Greek word for general or leading an army.

A STRATEGY FOR LEADERSHIP AND GROWTH

THE **FUTURE**
OF OUR INDUSTRY
IN OUR **HANDS**

TOURISM STRATEGY

Tourism Strategy¹¹ helps Governments to support the tourism sector in their own country and to reap the benefits of growth in visitor numbers while managing the pressures this places on businesses, communities and infrastructure. This strategy both aligns and coordinates government efforts through support of the sector in order to boost the economic contribution of tourism across the country and the same

time to plan the future. Mainly, the tourism strategies are oriented to help the sector attract high-value visitors and investment, not only to tourism hotspots during peak seasons, but to a range of regions and throughout the year. The strategy can be focused on attracting the right

⁹ <https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx>

¹⁰ <http://smallbusiness.chron.com/eight-ps-marketing-tourism-42140.html>

¹¹ <http://www.mbie.govt.nz/info-services/sectors-industries/tourism/tourism-strategy>

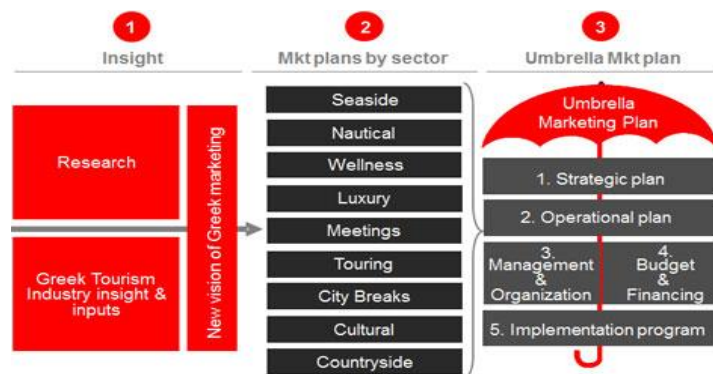
mix of visitors, ensuring that visitors have a quality experience, supporting regions to respond to and benefit from increasing visitor numbers.

c. MARKETING STRATEGY

According to Business Dictionary, marketing strategy is an organization's strategy that combines all of its marketing goals into one comprehensive plan. A good marketing strategy should be drawn from market research and focus on the right product mix in order to achieve the maximum profit potential and sustain the business. The marketing strategy is the foundation of a marketing plan and has the fundamental goal of increasing sales and achieving a sustainable competitive advantage.¹²

TOURISM MARKETING STRATEGY

As any other strategy, tourism strategy is focused on the tourism industry and its development. How you already know, in order to put your ideas into action you need to plan them, and for the tourism business the marketing plan plays a crucial role. Marketing is an incredible good tool that can



help promote destinations, tourist products and make an uninhabited island in sensational attraction. The strategic marketing is a planning process that seeks to establish a clear direction and unified purpose for all marketing efforts. In the above photo, you can see the five steps that the process involved – strategic plan, operational plan, management and organization, budget and financing, and implementation program. Maybe you are curious where is the difference between a strategy, a plan, and a process and why we always used together all of them. Keep in mind that a strategy is a solution to move from where you are now, to where you want to be. Strategy is a class of solutions that usually deals with uncertainty. A plan is how you will move from A to B. It should support your strategy by providing a good way to reach that provides an acceptable balance of risk and reward. In conclusion, to both term, we can say that your strategy is what you want to do and your plan is how you will do it. Only when you understand the difference between a strategy and a plan, you can make useful strategic planning decisions. A process is a defined way of doing a task. The process can be a linear in nature, to have branches or to depend from some other parts or previous tasks.¹³

➔ CULTURAL TOURISM MARKETING

Cultural Tourism Marketing or Cultural Tourism Promotion have the same meaning. We already talked a lot about the need and benefits for the countries of promoting their cultural heritage and sites, so we will not repeat again why Marketing is so important also for the Cultural Tourism sector. In the first paragraph of this module, I hope you remember, we showed you as

¹² <http://www.businessdictionary.com/definition/marketing-strategy.html>

¹³ <https://duncanbucknell.com/2013/04/12/the-difference-between-a-strategy-a-plan-and-a-process/>

an example, the world's most competitive tourism industry – The Spanish one. And now we would like to present to you another interesting case or we can also call it success story – *Marca España* or how Spain convert its name in country's brand.

MARCA ESPAÑA

Marca España is a long term State Policy, aimed to strengthening the country's image, both among Spanish citizens and beyond Spanish borders. A Royal Decree 998/2012, of 28 June, created the position of a High Commissioner of the government for Marca España. His tasks are planning, encouraging, and coordinating all activities carried out by all public and private agencies seeking to promote a stronger image of Spain.¹⁴



Spain has a cultural wealth and above all, is a mosaic of cultures - heterogeneous, old and modern, refined and popular, holy and secular, plural and diverse. There is no doubt that the variety of its cultures attracts many people around the world. Spanish culture is extremely rich and touches upon all forms of artistic expression. From literature to painting, music to architecture, the theatre to sumptuary arts. In each of these aspects, at some time in history or other, Spanish culture has reached the highest artistic heights: from bygone times (with outstanding examples of cave art) until present day (a time in which Spanish architecture is universally avant-garde), culture and art in Spain are prominent features of the country. As a



result of the wealth and quality of the museums, monuments, fiestas and traditions, Cultural tourism is changing the look of the country that before decades ago was visited because of the "sun and beach" tourism. Now we call them alternative tourism. Just to mention again, Spain boasts one of the greatest collections of historical and architectural monuments in the world, as demonstrated by the fact that it is the country with the second highest number of UNESCO World Heritage designations. Do

you remember the World Heritage List? 😊

¹⁴ <http://marcaespana.es/en/about-marca-espana>

An approximate inventory of the monuments in Spain would reveal over 20,000 important pieces. Spanish theatre and cinema is becoming a reference point in Europe, thanks to events such as the Theatre Festivals of Mérida, Sagunto and Almagro and the San Sebastian and Valladolid cinema festivals. Spanish universities play a very important role in the diffusion of the national culture, and their summer courses, held in universities such as El Escorial, Salamanca, Santander and the International University of Menéndez Pelayo (UIMP), with seats in Santander, Barcelona, Cuenca, Galicia, the Pyrenees, Seville, Tenerife and Valencia are of particular relevance. Scientific and cultural research is carried out by the state-dependent Superior Council of Scientific Research.¹⁵

Bellow you can find some of the most popular imagines of Tourism Industry in Spain, which elements how you can see are focused on its cultural wealth.



¹⁵ http://www.spain.info/en/informacion-practica/sobre-espana/cultura/riqueza_cultural.html

IN ADDITION, IS ALSO GOOD TO CHECK THE INFOGRAPHIC BELOW:

