

## A CO-OPERATION BASED MODEL FOR MEDITERRANEAN TOURISM DESTINATIONS

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### **Abstract**

Increasing attractiveness of tourism industry leads new destinations to emerge and established destinations to maximize their efforts in order to defend and increase their competitive positions. Besides, high level of vulnerability because of the economic crisis, regional conflicts, natural disasters etc. increases the competition among the destinations also in the same regions. Mediterranean region is no exemption from this situation. To be competitive, the Mediterranean countries should cooperate while competing to each other. This region with its different but unique culture, natural beauties and attractiveness can gain more from the international tourist movements if co-operation based competition model is developed and carried out by the countries in the region. The model suggested in this paper mainly aims to regulate the tourism industry on the foundation of creating and marketing the Mediterranean tourism products via sustainability perspective. An organization like Association of Mediterranean Tourism Destinations (AMTOD) to be founded by the legal authorities of the countries of the region can provide the basis of co-operation in the region when competing with other regions especially Asia and non Mediterranean European countries. The main objective of this co-operation based system is to establish an effective marketing and sales system using Information Technologies (IT). The focal point of the system is referral system. Such a system will work not only to get more first time tourists from the source countries like U.S, Europe, China and Japan but also to increase the percentage of repeat guests within the region through the active marketing efforts of member countries for the other member destinations of the region. The association within the suggested model can act as an organization to provide standardization of the tourism products of member countries and to increase the competitiveness of the region especially through establishing marketing based co-operation among the members. Today's world is facing tough issues like the global economic crisis, pandemic flu, natural disasters like earthquakes. Tourism industry is heavily affected from these issues. To overcome such factors the Mediterranean destinations ought to avoid the intense competition, which can be deadly for short and medium time period, and should look for the ways to cooperate. In this paper, suggested model shows that such co-operation can be developed and sustained if the parties to be involved take necessary initiatives. This type of constitution can also play an affective role for the countries, which have different politic and economic views, to communicate and improve their relationships.

**Key words:** Co-operation, Mediterranean tourism, Sustainability.

### **INTRODUCTION**

The need for co-operation in Mediterranean region for the tourism industry has been realized by various groups and some associations like EMTA (Eastern Mediterranean Tourism Association), META (Mediterranean Travel Association), and INTERMEDIT (Tourism Intermediterranean Association) were established with different co-operation understanding and structure. Although these associations trying to provide some kind of co-operation platform for their members, they seem to be so far away to be an affective organization to increase the competitive advantage of the region. Some writers argue that main

reasons that obstruct these organizations to be more affective, especially for co-operative marketing, are lack of support and insufficient funding (Apostolopoulos et al., 2001). This diagnosis is true but not sufficient.

Marketing is one of the main areas to consider while constituting a co-operation based competition model. Marketing starts before the product is launched and goes on after the consumption of the product. Hence it includes the activities of designing, delivering, pricing and promoting the product which are very important for an organization to be efficient and affective. One can not deny the role of marketing for gaining competitive advantage either for short term or long term. The marketing effectiveness of the region is vital issue when building a cooperative system which has the aim of getting both resistant tourism structure against the crisis and sustainable tourism development for the long term competitiveness. However, marketing should be handled in a broader, holistic, perspective to analyze the whole picture properly. It is therefore needed a systematic approach to co-operation based competition model which includes financial, legal and other aspects. Here, suggested is forming an institution which supposed to be constituted by the legal authorities of Mediterranean countries' tourism industry whose main aim will be marketing and managing the Mediterranean as a destination. The details of such an organization take part after examining the need of co-operation in tourism industry at the next section.

#### **COMPETITION, CO-OPERATION OR BOTH**

Destinations are amalgams of tourism products, offering an integrated experience to consumers. Destinations are some of the most difficult entities to manage and market, due to the complexity of the relationships of local stakeholders (Sautter & Leisen, 1999). They are also artificially divided by geographical and political barriers, which fail to take into consideration consumer preferences or tourism industry functions. An example of that is the Alps shared by France, Austria, Switzerland, Italy by often perceived and consumed as part of the same product by skiers (Buhalis, 2000).

Marketing and management of the destinations, in the literature, has been examined mostly within the national borders. To some writers a substantial degree of coordination and collaboration among the variety of different players in destination marketing is required due to the fragmented nature of tourism industry (Hall, 2000; Roberts & Simpson, 1999; Wang and Fesenmaier, 2007). They argue that tourism suppliers at destinations need to understand that they should not compete with each other at the destination level. Instead they should join forces and pool resources to develop and implement comprehensive marketing strategies which enable them to compete with other destinations.

Co-operation, as a dynamic process-oriented strategy, may be a suitable means for managing turbulent planning domains at the local as well as the regional, national and international level. Marketing should be used as a strategic mechanism in co-ordination with planning and management rather than a sales tool.

Cooperative marketing refers to the involvement of two or more individuals, groups, companies, institutions or organizations to establish a relationship to maximize mutual benefits and increase the effectiveness and efficiency of the parties involved (Tosun *et.al*, 2005). Cooperative marketing can take place in various ways and at different levels (Smith, Carol, & Ashford, 1995). It may increase strengths, decrease weaknesses, increase the bargaining power of countries against tour operators, and open new windows of opportunity for increased co-operation.

Elbe *et.al* (2009) identify the integrative destination marketing process by using Alter and Hage's (1993) typology that they use the term *complexity* to indicate the level of co-operation. They suggest that, because of the degree of complexity, co-operation can be classified in three categories: limited, moderate and broad co-operation. These categories are defined as:

1. *Limited co-operation* requires a limited degree of resource commitment (e.g. in terms of time and money). Organizing meetings between potential actors to exchange information is an example of limited co-operation.
2. *Moderate co-operation* refers to co-operation in a few limited areas where the participating actors have to commit more resources but moderate adaptations are required to their normal operational procedures. Organizing for joint marketing, purchasing and lobbying are examples of such co-operation.
3. *Broad co-operation* refers to co-operation requiring substantial commitment of resources. The scope of this co-operation is wider such as the development of joint products, production systems and distribution systems and routines for managing such systems.

Co-operation can start on any level but typically develops gradually from limited forms into more complex ones (Wang and Xiang, 2007; Elbe *et.al* (2009). It is imperative to provide some kind of coordination in order to make the co-operation functional. Destination Management Offices (DMO) usually take this responsibility.

The legitimacy problem can occur when initiating the activities for the destination. The term legitimacy comes from legitimate and summarizes activities that lead organization being perceived as legitimate by their key stakeholders (Pesamaa, 2007). A DMO can be perceived as legitimate within an area just by being appointed and funded by appropriate public bodies, but this does not mean that the destination's business actors find it meaningful to cooperate with the DMO also for other than political reasons, e.g. obtaining access to some public means (Elbe *et.al*, 2009). This means that legitimacy can be built up gradually and that continuity is an important ingredient in building legitimacy.

Assessing an institution's legitimacy is not easy. Key stakeholders typically expect that an institution can prove they have political support, essential resources and financial stability. It is something that must be earned in relation to specific counterparts. Therefore, firms develop logos, brand names and partners through which they claim they have the necessary credibility. From the interorganizational network firms gain access to a shared logo, brand names and other partnering based legitimacies (Haahti & Yavas, 2004). These symbols indicate the firm is part of a larger group of firms involved in interorganizational networks (Pesamaa, 2007).

Strategies and actions should take into account the wishes of all stakeholders, namely businesses and investors, tourists, tour operators and intermediaries, and interest groups (Buhalis, 2000). It is also vital for destinations to have sufficient precautions for environment to provide sustainable tourism development. In order to ensure that the benefits of tourism activity are shared fairly between all stakeholders and the sustainability objective is reached, DMOs use legislative and management tools during planning and management of destinations.

Partnerships between the public and private sector plays important role to increase the share of tourism revenue from the world tourism movements. This can be attained through close co-operation between all local in the destination. This does not mean that organizations should always engage in cooperative or competitive relationships with each other. The term co-competition introduced by Brandenburger and Nalebuff (1996) is used to explain simultaneous co-operation and competition. In competition, the focus is on value appropriation strategies whereas in co-operation, the focus is on collective strategies for value generation (Gnyawali and Madhavan, 2001; Wang and Krakover, 2008).

In the process of globalization, co-operation and collaboration between countries are essential in achieving sustainable development in tourism (Tosun *et.al*, 2005). Joint marketing is one way to perform these activities more efficiently. For example, shared websites make communication and promotion with buyers more efficient and effective. Obtaining financing is a critical element for such collaborations. Most of the firms in tourism industry is small scale firm and they have problems especially for effective marketing. Such collaborative co-operation is helpful for funding the resources necessary.

Tosun et.al (2005) with their research used the Ansoff's product-market expansion grid to apply cooperative marketing strategies between Turkey and Greece. They identified the possible ways of making cross border marketing strategies in terms of market penetration, market development, product development and diversification. Research show that such an co-operation model can be developed and sustained.

### SUGGESTED MODEL

An organization like Association of Mediterranean Tourism Destinations (AMTOD) to be founded by the legal authorities of the countries of the region can provide the basis of co-operation in the region when competing with other regions especially Asia and non Mediterranean European countries. This organization should be responsible for managing and marketing the region as a whole in tourist generating countries.

*Objectives of the Project:* The suggested model aims to establish a collaborative structure for the Mediterranean tourism so as to increase the share of region from the world tourism movements. This will lead the members of the project gain more especially via increasing the percentage of the long haul travels from US, Continental Europe and Asia to the region.

The focal point of this project is marketing which is mainly based on defining the Mediterranean tourism products and facilitating the integration of such tourism products that are different in their nature. It also aims to coordinate the marketing efforts of the destinations in the region and searching the new ways of establishing the transportation systems that will serve this aim.

The main objectives of this co-operation based model are;

- To establish an effective marketing and sales system using Information Technologies (IT).
- To develop quality Mediterranean tourism products with a sustainability approach
- To ensure the standardization of goods and services (e.g. through Mediterranean Tourism Certifications)
- To provide training and education for especially developing Mediterranean countries tourism staff

Table 1 illustrates some of the objectives and initiatives of the suggested model

Table 1. Objectives and initiatives of model

SUBJECT	OBJECTIVES	INITIATIVES
A. Marketing	To ensure marketing effectiveness of Mediterranean region.	Co-marketing efforts; Internet/Intranet – CRS Product design & standardization Transportation network Cooperative pricing strategies Promotion effectiveness
B. Education and Training	To provide high value of Mediterranean tourism product	Training to tourism staff On the job training Seminars and conferences Support to tourism education
C. Sustainability	To ensure sustainable tourism industry and environment	Standards and certificates for encouraging the environmental protection
D. Finance	To fund the organization for working properly	Member countries' governmental bodies support Commissions from member companies Fees of training, conferences etc. Sponsorships, etc.

*Elements:* AMTOD is supposed to be consisting of at least; training and education, marketing, finance, Amtod offices and IT functions as shown in Figure 1.

AMTOD headquarter determines the overall strategy to pursue and provides the coordination of the activities so that they are in line with the strategy.

Marketing plays the main role for the effectiveness of the system. It involves defining and establishing the tourism products of Mediterranean region, their main features and variety of product mix that can be marketed together. Hence this function deals with marketing mix of product, place, promotion and pricing or the equivalences developed for the tourism industry. Especially, creating a Mediterranean Brand will be challenging task to do. It includes various decisions like advertising campaigns, development of unified image, the name and logo of the marketing activities, nature of cooperative marketing efforts an also the appropriate positioning in the world tourism market. A representative name and symbolic logo would be required for the Mediterranean region to convey one image and one message (Apostolopoulos et al., 2001).

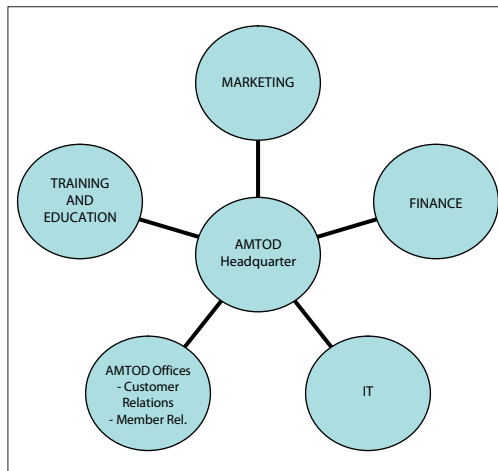


Fig.1. The structure of suggested model –AMTOD

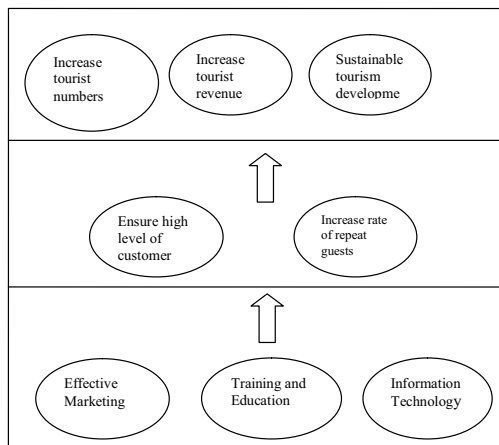
Financing is vital for the association to be founded and work properly. Funding is among the most important part of such an collaborative regional tourism model. Therefore participation of national private and public authorities is important to have sufficient financial structure.

Customer relation and relations with member institutions are two functions that are supposed to deal with the needs and wants also complaints of the customers – tourists and the member establishments. AMTOD Offices in the member destinations are to be founded to facilitate these two functions.

Information Technologies (IT) to be served as the medium for the system to function conveniently.

Within this regard internet and intranet should be used for both communicating with tourists and member institutions. Especially the web sites of the organization should allow tourist to organize their all trip easily. Training and Education is another function like IT and Marketing to help getting the high quality of tourism management and services. Giving priority to the training of tourism personnel should be one of the main tasks of this organization to ensure service quality of Mediterranean tourism product.

*How to Work:* First step in founding the system is establishing the counsel of AMTOD. This body can consist of representatives of Mediterranean countries' national AMTOD offices. The counsel determines the responsibilities and the authorities of the other functions and the strategies of the association. The main aim of the project is to attract more tourists with a sustainability understanding. Therefore the counsel will act to reach this objective. It is necessary to establish a system which has many facets. To reach the final objectives like increasing tourist numbers, revenues and the sustainable tourism development high level of customer satisfaction and increase rate of repeat and first time visitors to the region. To provide this, it is required an effective marketing system using the Information Technology affectively and giving the training and education of tourism staff and management priority (Figure 2).



*Fig.2 Hierarchical objective attainment of suggested model*

The focal point of the system is referral system. Such a system will work not only to get more first time tourists from the source countries like U.S, Europe, China and Japan but also to increase the percentage of repeat guests within the region through the active marketing efforts of member countries for the other member destinations of the region. The association within the suggested model can act as an organization to provide standardization of the tourism products of member countries and to increase the competitiveness of the region especially through establishing marketing based co-operation among the members.

Co-marketing activities can create synergy. An example would be "Mediterranean Tourist Card". This card can be used by the tourist when visiting a member destination. It can offer many advantages to the card holder like discounts when shopping a member company or extra points for next travel to the region, etc. A scenario; John was impressed when he saw a commercial on TV and decided to be a "MED Tourist". He arranges all trip from internet. Meanwhile, he applies to Mediterranean Tourist Card which offers him many advantages and it is delivered in one week. He travels with a AMTOD member travel agency and airlines. He also stays in a AMTOD member hotel. He knows that AMTOD member hotels have quality assurance certification of AMTOD. John does not want to spend all his holiday in one Mediterranean city so he attends a golf tournament in another AMTOD member city and he gets extra bonuses because he uses MED Tourist Card. He buys souvenirs for his friends free of charge because he uses the bonuses he collects. John happily comes back to his home after a one week dream holiday and he decides to become a

MED Tourist next year. Why not? If he spends his holiday at one or more Mediterranean countries (AMTOD member) for the next year his bonuses will be twice and he will get more by paying less. He also knows that there will be also surprises waiting for him. He may win a free holiday or a big prize.

### CONCLUSION

Today's world is facing tough issues like the global economic crisis, pandemic flu, natural disasters like earthquakes. Tourism industry is heavily affected from these issues. To overcome such factors the Mediterranean destinations ought to avoid the intense competition, which can be deadly for short and medium time period, and should look for the ways to cooperate. In this paper, suggested model shows that such co-operation can be developed and sustained if the parties to be involved take necessary initiatives. This type of constitution can also play an affective role for the countries, which have different politic and economic views, to communicate and improve their relationships.

Mediterranean is one of the most popular tourism destinations of the world and it deserves more from the world tourism pie. In this paper the possibility of collaboration among the destinations in the Mediterranean region was discussed and a model is suggested to make it realized. Sure, it is not an easy task to establish an organization like the one suggested here. It needs firstly a consensus among the countries' legal authorities in the region. After all, the private and public organizations should willingly join it.

One must also bear in mind the difficulties of such co-operation. For instance the collaborative marketing relationships can be further complicated by the fact that local tourism-related organizations and businesses in a destination may conduct marketing activities with others at different levels and in various dimensions. Risk is another factor that can inhibit this collaboration. Risk comes with the fact relationships take time to develop. For instance, a firm may invest and commit resources to a long term relationship that is expected to be beneficial later but fails before the benefits emerge (Pesamaa, 2007). Although there would be some difficulties and drawbacks, the possible benefits will be higher than those. Mediterranean is not only a sea but shared history, culture and land. To strengthen the relationship between the countries that share the same sea and history tourism can play central role and if we do it with a collective way we can make this happen.

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**THE IMPACT OF INTANGIBLE CULTURAL HERITAGE ON THE EVOLUTION OF TOURISM IN EGYPT**

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**Abstract**

Intangible cultural heritage is globally credited as a mainspring of cultural diversity which has become a driving force of sustainable development not only in terms of economic growth, but also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life. Such living heritage is passed on from a generation to another and constantly recreated by world communities and indigenous people in response to their surrounding environment, their interaction with nature and their historical background. Hence, it provides them with a sense of identity and continuity that promotes respect for cultural diversity and human creativity which are perceived by modern tourists as integral constituents of any travel experience.

For several years however, the world community has been mainly concerned with safeguarding tangible cultural heritage assets through the identification and preservation of World Heritage Sites. It is only recently that international agreement has been approached to initiate collaborative efforts for the protection and promotion of the world's intangible cultural heritage which includes the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artifacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage.

Nevertheless, due to the shortage in safeguarding resources - particularly in developing territories - the processes of globalization and social transformation along with the consequences of mass tourism practices, have strongly threatened the world's assets of living heritage leading in some tourism destinations to the deterioration, disappearance and destruction of authentic human traits, genuine artifacts and local identities upon which the global tourism industry has evolved and flourished over the time.

Egypt, like other tourism destinations worldwide is experiencing a shift in the needs and wants of modern tourists from the traditional tangible sites of mass tourism to the less known sites and inland areas where external influences of globalization and social change have had little influence on the culture, dignity and identity of inhabitants and local people. Such change in the perceptions of modern tourists regarding the competence of tourism destinations and the quality of travel experiences has consequently lead to a remarkable change in the parameters of tourist demand on the Egyptian tourism product.

This implies the establishment of satisfactory demand-supply relationships between the key players of local development and the tourism stakeholders under the notion of alternative tourism which is characterized by its consistency with the natural, social and community values to the extent that allows the existence of positive relationship between the indigenous people and the tourists, initiates links with other sectors of the local economy, permits retention of earnings for the welfare of local communities and guarantees the sustainability of the Egyptian assets of both tangible and intangible cultural heritage.

Based on an interdisciplinary methodological approach between the domains of tourism studies and tourist guidance, the current paper demonstrates the extent to which folklore has contributed to the

evolution of the Egyptian tourism industry with particular focus on dancing, music, food and clothing. The paper concludes with a number of suggestions for the innovation of the Egyptian tourism product in accordance with the needs and wants of modern tourists on one hand and the requirements of sustainable tourism development on the other hand.

**Key words:** Intangible heritage - Cultural diversity - sustainable development - Folklore - Food - Clothing.

## INTRODUCTION

The Egyptian civilization inspired the world's respect over the time. However, it was not until the discovery of the Rosetta stone in 1799, by the French expedition that our knowledge of the Egyptian writing system has developed for the first time since the collapse of Ancient Egypt.

Since then, interpreting the inscriptions took the efforts of many scholars. However, it was not until 1822 that Champollion successfully deciphered the puzzling enigma of the Ancient Egyptian Language which facilitated reading the hieroglyphics on many Egyptian monuments and contributed to the understanding of the ancient Egyptian civilization upon which Egypt was acknowledged as a remarkable competitive destination for historical tourism over the past decades.

Here, it is crucial to emphasize on the role of intangible cultural heritage as a portal to the interpretation of the Egyptian civilization. However, despite the abundance of various intangible expressions upon which the Egyptian tourism product may be diversified, little emphasis is put on the role of such living expressions in boosting the Egyptian tourism product.

Furthermore, it is important to notify that within the Egyptian context, a conceptual overlap between the notions of cultural<sup>1</sup> and historical<sup>2</sup> tourism does exist. In cultural tourism<sup>3</sup>, which is the focal point in the current paper, the picturesque setting or local colour in the destination area is the main attraction and meals in rustic restaurants, costume festivals, folk dance performances, arts and crafts demonstrations in old-style fashion are the main activities to be accomplished.

This has consequently resulted in the acknowledgment of particular areas in Egypt as major international destinations for historical tourism while other urban areas have lost their value and economic worth despite their potentiality to cater for new types of tourism such as cultural tourism and ethnic tourism<sup>4</sup> that are more sustainable in nature and less influenced by the cultural drawbacks of globalization (Goeldner & Brent Ritchie, 2006).

Even when the Egyptian tourism product was diversified to encompass leisure and recreation activities, the promotion of both historical and recreational tourism remained the sole concern of tourism decision-makers while the promotion of the cultural aspects and expressions of the Egyptian tourism product were partially neglected from the country's tourism development agenda<sup>5</sup>.

Based on the fact that intangible cultural heritage is an important component of the cultural identity of communities, groups and individuals, as well as of social cohesion, the current paper aims to investigate the competence of the Egyptian assets of intangible cultural heritage in relevance with the development

*1 Cultural tourism comprises travel to experience and, in some cases, participate in a vanishing lifestyle that lies within human memory.*

*2 Historical tourism involves visiting museums, monuments and historical sites that stress the glories of the past.*

*3 For more information on the concept of cultural tourism, see Goeldner and Brent Ritchie (2006) p.p 272-275. Also see Smith (2003) p.p. 29-44 and Wall and Mathieson (2006) p.p. 259-287.*

*4 Ethnic tourism is travel for the purpose of observing the cultural expressions and lifestyles of truly exotic peoples.*

*5 Examples of less developed tourism destinations are Nubia and The New Valley. For information on Nubia visit the following URL: <http://en.wikipedia.org/wiki/Nubia>. For information on the New Valley, visit the following URL: [http://en.wikipedia.org/wiki/New\\_Valley\\_Governorate](http://en.wikipedia.org/wiki/New_Valley_Governorate).*

of our knowledge, understanding and interpretation of the Ancient Egyptian civilization with particular focus on dancing, music, food and clothing as examples of living cultural expressions that are expected to create positive relationships between people, places, objects and memories.

In fact, these four cultural expressions were particularly addressed as focal points in the current investigation because they are believed to be the most recognizing aspects of any ceremonial gathering from ancient to contemporary Egypt. The paper further aims to explore the role of intangible cultural heritage as a tool for promoting cultural tourism in Egypt within its proper conceptual definition.

### METHODOLOGICAL APPROACH

As a contribution to the existing literature on intangible cultural heritage, the current paper challenges a deep-rooted scholarly distinction between the domains of tourism studies and tourist guidance through a basic<sup>6</sup> inductive<sup>7</sup> interdisciplinary methodology that brings up the epistemological<sup>8</sup> views of both domains in one piece of academic work.

Therefore, the research design for the current study was intended to be - to some extent - different in structure and content from the commonly-adopted designs in any of the two objected domains so as to accommodate the vision and prospects of each of the two branches of knowledge.

Apart from the collection of secondary data, the research involved two phases of primary data collection. The first phase aimed at interpreting the scenes and texts inscribed on the ancient Egyptian monuments in relevance with the researchers' observations of the daily-life manners and customs in contemporary Egypt. The second phase aimed at questioning the extent to which the term "cultural heritage" is adequately acknowledged within the Egyptian context as referring to both tangible and intangible assets of tourism. In that respect a focus group<sup>9</sup> was conducted comprising twenty participants<sup>10</sup> who were asked to give their opinions regarding the elements of the Egyptian cultural heritage and whether they see any difference between the notions and activities of historical and cultural tourism.

### THEORETICAL BACKGROUND

#### Heritage in perspective

The term "**Heritage**" refers to a nation's or a community's collective inheritance including what nature bequeathed it and what has been left over by earlier generations not only in the form of dwellings and public buildings and monuments, but also in the form of language, paintings and music, beliefs and symbols, and ways of doing things (Richardson and Fluker, 2004). In other words, heritage may be described as something that is - or may be - inherited from one's ancestors especially when regarded as worthy of preservation (The Pocket Oxford Dictionary, 1994) and hence, it is our legacy from the past, what we live with today, and what we pass on to future generations (WHC, 2009).

Over the past few decades, the international community has been much concerned with the assets of

6 The term "basic" refers to any research that is designed to gain knowledge that will increase our understanding of tourism-related phenomena per se and is not intended to address specific short-term problems or to achieve specific short term outcomes. For further information on basic research see Weaver and Oppermann (2000) p. 390.

7 The term "inductive" refers to a methodological approach to the study of tourism where the repeated observations and analysis of data lead to the formulation of theories and models that link these observations in a meaningful way. For further information on induction see Weaver and Oppermann (2000) p. 390.

8 The term "epistemology" refers to the philosophy of knowledge. For further information, see Phillimore and Goodson (2004) *From ontology, epistemology and methodology to the field*; in Phillimore and Goodson (2004) Ed., P.P.184-194.

9 For information on focus groups see Finn, et al. (2000) p.p 78-79.

10 The participants comprised twenty tourism undergraduate students in the Faculty of Tourism and Hotel Management, Helwan University, Egypt.

world heritage and the different ways of preserving and conserving them. Such remarkable concern for heritage was interpreted from various standpoints: the social<sup>11</sup>, economic<sup>12</sup> and academic<sup>13</sup> standpoints. According to Mc Arthur (2000), heritage may be represented in four common forms: places, artifacts, people and practice. In that respect, heritage may be thought of as either cultural or natural in character. However, occasionally, some sites and/or geographical areas may be significant in terms of both characters (Richardson and Fluker, 2004). As for the purpose of the current study, consideration will be given solely to the intangible elements of the Egyptian cultural heritage and the extent to which these elements may contribute to promoting cultural tourism in Egypt.

### **Cultural heritage from an international standpoint**

The development of conservation principles in the second half of the 20th century has been internationally regarded as the most significant achievement of conservation activities. Such principles and/or guidelines that promulgated either as charters, recommendations, resolutions, declarations or statements, were drafted and adopted mainly by international organizations like the United Nations Educational, Scientific and Cultural Organization<sup>14</sup> (UNESCO) and the International Council on Monuments and Sites<sup>15</sup> (ICOMOS) with the objective of protecting cultural property, that includes historical monuments, buildings, groups of buildings, sites and towns around the globe, against various threats (Ahmad, 2006).

In that respect a series of world heritage safeguarding initiatives<sup>16</sup> were successively supported by the UNESCO starting with tangible cultural heritage, both immovable and movable, and expanding to natural heritage and most recently to intangible<sup>17</sup> heritage which is defined as "*all forms of traditional and popular or folk culture that are transmitted orally or by gesture, and are modified to include oral traditions, customs, languages, rituals, festivities **music, dance, costumes, the culinary**<sup>18</sup>**arts** and all kinds of special skills connected with the material aspects of culture, such as tools and the habitat*" (Kirshenblatt-Gimblett, 2004:54).

### **Intangible heritage and the Egyptian local identity**

A glimpse in the old world teaches us that the Ancient Egyptians would resemble the modern ones if they had the same surroundings. The language, religion, and government in Ancient Egypt developed in a similar way to those of later nations. Besides, both ancient and modern Egyptian societies resembled each other in terms of the eternal laws that ruled them, the progress of civilization, the inventions of mankind - that have slightly changed - and the ancient art that flourished or declined under the same circumstances which influence the art of today.

However, despite the successive changes that occurred to the language, religion, and nationality of the ruling palace, the conditions of life remained steadfast. In fact, it seems quite amazing that those people were able to maintain their old ideas and customs in spite of all the surrounding changes. Doubtless the ancient Egyptians had more influence on their neighbors. Besides, the ruder nations learned much from them, among which are the Greeks who borrowed the first principles of their art from the Egyptian people (Erman, 1971)<sup>19</sup>.

11 According to Richardson and Fluker (2004) heritage is a means by which groups and communities can assert their identities within broader national cultures.

12 According to Edson, (2004), heritage has become an important economic attraction that draws hundreds of thousands of visitors and billions of dollars into communities around the world

13 According to Levine, et al. (2005), heritage is a mediated and constructed concept that expresses particular histories to support specific agendas, ranging from scholarly archaeological research to urban renewal and redevelopment.

14 For more details about the UNESCO, visit its official website at [URL\\_ID=29008&URL\\_DO=DO\\_TOPIC&URL\\_SECTION=201.html](http://www.unesco.org/).

15 For more information about ICOMOS visit the ICOMOS homepage at <http://www.international.icomos.org/home.htm>

16 For detailed information about the UNESCO World Heritage initiatives visit <http://whc.unesco.org/>.

17 For further information on intangible cultural heritage see Kurin (2004) pages 66-77. Also see *The Convention for the Safeguarding of the Intangible Cultural Heritage* at: <http://www.unesco.org/culture/ich/index.php?pg=00006>.

18 *Of or for cooking.* [Latin / Culina: Kitchen].

19 See *Life in Ancient Egypt*, pp. 3-6.

Although the ancient Egyptian world handed down to us an abundance of archaeological evidence greater than that left by any other ancient civilization, Egyptologists - in their attempts to understand and interpret the civilization and culture of ancient Egypt depended not only on monuments and other tangible elements of the Egyptian cultural heritage, but also on the available assets of the intangible cultural heritage<sup>20</sup>.

### **Surviving cultural expressions from ancient to contemporary Egypt**

Everyday life in ancient Egypt is one of the most important sources of our cultural heritage. However, despite the various inscribed scenes and texts that narrate and describe the daily societal customs and habits of ancient Egypt, the interpretation of such cultural expressions may seem to date incomprehensive in terms of how these customs and habits were actually practiced.

Generally speaking, apart from the language spoken and the religion, the manners and customs of ancient Egypt have been transferred from a generation to another until it reached us almost the same or at least with slight differences. This may be regarded to the fact that the style and conditions of life in a particular nation stamps its inhabitants with particular identifying characteristics that are passed over from the ancestors to the offspring. This could be explained when recognizing that the Egyptian fellah in the contemporary Egyptian villages of Lower Egypt resembles his forefather of four thousand years ago. Similarly, the inhabitants of Upper Egypt resembled their ancestors and kept many of their customs and traditions to date (Allam, 1990). The following paragraphs shed light on dancing, music, clothing and food as examples of intangible cultural elements that have survived to date and have consequently contributed to our understanding of the Egyptian cultural heritage.

#### **• Dancing as a living cultural expression**

Dancing was one of the most important customs that evoked moments of joy and leisure in ancient Egypt. Besides, it was a time marker that evidenced the moments of radical change, when things end and others begin.<sup>21</sup> According to the Ancient Egyptian mythology, dancing was believed to protect from the dangers of what was dying and on the other hand celebrate what was to be born.

Originally speaking, dancing may be defined as a simple outburst of superfluous energy accumulated in a reposing person who was not accustomed to inactivity. In that respect, both the dancer and the casual-on-looker derived joy from the movement as well as the rhythm that served the purpose of putting off the fatigue and the prolonging of movement (Lexova, 1935).<sup>22</sup>

A comparison between the surviving historical scenes of dancing in ancient Egypt and the temporary Egyptian art of dancing indicates that Egyptian dancers have managed to maintain and develop the spiritual taste that recognizes the Egyptian dancing to date. For instance, the angular movements in bending of limbs has been developed across the ages to the jerky movements of the modern Egyptian women dancers.

The comparison further indicates that dancing in both ancient and modern Egypt was and continues to be a natural expression of joy in most festivals and celebrations. Here, it is worth noting that the Egyptian people were not only capable for preserving the tangible assets of their cultural heritage, but also capable for the conservation of their customs and manners across the ages. In addition, they managed to influence other nations by their manners, traditions and cultural aspects of life.

Central to the significance of dancing as a natural expression of joy and happiness in ancient and modern times, is its role as an element of the Egyptian folkloric component which is - in turn - an important constituent of the country's cultural tourism product on one hand, and contributor to the to

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<sup>20</sup> For example: the books that narrated the stories of Moses, Josef and their relation to Egyptian life, as well as the accounts given by the Greek travelers.

<sup>21</sup> According to Redford the oldest dances known from ancient Egypt are those related to different phases in funerals.

<sup>22</sup> See *Ancient Egyptian Dances*, p. 21.

the understanding and interpretation of the Egyptian cultural heritage on the other hand. However, to date, folkloric dancing within the Egyptian tourism context is considered no more than an element of entertainment for tourists - most probably- during meal times despite the fact that the authenticity and uniqueness of the Egyptian folkloric dancing attracts much of the attention of people from other nations to the extent that makes them aspiring and willing to learn it.<sup>23</sup>

Accordingly, tourism planners and decision-makers should consider the integration of folkloric dancing among the other constituents of the country's tourism product provided that traditional dancing in Egypt varies from an area to another within the Egyptian territory. For example, the Nubian folk dancing is different from that of Siwa. Similarly, the Alexandrian folk dancing is different from that of Sinai, etc.<sup>24</sup>

- **Music as a living cultural expression**

The musical expression and resources of Egypt are other appealing and enjoyable aspects of the Egyptian cultural heritage. As a matter of fact, music is a major source of enjoyment and satisfaction not only for native residents but also for tourists.

Although the origin and nature of music remains obscure to date, the surviving texts, representations, and instruments shed light on the circumstances and artifacts of music in ancient Egypt. They further indicated that music not only had an extensive secular role, but it also had a religious one. Moreover several deities were associated with music among which was goddess Hathor who held the title of "Mistress of Music". Music also belonged to tomb rituals as it intended to bring back the deceased from the hereafter and during his brief return the tomb owner was known as "the deified one" and was enabled to join the musicians by the sheer power of their music and Hathor songs (Redford, 2001, II).<sup>25</sup>

Evidence depicted on the walls of the ancient monuments reveals that the ancient Egyptians were fond of music. This is abundantly proved by the surviving paintings that introduced figures performing on the favorite instruments of the country. Such evidence emphasizes that our ancient ancestors paid much attention for studying music to the extent that they became capable of using the musical instruments in an amazing skillful manner.

Music also gained the attention of the ancient Egyptian priests but from a perspective other than that of providing pleasure and entertainment. It had a spiritual religious nature and function which is something that still exists nowadays in the Coptic churches as a proof of the continuity of the Egyptian customs throughout the history. Meanwhile singing songs in praising secular or sacred feasts was an ancient habit that still exists in modern Egypt.

- **Clothing as a living cultural expression**

It is not possible to talk about the Egyptian intangible heritage without mentioning clothes of our predecessors and their relation to ours nowadays. In that respect, it is false to describe the ancient Egyptian costumes as expressing one dress code and style, for it was ruled by fashion as those of other nations. Evidence derived from the scenes inscribed on the monuments indicated that the garments worn by servants and the lesser officials generally reflected the status they acquired in the society which in turn gave a reasonable indication of what was worn by those categories. On the other hand the depicted garments of nobles were treated with more caution reflecting their important position in the country. Moreover the royal costume differed from that of courtiers and household officials of the great lord (Eastwood, 1993).<sup>26</sup>

The inscribed scenes further referred to dress code distinctions that were based on variables other than status and position within society. For example, old men wore longer warmer clothing than the young

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<sup>23</sup> Many foreign nations became fond of the Egyptian folkloric dancing to the extent that urged some of them to establish certain centers for teaching it.

<sup>24</sup> For further information on the Egyptian folk dancing, see Lexova, M. (1935) *Ancient Egyptian Dances*.

<sup>25</sup> See *The Oxford Encyclopedia of Ancient Egypt*, II, pp. (450-454.)

<sup>26</sup> See *Pharaonic Egyptian clothing*, p. 177.

men. Similarly, those who worked in the royal palace were better and fashionably dressed in the presence of the king than at home or during hunting trips. However, despite the simplicity of the ancient Egyptian clothing, it is obviously clear that the ancient Egyptian dress code was subject to comparatively frequent changes along the history (Erman, 1971)<sup>27</sup>.

In spite of all the above-mentioned information, we are still faced by a gap in our knowledge and understanding of clothing traditions in ancient Egypt. One of the main problems in that respect is that the artistic evidence in Egyptian sculpture, painting and relief are entirely different from the actual garments found in tombs. For example women's dresses in paintings or sculpting always appeared to be of a narrow fitting style that reveals the line of hip, while the surviving ancient dresses tend to be loose.

This may be rendered to the fact that in the Egyptian art, people were usually represented in their finest clothing - even when it is not suitable for the task at hand - in order to indicate the person's status and wealth on one hand and to create the artistic treatment of clothing that was often influenced to show the harmonious patterns of regular curving or straight lines - on the other hand. Though the surviving ancient dresses express the ordinary clothes worn by those people and that are not so far from any other nation or even from ours with the exception of the times fashion (Redford, 2001, I)<sup>28</sup>

By this both the ancient and the modern Egyptians applied the Arab proverb which says "Eat what you like and dress to please others", which indicates that it is not so important what you eat, but your clothes show others who you are (Rugh, 1986).

- **Food as a living cultural expression**

As the Egyptians believe that it is very important to eat what they like, so it is clear that food played an important role in ancient Egyptian culture. This is obvious from its repeated appearance and the mentioning of food on offering tables, offering lists, in prayers for the dead, and as funerary offerings. It is thought that the carnal preoccupation and concern for food monopolized the forethought of the Egyptians (Salima, 1995).<sup>29</sup>

Limited evidence is available about meal times probably they would have eaten twice or thrice a day. Bread and beer were consumed by all levels of society as basis for all meals, while wine was drunk by the wealthy or in special occasions. Meat of some type would have been available to most of the population at least once or twice a week. As beef was expensive therefore consumed only by the royal family, the nobility the wealthy, the resident priests in temples where animals were sacrificed, and by butchers. Beef would have been available for the poor only on feasts, when the meat of the sacrificed animals was distributed to them. Poultry and fish would have been affordable for all but the poorest, since birds and fish were easily available by hunting and fishing. Therefore the major protein sources for the lower levels of society came from legumes, eggs, and cheese, as well as bread and beer. Everyone's diet was augmented by vegetables and fruits and the finest desert of bread, cakes and wine were prepared only for the wealthy (Redford, 2001, I)<sup>30</sup>.

All the previous habits of food of the ancestors are inherited nowadays by their grandsons with few exceptions as for the beer which has been replaced by water. The way of affording the poultry and fish, has changed an indication that the Egyptians are stronger than time and any changes through the days.

### FINDINGS AND CONCLUSION

Evidence derived from the current investigation revealed that despite the abundance of intangible expressions upon which the Egyptian cultural tourism product may be diversified to cater for the needs and wants of modern tourists, little emphasis is put on the role of such expressions in promoting the Egyptian destination and intensifying its touristic image.

Moreover, the outcome of the focus groups indicated that within the Egyptian context, there is a conceptual

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27 See *Life in Ancient Egypt*, p. 230

28 See *The Oxford Encyclopedia of Ancient Egypt*, I, pp. 356-359.

29 See *Meat Production in Ancient Egypt*, p.1

30 See *The Oxford Encyclopedia of Ancient Egypt*, I, pp. 450-454.

overlapping between the notions of cultural, historical and ethnic tourism which in turn leads to the inconclusive interpretation of the country's assets of cultural heritage both tangible and intangible and hence, the underestimation of the value of such assets as a tool for promoting cultural tourism in Egypt.

The current investigation further concludes that despite the diversity of the inscribed scenes and texts that narrate and describe the daily societal customs and habits of ancient Egypt, the interpretation of such cultural expressions seem - to date- inconclusive in terms of how these expressions were actually practiced in daily life venues.

This draws our attention to the fact that achieving a comprehensive understanding and acknowledgement of how our ancestors acted and interacted with one another as well as with the surrounding circumstances in their day-to-day aspects of life requires considering that the style and conditions of life in a particular nation and/or community stamps its inhabitants with remarkable identifying characteristics which are passed on from the ancestors to the offspring formulating a sense of identity, authenticity and continuity that are nowadays perceived by modern tourists as integral constituents of any travel experience. Evidence derived from the current investigation also revealed that:

1. Everyday life in ancient Egypt is an important source of the Egyptian cultural identity.
2. Ancient Egyptians weren't only pioneers in building pyramids, tombs and temples, but in their folkloric aspects as well, they had the power to influence other nations even if they were their invaders.
3. Our predecessors were key players in the process of cultural exchange as they were highly capable of influencing the cultural and conceptual backgrounds of their conquerors who in turn transferred contributed to transferring various aspects of the Egyptian civilization to their homelands.
4. Apart from the language spoken and the religion, the manners and customs of ancient Egypt have been transferred from a generation to another until it reached us almost the same or at least with slight differences. This may be rendered to the fact that - to date - the Egyptian society still experiences certain occasions and/or ceremonies in the same ways and tradition of their ancestors.
5. Dancing, music, clothing and food are four living cultural expressions that are to date recognizable aspects of the Egyptian civilization.

## **RECOMMENDATIONS**

Based on the research findings, the following recommendations must be considered:

1. Initiating collaborative efforts for the protection and promotion of the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artifacts and cultural spaces associated therewith – that Egyptians recognize as part of their cultural heritage.
2. Establishing satisfactory demand-supply relationships between the key players of local development and the tourism stakeholders under the notion of alternative tourism which contributes to the preservation of authentic human traits, genuine artifacts and local identities of host destinations.
3. Improving the educational and cultural content of tourism in Egypt through referring to the country's assets of living heritage - along with those of the traditionally-acknowledged tangible ones - in the books, pamphlets, films and all types of illustrated information material about the Egyptian destination.
4. Promoting initiatives for heritage interpretation as an academic discipline through developing a range of courses that enable local citizens to become authentic interpreters of their area's cultural, historical and natural heritage. Those who accomplish such courses would be fully aware of their communities' resources and thus would be able to provide guide services as well as other services in which their knowledge can be useful.
5. Being engaged in culturally-oriented activities that help in building the tourists' appreciation



and respect for the qualities and abilities of the host communities. This may be achieved through organizing local art events, designating heritage trails or cultural highways and holding festivals with various cultural themes that show off the destinations' local resources and help to lengthen the season or fill in low spots in visitor demand.

6. Concentrating tourism activities around important cultural themes such as:
  - Linking tourist-related activities with themes or events of widespread interest, as in the case of festivals that bring together a variety of dramatic, musical or cinema performances.
  - Focusing attention on large exhibitions or fairs.
  - Twinning or establishing relations between towns, communities and regions in different countries and sending delegations to events arranged by their partners.

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## AWARENESS OF ISLAMIC TOURISM IN A NON-MUSLIM SOCIETY

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### Abstract

According to the 2007 CIA World Factbook, the estimated world population has risen from 2.5 billion in 1950 to 6.7 billion. Among them, the number of Muslim people is around 1.4 billion, roughly one-fifth of the world population. Given this enormous market segment, from a business perspective, it is most critical for tourism developers in the Mediterranean area to integrate Islamic tourism into their strategies and seek different “*modus operandi*” grounded in destination management.

The purpose of this study is to examine, through the case of Taiwan, the development of a new type of tourism, Islamic tourism in a non-Muslim society, allowing the establishment of integrated tourism that builds on synergies of the resources and relationship with the inhabitants of the areas visited. The awareness of tour associates for Islamic tourism in Taiwan will be addressed, particularly concentrating on international Muslim travelers for recreational, leisure, or business purposes, not pilgrimages thus identifying the nature of the Islamic tourism market.

After the attacks of September 11, 2001, a growing number of visitors from North America, Europe, and Japan declined tourism destinations in the Arab world, whereas Arab tourists spent their holidays mainly in Arab and other Muslim countries (Dabrowska, 2004). In recent years, researchers have identified the emergence of a literature characterized as Islamic economics. Many financial institutions have proven profitable, and some are expanding rapidly by adopting business strategies that meet the needs of Muslim customers in most parts of the world (Kuran, 1995). Consequently, service industries in Islamic and non-Islamic countries are increasingly aware of the commercial need to offer services which are specifically tailored to meet this sector of the interactional market (Chuah, 2006).

A number of initiatives to support Islamic tourism took place over the past years in Taiwan, allowing the country to promote international tourism and business travel between Islamic countries and the Taiwan respecting ethics, and Islamic religious values (CHN Foreign Desk, 2007). Based on the model of Taiwan’s market entry of the Islamic tourism, tour associates in the Euro-Mediterranean region, with the advantage of geographic locations close to the home of a vast number of Muslim inhabitants in the Eastern and Southern Mediterranean areas, could develop a new business strategy for the region’s tourism industry by integrating Islamic tourism, thus allowing to offer a large variety of Muslim travel options in the Mediterranean area.

**Key words:** Mediterranean; Islamic tourism; Marketing strategies; destination management.

### INTRODUCTION

The number of Muslim people in the world is around 1.4 billion, roughly one-fifth of the world population (CIA World Factbook, 2007). Table 1. demonstrates the high percentage of Muslim populations living in

Mediterranean countries having a coastline on the Mediterranean sea, not including the Muslim-majority countries in the Mediterranean neighboring countries.

*Table 1. Muslim population in the Mediterranean coastline countries*

Country	Population (2007)	% Muslim	Total Number of Muslims
Spain	40,448,191	2.3%	930,308
France	63,718,187	10%	6,371,819
Italy	58,147,733	1.4%	814,068
Slovenia	2,009,245	2.4%	48,222
Bosnia and Herzegovina	4,552,198	40%	1,820,879
Montenegro	684,736	18%	123,252
Albania	3,619,778	70%	2,533,845
Greece	10,706,290	1.3%	139,182
Turkey	76,805,524	99%	76,037,469
Cyprus	788,457	18%	141,922
Syria	19,314,747	90%	17,383,272
Lebanon	4,017,095	59%	2,358,035
Israel	6,426,679	16%	1,028,269
Egypt	83,082,869	90%	74,774,582
Libya	6,036,914	97%	5,855,807
Tunisia	10,276,158	98%	10,070,635
Algeria	33,769,668	99%	33,431,971
Morocco	33,757,175	98.7%	33,318,332

*Source: CIA World Factbook, 2007*

Islamic tourism is an important market segment for the tourism industry and it is thus critical for tourism developers in the Mediterranean area to integrate Islamic tourism into their tourism strategies and seek new business opportunities for destination management.

House et al. (2004) emphasize the importance of cross-cultural understanding in regards to the market entry modes of cross-border services of foreign customers. However, a review of literature shows that there is a lack of a unified theoretical framework that explains the internationalization process, market entry modes, and timing strategies for SMEs (Malhotra, Ulgado, & Agarwal, 2003). In the visitor economy, market failures occur when both, consumers and tourism marketers, encounter information gaps and potential visitors do not have the relevant information for an appropriate decisions making (Deloitte, 2008). From the business perspective, it is necessary for firms to know what the best offerings for tourists are so as to increase their willingness to visit a certain region and to pay accordingly for their travel arrangements.

In a non-Muslim country like Taiwan, most inbound tour associates lack of the basic understanding of the Islamic culture (Wang, 1997). The latter examines new market opportunities for tour operators within a newly developing Islamic tourism market and seeks to answer the question of how non-Muslim tour operators can establish strategic alliances with the local Muslim society in order to fulfill the needs of international Muslim travelers as well as create new business opportunities for tour industries.

### **CONCEPTS OF ISLAMIC TOURISM**

In recent years, concepts of Islamic tourism have been widely discussed in the Muslim world (Al-Hamarneh, 2004). Various ideas, models and concepts of what "Islamic tourism" is have been suggested

and categorized into three major concepts: (1) Economic, (2) Cultural, and (3) Religious-conservative concepts (Al-Hamarneh, 2007).

The economic concept for Islamic tourism considers the Muslim countries as being part of the emerging tourist markets of the future with major economic potential for growth. The cultural concept for Islamic tourism is the inclusion of Islamic religious-cultural sites in tourism programs to protect this culture and to not ignore cultural heritage during the process of cultural globalization. As the economic concept, this approach encourages a re-orientation towards more Islamic historical, religious, and cultural sites instead of depending on “western-cultural” loaded tour destinations. Finally, the religious-conservative concept for Islamic tourism attempts to merge elements of the extremely conservative Islamic lifestyle with the modern tourism industry, which could indeed present new tourism options, spaces, and spheres. Due to the nature of Islamic life style, tailor-made tourism programs and resorts, that serve special needs of Muslim travelers, may create more activities for Muslim tourists (Al-Hamarneh, 2007).

### **Initiatives for a Growing Islamic Tourism Market**

According to Dabrowska (2004), after the attacks of September 11, 2001, a growing number of visitors from North America, Europe, and Japan turned down tourism destinations in the Arab world, while Arab tourists spent their holidays mostly in Arab and other Muslim countries. Muslim countries such as Lebanon, UAE, Egypt, and Malaysia benefited from the shift in the Muslim tourist flows because these countries tend to more easily satisfy their specific needs in customs and religious practice (Dabrowska, 2004).

A number of initiatives to support Islamic tourism took place worldwide over the past years. The Islamic Tourism Ministers Conference for instance has been held regularly since 2000; the first Arab World Travel and Tourism Exchange took place in Beirut in 2003 to promote tourism and business travel between Islamic countries and the whole world respecting ethics, and Islamic religious values (CHN Foreign Desk, 2007).

Themed “Hidden Islamic Wonders”, the 2008 Global Islamic Tourism Conference and Exhibition was held in Kuala Lumpur, Malaysia. This symposium concentrated on exploring and promoting Islamic tourism in the world. It not only involved members from Muslim countries but also included participants from Non-Muslim countries such as China, India, Korea, Hong Kong, and Australia. According to the press releases of the conference, the main objective of the event was to showcase tourism products adapted to the Muslim world as well as to draw interest of international buyers and sellers of the tourism industry (Press Release, 2008).

Due to the nature of its diversified cultural environment, Malaysia plays a leading role in promoting Islamic tourism among Asian countries. The Philippines for example dispose of an Office on Muslim Affairs (OMA), a government agency directly under the Office of the President of the Philippines, which undertakes and coordinates any issue regarding the country’s Muslim communities. The Department of Tourism (DOT) also actively promotes Islamic tourism in the country. According to the Philippines’ Tourism Secretary, Ace Durano, Halal food helps the country get a bigger share of the global Muslim tourist market. Halal is an Arabic term that is most commonly used in the context of Muslim dietary laws, especially where meat and poultry are concerned. It is similar to Kosher to Jewish dietary laws (Matrade, 2005). The National Halal Convention 2008, held in the Philippines, discussed the business opportunities and development of the Halal food sector as well as the importance of Halal products in domestic and global markets. The DOT director for product research and development anticipated an influx of travelers from Malaysia and the Gulf States thanks to the availability of Halal cuisine in most of the Pilipino tour destinations (Lidasan, 2008).

Initiatives, such as the 2008 Global Islamic Tourism Conference and Exhibition, promoting Islamic tourism, not only in Malaysia and Asia Pacific but also globally, show that the tourism industry approaches Islamic tourism as a growing niche market. Islamic destinations around the world, such as Saudi Arabia, Morocco, Egypt, and Senegal are known to offer a large variety of Muslim travel options; however emerging markets in Non-Muslim countries like China, India, Korea, Hong Kong, and Australia play also a growing important role in the Muslim tourism industry segment.

Korea for instance promotes Islamic tourism through a number of initiatives. Thus, according to the Vice President of the Korean Tourism Organization (KTO), Hong Ju Min, Korea now is preparing to create Islamic tourism products as well as a "Muslim friendly environment" in Korea to increase the country's market shares in the Islamic tourism industry.

The Hong Kong Tourism Board (HKTB) is also targeting an increase of the number of Muslim tourists from Malaysia. The 2007-08 Hong Kong Tourism Board Annual Report indicates that in view of the increasing number of Muslim visitors in recent years, the Hong Kong Tourism Board will further boost this fast-growing segment (Hong Kong Tourism Board, 2007). To draw more Malaysian Muslim visitors, the Cathay Pacific Airways, Hong Kong Tourism Board, and Uni Asia Tours (HK) jointly held a Hong Kong Muslim Travel Workshop in Kuala Lumpur aiming at helping travel agents understand Hong Kong better and to enable them to assist Muslim travelers who plan to visit Hong Kong (Tan, 2007).

Inspired by the above, the Euro-Mediterranean region, with the advantage of geographic locations close to the home of a vast number of Muslim inhabitants in the Eastern and Southern Mediterranean areas, could develop new business strategies for the region's tourism industry by integrating Islamic tourism, thus offering a larger variety of Muslim travel options in the Mediterranean area.

#### **TAIWAN'S ISLAMIC TOUISM MARKET ENTRY**

In the past three decades, Taiwan has been experiencing an economic transformation from a country with labor intensive industries to a society of knowledge intensive manufacturing and service industries. This was mainly due to the loss of Taiwan's competitive advantage of inexpensive labor in the manufacturing industry to China and declining investments within this industry. As a result, the economy of Taiwan failed to continue to grow and its government started initiatives to find other areas for market growth, such as the international tourism development.

Today, international tourism is not only one of the largest employment sectors in most countries in the world, but also has a profound impact on the world economy. Indeed, international tourism contributed to the world economy output about US\$ 944 billion last year according to the UN World Tourism Organization (UNWTO, 2009). International tourism receipts represented in 2003, approximately 6 per cent of worldwide exports of goods and services as shown on Table 2.

*Table 2. World Exports of Merchandise and Commercial service, 2003 - (Balance of Payments, Good and Services Credit)*

	US\$ billion	Share (%)	Share (%)
Total	9,086	100	
Merchandise exports	7,294	80	
Agriculture products	674	7	
Mining products	960	11	
Manufactures	5,437	60	
Other	233	2	
Commercial services	1,795	20	100
Transportation	405	4	23
Travel	525	6	29
Other	865	10	48

*Source: World Trade Organization, World Tourism Organization*

Henceforth, one of the Taiwanese government's major policies is to replace uncompetitive traditional industries on the island with an innovative and growing inbound tourism market (Ma & Crestan, 2009).

A series of national development plans, based on the government’s strategy to “Take action locally to connect to the global village”, has been implemented during the past five years. In 2008, the Tourism Bureau of the MOTC carried out the “Tour Taiwan Years 2008-2009 Plan” to promote tourism development with an annual budget of approximately US\$ 32 millions. The objective of this project is to integrate government and private resources to make Taiwan one of the top tourism destinations in Asia. Actions include placing media advertisements, organizing promotion events for small or medium-sized enterprises (SMEs), and supporting local communities to create a hospitable and travel-friendly environment (Tour Taiwan Years, 2008).

**Islamic Tourism Market in Taiwan**

Islam first came to Taiwan about 300 years ago, with migrants arriving from Quanzhou, China’s Fujian Province. Over the years, some descendants of the early Muslim settlers in Taiwan gradually converted to other religions. During the Chinese Civil War between the Communists and the Nationalists around 1949, approximately 20,000 Muslims immigrated to Taiwan after losing their sovereignty over mainland China. Currently, there are six mosques and two Muslim organizations established in Taiwan: the Chinese Muslim Association and the Chinese Muslim Youth League. According to Statistics from the Taiwan Yearbook (2006) of Taiwan’s Government Information Office (GIO) on religions in Taiwan, there are approximately 58,000 Muslims in Taiwan, a minority on the island. Table 4 reveals the populations of the represented religious groups in Taiwan.

*Table 4: Statistics on Religions in Taiwan (in thousands)*

<b>Religion</b>	<b>Members</b>
Buddhism	8,086
Daoism	7,600
I-Kuan Tao	810
Protestantism	605
Islam	58

*Source: Taiwan Yearbook (2006).*

Limited by a non-Muslim environment, Muslim organizations in Taiwan have adopted a more proactive approach to promoting the Islamic culture in the past years in order to increase contact with local non-Muslim communities. For example, the Chinese Muslim Association in Taiwan plans to launch a Halal certification system so non-Muslim food providers can expand their business to the Halal food market segment and Muslim visitors can be assured to obtain food that is consistent with their beliefs. Also, Taiwanese can learn about the Islamic culture during weekend seminars as well as workshops provided by the Taipei Grand Mosque.

In 2004, the Muslim World League and National Chengchi University co-hosted the International Seminar on Islam in Taipei, which brought together more than 200 scholars and leaders of Muslim communities from Japan, Malaysia, Saudi Arabia, South Korea, Sudan, the United States, and other nations (Taiwan Year Book, 2006).

In 2009, in order to promote this particular niche market, Taiwan’s Tourism Bureau plans to position the country as a tourist destination for Muslim tourists. A seminar in Taipei with some 150 representatives from local hotels, restaurants, recreational farms, and the Muslim community will meet to discuss the creation of an attractive and convenient tourist destination in Taiwan for Muslim tourists. One of the main themes of the seminar will be to educate local tourism operators about Islamic culture and assist hotels, recreation areas and restaurants in acquiring Halal certification (H.L. Liu, personal communication, April 8<sup>th</sup>, 2009).

**Challenges For Taiwan’s Inbound Tour Associates To Enter The Islamic Tourism Market**

Taiwan faces many challenges to grow the Islamic tourism market segment. The country’s inbound tour associates are not focused enough on the requirements and needs to fulfill in order to attract Muslim tourists, causing low inbound tour visitor numbers in comparison to other Asian countries. Unlike the official website of the Korean tourism bureau offering Arabic content and links, detailing visa information and such, the majority of Taiwan’s travel agents fail to maintain dynamic tour information in English or Arabic that is reliable and updated. Most of Taiwanese tour associates thrive to draw more overseas visitors to Taiwan. However, the information channels in place are insufficient for attracting Muslim tourists worldwide to Taiwan (Ma & Crestan, 2009). Thus without adjusted systems and infrastructures, Muslim tourists cannot rely on local travel agents to arrange their tours in Taiwan.

**SWOT Analysis of the Islamic Tourism in Taiwan**

From a marketing perspective, destination marketing does not only increase tourist arrivals but also plays an important role in country positioning in international relations and the economic development of the region, making the destination politically more acceptable and attractive to outsiders (Baker & Cameron, 2008). Hausmann (2007) suggests that religion is a key element of culture, influencing both behavioral and purchasing decisions. His study shows that most tourism performances are performed collectively by tourists, traveling in groups. Efficiently identifying the needs and decision making behavior of the potential target groups is therefore the main core competence of a tourist firm (Haahti, 2003). An economic case study by Deloitte (2008) analyzed the key factors influencing decisions of both domestic and international travelers, and denoted that the factors, such as choice of goods and services as well as information provision, have a higher potential to influence domestic and international travelers. A SWOT analysis of the Islamic Tourism in Taiwan, allowing to recognize and analyze the complexities of multidimensional and interrelated environments, has been realized. Future strategic thrusts for market entry success for the Islamic tourism have been identified by analyzing its relative competitive strength for the purpose of this paper. These thrusts were found to concentrate on actions and themes related to stakeholders. Interpreting and applying those themes could offer valuable insights for Taiwanese tour operators to gain sustainable competitive advantages in this area. This comprehensive SWOT analysis is summarized in Figure 2, demonstrating prospective results of the Taiwanese tourism market to attract Muslim visitors.

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Attractive government policies</li> <li>• Government support</li> <li>• Sound Muslim society</li> <li>• Highly motivated inbound tour operators</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of Islamic tourism-related expertise</li> <li>• Limited Halal Restaurants</li> <li>• Weak integration of local or regional marketing concepts</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• A developing Islamic tourism market in the region</li> <li>• The market segment offers high potential profits</li> <li>• Strategic alliances with inbound tour operators and the Muslim community.</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Economic decline</li> <li>• Decrease of demand in tourism products</li> <li>• Other rivalry countries enter the market and offer attractive Islamic tourism packages</li> </ul>

Figure 2. SWOT analysis of Islamic Tourism in Taiwan



This analysis shows that Taiwan's and the country's inbound tourism associates face main threats of a growing competition on an economically declining market that weighs high on the country's government. Thanks to an integration of an Islamic environment, attractive to Muslim tourists, other Muslim tourism destinations detain competitive advantages over Taiwan. However, the Taiwanese government highly supports the country's SMEs in tourism industry as well as the Islamic tourism market segment by implementing new policies, promoting tourism, and trying to engage Taiwan's Muslim society. Nonetheless, with a minority of Muslim residents in Taiwan, the local SMEs and the general public still lack the necessary knowledge of Muslim customs and the society is not yet adapted to welcome Muslim tourists appropriately and enter this market segment successfully.

### **Strategic Alliances with the Islamic Tourism Stakeholders**

The term stakeholders were first defined as "those groups without whose support the organization would cease to exist." in an internal memorandum at the Stanford Research Institute in 1963 (Freeman & Reed, 1983, p.89) Besides the Taiwanese government, which reinforces the tourism industry extensively, other stakeholders must be considered with the goal of forming necessary alliances to attract more Muslim tourists to the country. These are Taiwan's Muslim society, inbound tour operators as well as other partners, such as Halal food providers within the country.

According to the chairman of Taipei Grand Mosque, Salahding, Chao-Yen Ma, most Muslim travelers to Taiwan will first visit the mosque and ask for information about Halal food providers (S.C. Ma, personal communication, April 6<sup>th</sup>, 2009).

Therefore, Halal food providers in Taiwan should be regulated by laws that protect and guarantee kosher food in order for Muslim visitors to be trustful that Halal food in Taiwan meets Islamic dietary standards.

Currently, the numbers of Halal restaurants available in Taiwan are limited. As the availability of Halal-certified restaurants in tour destinations would satisfy the basic requirements of Muslim travelers, the Taiwanese tourism bureau has launched initiatives to educate local tourism operators and associated SMEs about the Islamic culture and assist hotels, recreation areas, and restaurants in acquiring the Halal certification.

To promote Taiwanese inbound tourism, it is only through creating strategic alliances with these different stakeholders that Taiwan will successfully attract international Muslim tourists.

This is true for any tourism segment, Islamic tourism market or not. In the case of promoting Islamic tourism in Taiwan, the key is to integrate the Muslim society and highly motivated inbound tour operators of the country with the support of the government to create an Islamic friendly environment for Muslim travelers (Chan, 2009).

### **RECOMMENDATIONS AND CONCLUSION**

The same inference as many financial institutions promote Islamic banking in Arabic world, the tourism industry should also target this ethnic group as a growing tourism market segment. As the number of Muslim tourists from the Arabic world is increasing, service industries in Islamic and non-Islamic countries need to be aware of this business opportunity and the commercial need to offer services that are specifically tailored to meet this sector of the market.

To successfully create new business opportunities for SMEs to attract Muslim travelers to Euro-Mediterranean region, local tour associates and related SMEs need to have more understanding about the Islamic culture and offer services that follow Halal standards. Moreover, it is important for non-Muslim tour providers to collaborate with the local Muslim society and build mutual trust with Muslim people as well as create a reliable image illustrating that tour operators are capable of providing trustworthy and quality Islamic tourism products for potential Muslim travelers to Euro-Mediterranean region.

Given the fact that vast number of Muslim inhabitants reside in the Eastern and Southern Mediterranean areas, the further study of this Islamic approach can be developed into the realization of the Integrated Relational Tourism (IRT) to make a careful assessment of the possible strategic alliances between social groups that have different cultural identity in the countries of the Mediterranean region.

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**UNIQUENESS OF TOURISM DESTINATIONS AROUND THE MEDITERRANEAN SEA AND  
CONSUMER PREFERENCES - EMPIRICAL FINDINGS FROM GERMANY**

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**Abstract**

The aim of tourism marketing communication is to develop a distinctive position in the customers' mental map of the market. Distinctiveness of a destination refers to being perceived as somehow unique. Using the concept of the consideration set, we look at the uniqueness of Mediterranean destinations as a function of consumer preferences (expressed interest in visiting a certain destination within the next three years) in this paper. A country has a unique position and hence less competition and a better position in tourism marketing when its potential customers do not see a huge number of potential substitutes. This new empirical approach to measure the concept of uniqueness by analyzing cross potentials for destinations offers new insights for marketing and is able to underpin conceptual models in the tourism science literature. The empirical findings (based on the yearly German travel survey "Reiseanalyse" with more than 7,500 respondents) presented here show that the area as such has a competitive advantage as the Mediterranean is a rather unique holiday destinations for Germans. Those interested in spending a holiday there see less alternative destinations for their future trips than the potential tourists for other regions. Nevertheless, the Mediterranean is in a global competition. On a geographically lower level, there is also a strong competition within the Mediterranean area. In marketing and especially in marketing communication the different positions of the destinations in the uniqueness/potential matrix should lead to different strategies. The starting point for designing such a strategy is an in-depth analysis of the specific potential, including the structure and motivation of the future visitors as well as their current travel behavior.

**Key words:** Destination Branding, Image, Preferences, Consideration Set; Holiday Behaviour

**INTRODUCTION**

"Branding" is rather common strategy in marketing consumer goods. Brands are helpful or necessary in order to distinguish between more or less identical (homogeneous) products. For the customer, relying on brands reduces the complexity in the consumer decision process. Branding wants consumers to build up preferences for a certain brand, which will lead to repeated purchases and consumer loyalty. The strategy of branding has been widely adopted in tourism destination marketing (cf. Swarbrooke & Horner, 2007, p. 164). As with consumer goods the aim is to develop a distinctive position in the customers' mental map of the market. Positioning the brand means to differentiate it from competitors.

In tourism, most of the destination marketing people are probably quite convinced that their destination has got something specific which allows for a differentiation to other regions. The official geographical name of a region (e.g. Tyrol, Hawaii, Paris) is expected work in marketing in the same way as a build-up brand name like Coke or Mercedes-Benz. Thus, we can expect that destinations are in one or more aspects "unique", i.e. they are somehow outstanding and extraordinary. Uniqueness of a destination is an advantage for marketing. A strong effect of the uniqueness is only to be expected if the customer

perceives this uniqueness ("perceived uniqueness") and is aware of it during his information and decision process. Uniqueness thus refers to the image of a country or region, the way it is perceived by potential tourists in a perhaps far away source market.

Uniqueness can be positive ("must see") or negative ("avoid under all circumstances"). The evaluation is a result of consumer motivation and attitudes and will vary within different target groups. Uniqueness should lead to a higher desire within a specific target group or even within larger parts of a source market to visit such a destination. Thus, the behavioural result of a destination's image (perceived uniqueness) is a better position in the ranking of possible holiday destinations (consideration set).

### **DESTINATION PREFERENCES AND UNIQUENESS**

The previous experiences of a tourist and the information gathered in the information process lead to beliefs, attitudes and images and result in destination preferences on which the travel decision is based. In many cases, it is the image of a region, i.e. the perception by the potential consumer, that produces a tourist's decision where to travel (cf. Hudson, 1999, p. 15). A very valuable concept in this context is the "set-theory". It argues that a consumer makes his decision out of a limited set of destinations, i.e. the ones he is aware of (awareness set). On the basis of the different destinations images in this set, the potential tourist is able to assign a region from of his awareness set to his consideration set or excluded set (cf. Um & Crompton, 1999, p. 85). This results in destination preferences and travel intentions which can be revealed in empirical surveys by asking the respondents where they want to travel to within the foreseeable future. In this paper we look at uniqueness of Mediterranean destinations as a function of consumer preferences (expressed interest in visiting a certain destination within the next three years) in Germany.

In Germany, the idea of a holiday trip is strongly connected to the notion of the "South", literally the Mediterranean area (think of Goethe's "Italian Journey"! ). The South is expected to offer pleasant physical conditions (e.g. landscape, seaside, beaches, weather) and good amenities for tourists. Its features come close to what Germans call their dream holidays (Lohmann & Aderhold, 2009, pp. 37-39). In 2008, roughly 35% of all German holiday trips headed towards a destination in the Mediterranean. The share is larger than for domestic destinations (Aderhold, 2009, 32; Lohmann & Aderhold, 2009, 110-113). Is the Mediterranean therefore unique?

A region, a country, or a destination can be regarded as relatively unique and hence having less competition and a better position in tourism marketing, when its potential customers do not see a huge number of potential alternatives. This definition of uniqueness is strongly related to the behavioural relevance for the consumer. We do not consider whether a destination has something outstanding to offer like the highest church tower, the oldest castle or the finest sand in the world. We do not ask whether the tourists see a difference between Spain and Turkey, Paris and Rome. Instead we ask: Can a trip to Spain be a substitute for a trip to Turkey? Do people have both countries in their consideration sets (substitution possible = "not unique") or only one of them ("unique")? Can a holiday in the Mediterranean area be replaced by a vacation in the Alps? We would consider e.g. Spain being a relatively unique destination when its futures customers do not have a lot of other destinations in their consideration set.

The paper focuses on two research questions: (1) To which degree can a specific destination in the Mediterranean area substitute another destination in the same area? (2) Is there a "need for the Mediterranean" or can other destinations around the world offer suitable alternatives? For analyzing these questions we take Germany, one of the large European source markets, as an example.

### EMPIRICAL METHODOLOGICAL APPROACH

For empirical testing, we use the data of a German holiday survey, the so-called Reiseanalyse RA (travel analysis). This yearly survey is designed to monitor the holiday travel behaviour and travel-related opinions and attitudes of Germans and has been carried out annually since 1970, using the same method and a comparable set of questions in the questionnaire (cf. Aderhold 2009, Lohmann 1998, 2001; Lohmann & Sonntag, 2006). The survey is organised by the FUR, Forschungsgemeinschaft Urlaub und Reisen e.V., Kiel, an independent non-profit organisation of national and international users of tourism research in Germany ([www.reiseanalyse.de](http://www.reiseanalyse.de)). Data is based on face-to-face interviews with a representative sample (German-speaking population aged 14 years and above, living in private households in Germany) of more than 7,500 respondents, the interviews being carried out in January each year. The sample is randomly selected in several steps. The analysis presented here is based on data from January 2009.

The main focus here is on destination preferences: In the framework of the RA interviews, respondents were asked to state for 59 individual countries (from Greenland to Australia) whether they have been there in the last three years (i.e. in 2006, 2007, or 2008) and whether they intend to spend a holiday there in the next three years (i.e. 2009, 2010, or 2011) with the alternatives "almost definitely" and "consider generally". Here we take only the "almost definitely" respondents into account as potential tourists for a destination. The results give a rather clear and empirically well-founded picture of the consideration set of each respondent.

With respect to our uniqueness-substitute approach we analyse the overlapping of these destination preferences: (1) Do Germans with an expressed interest in visiting a single destination in the Mediterranean also consider other destinations in the area? To which extent can one Mediterranean destination be a substitute for another, e.g. do people with an interest for holidays in Turkey consider a holiday in Spain as well? Are there destinations which are more "substitutable" than others? (2) Do Germans with an expressed interest in visiting the Mediterranean as a whole (i.e. those being interested in at least one of the Mediterranean destinations) also show an interest in destinations outside the Mediterranean area? Can other destinations in other regions thus be a substitute for a Mediterranean holiday destination? Or in other words: Is there a specific need for the Mediterranean?

Given the basic concept of the set-theory (choice is made out of a limited set of different suitable alternatives) and the situation within the tourism market (vast number of destinations, huge capacities, demand-driven) we cannot expect that a single country or region is -in this empirical sense- really unique so that potential tourists for this destination do not see any alternative. Instead we expect uniqueness to be more relative, going from "rather unique" (few alternatives in the consideration set of potential tourists for this destination) to "easy to substitute" (many alternatives in the consideration set).

### DEMAND POTENTIALS FOR THE MEDITERRANEAN IN GERMANY

Table 1 shows the basic data on the potentials for different destinations around the Mediterranean Sea. The figures are presented for two groups, the German population and -as a subgroup the group of it- the respondents with an interest in at least one of the Mediterranean destinations. We refer to the latter as "potential for the Mediterranean". This group encompasses 26.4% of the German population or more than 17 mn people.

Table 1 Potentials\* for single destinations in the Mediterranean

	German Pop. 14+	Potential for the Mediterranean**
Destinations...	%	%
France: Mediterranean	2	8
Spain: Majorca	7	26
Spain: Formentera, Minorca, Ibiza	2	8
Spain: Mainland	3	10
Italy: Mediterranean	4	16
Croatia	4	15
Greece: Islands	4	14
Greece: Mainland	1	4
Cyprus	1	3
Turkey: Mediterranean	7	26
Tunisia	1	5
Potential for the Mediterranean**	26	100

\* Potential: Respondents almost definitely planning to spend a holiday there within the next three years.

\*\* Net potential based on the number of respondents interested almost definitely in at least one of the following countries/destinations: Spain: Majorca; Spain: Formentera, Minorca, Ibiza; Spain: Mainland; France: Mediterranean; Italy: Mediterranean; Croatia; Greece: Islands; Greece: Mainland; Cyprus; Malta;

Data source: RA 2009, FUR, Basis: German pop. 14+

### Turkey: Mediterranean; Tunisia

The data reveals that there are different potentials for different destinations with Majorca (Spain) and the Mediterranean coastline of Turkey ranking first. For marketing purposes it has shown very useful to closely monitor the development of the potentials for a single country (in volume and in relation to competitors) and the dynamic changes in its structure. And in fact, major destinations and the tourism industry analyze this data yearly.

More than a third of those intending to make a trip to the Mediterranean area have more than one Mediterranean destination in their consideration set. We will come back to this observation later.

Given the great number of possible holiday destinations and the time frame in the question (next three years) it is reasonable that many of our respondents identified more than one destination for their holiday trips within the near future, looking forward to different vacations with different activities in different regions. Here we have a good example for a volatile customer with a multitude of options to satisfy his multitude of motives and interests. A strong competition between tourism destinations is the result.

### UNIQUENESS OF THE MEDITERRANEAN AREA

We want to have a closer look at this competitive situation for the Mediterranean area: Are these potential tourists to the Mediterranean (table 1, row 2) only interested in this area? Or do they have a broader range of alternative destinations? What we are proposing is to analyze the competitive position of the Mediterranean area by identifying the relations and overlaps in the consideration set of future tourists. In table 2 we thus refer to "cross-potentials" which means the share of potential tourists to one destination which are also interested in visiting another. Cross-potentials in table 2 are given for broader regions, i.e. Northern and Eastern Europe, the Alps, long-haul destinations (non-European and non-Mediterranean countries) and Germany (= domestic tourism).



Table 2 Cross-potentials\* for regions and derived uniqueness

	Potential* for destinations in ...					
	Mediterr.	North. Europ.	East. Europ.	Alps <sup>°</sup>	Long-haul	Germany
Destinations...	%	%	%	%	%	%
in the Mediterranean*	-	34	27	34	37	22
in Northern Europe*	7	-	10	10	11	6
in Eastern Europe*	9	16	-	11	9	10
in the Alps* <sup>°</sup>	17	25	17	-	18	21
Long-haul destinations*	13	19	10	12	-	7
Germany	23	31	32	41	19	-
Total	69	125	96	108	94	66
Uniqueness (100/Total)	1.45	0.80	1.04	0.93	1.06	1.52

\* Potential: Net figure giving the number of respondents interested almost definitely in at least one of the destinations in the region.

<sup>°</sup> Alps = France; Alps; Switzerland; Austria; Italy South Tyrol; Italy Trentino

Data source: RA 2009, FUR, Basis: German pop. 14+

As we can see, e.g. 34% of potential tourists to Northern Europe are part of the potential for the Mediterranean. The respective figures for other regions are between 22% (Germany) and 37% (long-haul). Vice versa, out of the potential for the Mediterranean area quite a considerable share also intends to spend a holiday in other regions, between 7% for Northern Europe and 23% for Germany. What we have here is a sort of map of the competitive position in the consumers' minds.

Compared to other international destinations, the Mediterranean is in a relatively comfortable position. There are more potential tourists of other regions with an affinity for holidays in the Mediterranean as vice-versa. E.g. 34% of the potential for the Alps have as well at least one Mediterranean destination in their consideration set whilst only 17% of the Mediterranean potential also have the Alps on their mind. This leads to our empirical definition of "uniqueness" as a continuum with a range from "rather unique" (few alternatives in the consideration set of potential tourists for this destination) to "easy to substitute" (many alternatives in the consideration set).

Table 2 shows that the interest of respondents regarding alternative destinations within the group of potential tourists to the Mediterranean is lower compared to that of potential tourists to Northern Europe, Eastern Europe, the Alps, and long-haul countries. As an index for uniqueness we first calculate the sum of interest in alternative regions (= total in table 2). A region with a high total here is rather easy to substitute as potential visitors have a lot of alternatives already in their minds. To convert this measure into a uniqueness index we simply divide 100 through the total, thus getting an inverse ranking of the destinations. At the top of the list now are the Mediterranean (with 1.45) and Germany (with 1.52).

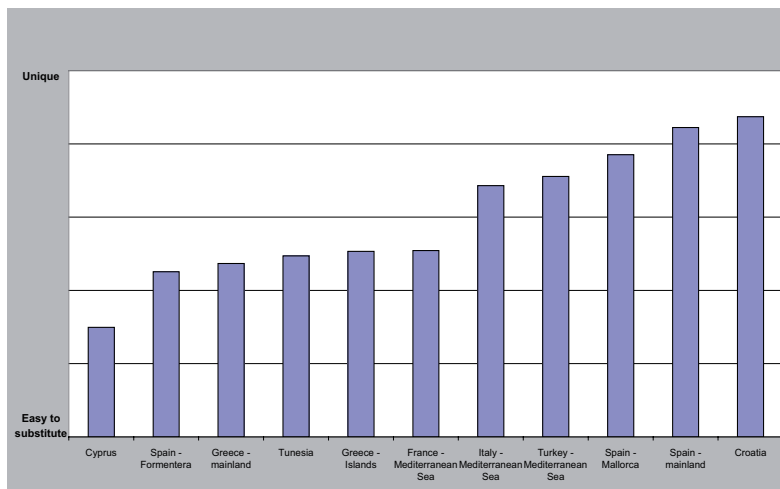
In this perspective the Mediterranean is rather "unique", as people with an intention to spend a holiday in the Mediterranean do not see as many alternative destinations as respondents with an intention for other regions in the world. On the other hand: This uniqueness is only a relative one. For most potential travelers to the Mediterranean there is an alternative destination within their consideration set. Thus, despite the position of the Mediterranean being relatively specific, the global competition is still there. It may come as a surprise for some of the respected readers that the most prominent competitors are Germany and the Alpine destinations.

### UNIQUENESS OF SINGLE DESTINATIONS IN THE MEDITERRANEAN AREA

With the same approach we will now have a closer look at the uniqueness of different destinations within the Mediterranean area. Are they unique in the sense that potential travellers do not see an alternative destination? To which degree can a specific destination in the Mediterranean area substitute another destination in the same area? Thus, what we analyze here is the competitive situation inside the Mediterranean area with respect to the German market.

We have done the same calculations as in table 2 with the data for a set of Mediterranean destinations. Fig.1 gives the results for the uniqueness index.

Figure 1 Relative uniqueness of destinations in the Mediterranean



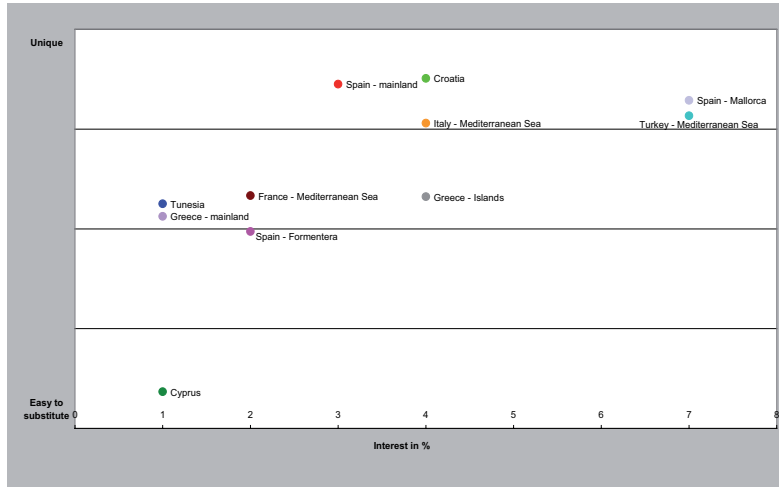
Uniqueness = 100 / Cross potentials for other Mediterranean destinations

Data source: RA 2009, FUR, Basis: German pop. 14+

The ranking starts with Croatia with the highest uniqueness index. This means that Germans with the intention to spend a holiday in Croatia within the three years to come do not have a lot of alternative destinations around the Mediterranean Sea in their consideration sets. As well on a high uniqueness level are Spain with its mainland, Majorca and Turkey. On the other end of the scale we find the other Balearic Islands of Spain and Cyprus with the lowest level of uniqueness. This is not to say that Cyprus is not a very beautiful holiday spot and an internationally renowned destination! It simply signifies that Germans with a rather strong intention to visit Cyprus have more alternatives in mind compared to the potential visitors of e.g. Majorca.

Uniqueness does not necessary mean a high volume of potential in the German market. But the data presented in Fig. 2 shows a relation between potential (interest to travel to a destination) on the x-axis and the uniqueness. In general, there is a correlation between the two variables with e.g. Majorca having a rather high uniqueness and a huge potential. On the other hand we find destinations like Spanish mainland which ranks higher in uniqueness compared to the Greek Islands, but lower and only less than medium in potential.

Figure 2 Demand potential and relative uniqueness of destinations in the Mediterranean



Uniqueness = 100 / Cross potentials for other Mediterranean destinations. Interest = potential within pop. from table 1  
 Data source: RA 2009, FUR, Basis: German pop. 14+

**CONCLUSIONS**

In this paper we looked at uniqueness of Mediterranean destinations as a function of consumer preferences (expressed interest in visiting a certain destination within the next three years). A country has a unique position and hence less competition and a better position in tourism marketing, when its potential customers do not see a huge number of potential substitutes. The new empirical approach to measure the concept of uniqueness by analyzing cross potentials for destinations offers new insights for marketing and offers a way to underpin conceptual models in tourism science literature. The approach e.g. fits nicely into the widely-used concept of the consideration set when explaining the consumers' decision process (cf. Um & Crompton, 1999). It gives evidence for the concept of the volatile customer with a multitude of options when choosing a holiday (Sonntag, 2006) or the motivational concept of variety seeking (cf. Lattin & McAlister, 1985). In the light of future trends and developments to be expected in the German market (Lohmann & Aderhold, 2009), converging into a really tough competition, the issue of "uniqueness" will become even more important.

One of advantages of the approach presented here is the behavioral relevance of the data used. We did not ask whether respondents see anything specific about a destination, we simply analyzed if they plan as well for alternative destinations.

This empirical founded approach may be viewed as a limitation, too. Of course, with this data we will never get to know *what* it is that makes a holiday in the Mediterranean such an unforgettable experience. On the other hand we can offer an easy to apply instrument to analyze the competitive position of tourism destinations.

The empirical findings presented here for the Mediterranean show:

- In the German market there is a huge potential for the destinations around the Mediterranean Sea in the near future.
- The area as such has a competitive advantage as the Mediterranean is a rather unique holiday destinations for Germans. Those interested in spending a holiday there see less alternative destinations for their future trips than the potential tourists for other regions. Nevertheless, the Mediterranean is in a global competition.
- On a geographically lower level, there is a strong competition within the Mediterranean area: Only a few destinations can be considered as "unique".

In marketing and especially in marketing communication the different position of the destinations in the uniqueness/potential matrix should lead to different strategies. The starting point for designing such a strategy is an in-depth analysis of the specific potential, including the structure and motivation of the future visitors as well as their current travel behavior.

For all destinations it is of utmost importance to recognize the international competition they are in (Lohmann, 2009, 339). Master plans and marketing activities need realistic objectives that consider not only what one wants to reach, the resources available and what the competitors are heading for. They also need to consider the consumers' motivation and perception. Given the demand situation and its expected future trends, it is not sufficient to have a good product. It is not sufficient either that the consumer perceives a product as a good one. The product or the destination has to be in the consumer's consideration set and needs to be judged a very good choice within this set. Or: a unique choice with no alternative.

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**TOURISM AND CULTURE  
ALEXANDRIA AND CULTURE INSTITUTIONS TO IMPLEMENT TOURISM  
AND ECONOMIC DEVELOPMENT**

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**Abstract**

In recent years, the cultural tourism industry has faced many changes due to the evolution of the economic, political and legislative systems. Once tourism was considered a simple trade sector, now has turned into a complex global market.

This study aims at investigate what is considered one of the most remarkable traits of development since the mid 20<sup>th</sup> century, which is to say the mobilisation of tourism as a preferred form of economic development at local, regional and national level. Indeed, many multilateral and governmental organisations have integrated tourism firmly into economic development strategies in recognition of its potential and as a response to particular moments of crisis. Tourism is in fact foremost a form of economic development which has cultural resources at its foundations. However, it is also a form of development that although bound to economic realities is nonetheless a mean by which individuals and societies can access to and gain insight of one another's places and pasts and enhance economic growth. Tourism should be therefore prioritised as an important driver for economic development.

Specifically is increasingly of interest in this study the urban context given that cities are full of history, art, culture and traditions. This huge heritage has always been a main attraction for tourists: this study will move then to investigate institutions, and cultural industries.

Tourism has a critical role to play in facilitating and shaping intercultural dialogue. At a basic level it provides for direct encounters between peoples from different cultures. Culture-oriented tourists are a new, emerging, category of travellers. They live a vacation as a learning experience – an opportunity to discover unexploited resources of an area.

In the Mediterranean basin the cultural heritage is enormous and therefore there is a huge potential market. The Mediterranean culture is permeating artefacts, traditions, and ways of life of several countries in this basin, creating a wonderful background for mutual understanding and cooperation.

Egypt, for example, has traditionally positioned himself at the elite market by exploiting its cultural heritage, and according to World Tourism Organization, WTO, it will be able to maintain this leadership among MENA countries (Middle East and North Africa).

The specific city chosen in Egypt is Alexandria, that has an atmosphere that is multicultural and its ambience and cultural heritage distance it from the rest of the country. There are many research centres and cultural institutions that make the city a dynamic environment. The new library of Alexandria is a connection link of Egypt heritage and the heritage of the world able to attract researchers from all over the world. The aim of this study is to offer the institutions some practical suggestions for boosting cultural tourism.

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<sup>1</sup> Gaetana Trupiano is responsible for page 1 to page 8. Rosa Cipollone is responsible for page 8 to page 11. The conclusions are a collaborative effort. I wish to thank Nicoletta Fontanarosa for data collection.

We therefore investigate this environment to better understand how the tourism sector – and the cultural tourism in particular – can help boost economic growth. Cultural tourism in fact can play a locomotive role for a number of other important industrial sectors: boost GDP, job creation and well-being in general.

**Key words:** Cultural Tourism, Cultural Capital, Alexandria, Culture Institutions, Economic Development.

## INTRODUCTION

Culture is certainly valuable for social cohesion and is fundamental in the processes of economic development; the cultural factor makes the social transformations that occur in the countries of the Southern Mediterranean possible.

A close link exists between tourism, source of knowledge, and culture and tourism in terms of income and employment from an economic point of view. The link between cultural tourism and territory is also important in the analysis of environmental and cultural sustainability.

This paper offers a multidisciplinary approach since it offers the perspectives of an economist (Trupiano) as well as an architect (Cipollone).

Starting from the concept of cultural capital, this paper discuss the links between economy and culture and territory.

This analysis of cultural tourism, with focus on of the Southern Mediterranean countries and specifically the cultural reality of the cosmopolitan metropolis of Alexandria will be examined.

## CULTURAL CAPITAL

Cultural capital is constituted by cultural heritage, that is by tangible historical and artistic goods: museums, paintings, sculptures, cultural arts and crafts, buildings, facilities for leisure activities, exhibitions, shows, libraries, archives, archaeological sites, monuments, art cities, historic towns, local produce; intangible cultural capital concerns cultural traditions, music, literature, folklore, etc. (UNESCO 1989)<sup>2</sup>. Therefore, it is the tangible and intangible cultural good that favour economic development and production (Throsby 2001, 2003).

Cultural capital (Diagram 1) is a fundamental tool for the development of a territory; it is influenced by the territorial context, as well as the social and human capital. Social capital, in particular, determines the sense of belonging, integration and cohesion, where cultural capital has effects on territorial development, cultural tourism, and the availability of useful structures that can be used to exploit cultural heritage; it acts as a stimulus for new culture, creativeness, productive innovation and the exploitation of cultural heritage respecting cultural diversity<sup>3</sup>.

Public intervention plays an important role through regulation, government expenditure, tax incentives and credit, as well as family expenditure.

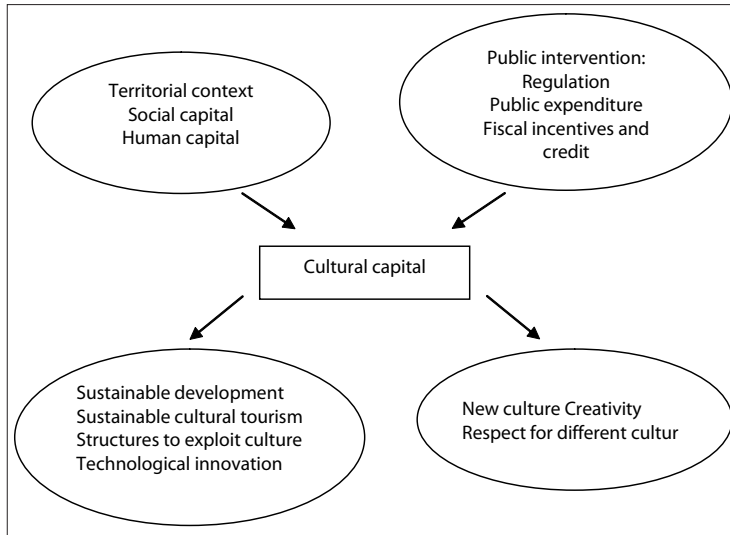
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<sup>2</sup> *Cultural capital is also defined as activities that increase the cultural value of a good not only economically (Throsby, 2003).*

<sup>3</sup> *UNESCO, Universal Declaration on Cultural Diversity, in which it states that cultural diversity is necessary, considering that people have different natures.*



Diagram 1. Cultural capital



Source: Trupiano, 2006, with changes.

**ECONOMICS AND CULTURE**

Cultural activities seem to have spillover effects and positive economic impacts in employment because such activities are labour-intensive. There are also positive effects on tourism, communications, transport, exports, the increase and distribution of income, and industries linked to the production of culture. Cultural politics is certainly a component of politics in favour of sustainable development<sup>4</sup> and the growth of new capital.

Culture, together with education and healthcare, is a “merit good” that requires public expenditure as the market, generally, would not be able to produce the desired quantity and quality; for that reason, the concept of “market failure” is used. Some cultural industries, managed by multinationals on a large-scale production, represent exceptions for which a market exists; such companies operate in a competitive context that maximises profits, as happens in other sectors. Some examples are the cinema and music industries and publishing; in regard to the effects of cultural industries on economic development, the role of externalities is considered (Cunnigam, Banks, Potts 2008).

It is necessary, therefore, to include culture in economic development projects especially for local development. In this logic, along with the traditional activities of cultural heritage conservation, it is also important to consider exploitation and use to increase economic growth and cultural tourism.

In regard to the economic aspects, it is necessary to examine the role of the manufacturing industry; companies that work in the restoring of monuments and, in general, those who offer useful commodities and services to the process of exploitation of cultural resources and its users; agriculture; commerce; building; communications; research; publishing; tourism; hotels and restaurants; transport connections, road systems, vehicles, means of transport, electricity supply and the supply of other services, the availability of water, financial and banking services, etc.

It is important to examine the relationship between budgetary expenditure for culture and GDP, the possibility

<sup>4</sup> Culture is included in the concept sustainable development, along with environmental and social problems.

of fiscal incentives for donations, sponsorship from companies and private investment in culture to allow greater private sector participation, especially supporting small and medium-sized cultural businesses. The role of public-private partnerships have in making investment and financing decisions is important for the strategic choices made in terms of management of areas that have cultural tourism.

### **CULTURE AND TERRITORY**

To identify local economic and potential tourism and search for new formulae, it is necessary to start with an analysis of the potentialities of the territory<sup>5</sup> and a thorough examination of all its cultural, historic, social and economic resources. The link is territory culture tourism, taking into account that cultural heritage represents the cultural endowments of the territory itself.

An institutional and legislative analysis about environmental and cultural conservation is important in the definition of proposals to establish the strategic objectives. The local and central institutional systems must have a function of directing and promoting the culture-tourism offered within the territory. The private sector: businesses, foundations, associations, the tourism industry must work towards the production and distribution of cultural goods and services.

With an integrated approach would be possible to identify proposals and solutions in a project-based method, which includes the participation of numerous parties, integrating the expertise of the different public administrations and the private operators. It is a complex method, but essential in all advanced and developing realities. The type of management and their effects on the territorial dynamics are just as important.

Sustainable development of the territory is about conservation, the exploitation and use of tangible and intangible cultural heritage, including the traditions of the local population.

The concept of cultural district is introduced in the analysis of territories culturally similar. The themes of the organisation of the territory, networks and the local communities are linked to the idea of cultural district.

### **CULTURAL TOURISM**

Continuous growth of cultural consumption has occurred recently: cities of cultural heritage, museums, historic and archaeological sites, exhibitions, archives, libraries, cultural institutes, etc.

Cultural tourism, exclusively motivated by cultural needs, or in combination with other types of tourism, is a multidisciplinary activity that has effects on the economy and the recovery and exploitation of cultural heritage. The investment in the sector has positive aspects in terms of the multisectoriality in the cultural sector, which favours widespread development.

The evaluation of cultural tourism and tourism as a whole, may be done using the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) (Table 1).

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*5 Territory is composed of tangible and intangible factors. Amongst the tangible factors there is the environment (geographic position, landscapes, level of pollution, quality and location of cultural heritage). Infrastructures are also important: communications, urban planning, historic buildings, public services, restaurants, structures for cultural activities, roads, transport, information systems, the economy and social and productive structures, level of productivity, entrepreneurs, public funding for production and culture, bank system, redistribution of income, national and international economic and cultural exchanges, education, research centres, universities, etc. Intangible factors are anthropological in nature: awareness and knowledge of culture, folk traditions, relationship dynamics, social climate, evolution in tendencies. (Martelloni et al, 2007).*

Table 1. Cultural tourism and economy

STRENGTHS	WEAKNESSES
Provides foreign currency	The relationship of capital/jobs is strong
Favours the creation of new infrastructure	The level of fixed costs is high
Creates income and jobs	Inefficiency and incapability of using economy of size
Redistributes income amongst individuals and territories	Only has on-the-job learning
Intensive use of workforce	The workforce used is often of poor quality: mainly operational personnel
The job market offers many jobs at a relatively low cost	The technical and managerial personnel are scarce
Increase in local jobs	The level of education of the workers is generally low
The initial capital needed is not always large	There is a lack of professionalism
The product is composite	The businesses are often family run, small or medium-size
Makes product differentiation possible	The economic benefits do not remain in the country, but they go to foreign companies
Few barriers for the entry of new companies exist	Art cities may have uncontrolled urban expansion
Develops tourism-cultural infrastructure	
Promotes programmes to improve cultural heritage	
OPPORTUNITIES	THREATS
Search for local identity and sharing of cultures	Loss of cultural identity
Opening up towards new cultures and ways of life	Negative environmental and social impact
Protection of the environment and the local culture	Congestion and destruction
Importance of investment in training and education	Poor knowledge of the local social and cultural reality
Need for managerial and administrative know-how	Lack of motivation from the workers who have poor career opportunities
Importance of planning of cultural events	Excess of exploitation
Start-up and expansion of a tourism market	
High domestic and international competition	
Originality of the cultural and local heritage	
Stimulation of the partnership between cultural institutions and private sector	

Tourism and cultural tourism are important in that, amongst other things, they bring in foreign currency, favour direct and indirect employment in the cultural sector and in connected sectors, stimulate the production of the goods, taking into account the needs of the resident population. Cultural tourism should also be considered a point of contact between cultures and individuals.

Obviously, the risks of congestion and destruction should be avoided in favour of sustainable tourism. Cultural sustainability also presents social objectives, for instance the conservation of cultural identity and the participation of local communities.

Cultural tourism is less seasonal compared to other types of tourism (seaside, etc.), spreading the benefits of tourists throughout the year. Cultural tourism is linked to other types of tourism, in a context of diversified motivations, with complimentary and integrative characteristics in respect to other types of tourism: seaside, adventure, etc. From mass tourism as a form of escape, that also affects culture, we move to a type of tourism that strengthens the links between the knowledge of cultural heritage and society as well as the whole culture of the country being visited. The visitor tries to understand the local identity and reality.

It is necessary to outline a profile of the cultural tourist; he/she is a traveller who visits places of cultural interest with the purpose of discovering new information and gaining new experiences to satisfy his/her cultural needs (Bonet 2003).

Cultural tourism deals with the consumption of art, heritage and cultural events; cultural consumers present different characteristics in terms of education, income, occupation and age. To appreciate culture it is necessary to possess cultural competencies and the desire to learn; cultural capital increases with education. Cultural tourists have a greater propensity to spend compared to other types of tourists; other factors are the possibility of travelling and the availability of leisure time.

Demand for tourism, therefore, depends on economic variables like income levels and distribution, leisure time, the cost of the tourism services, exchange rates; the social variables are the age of the subjects, the degree of urbanisation; geographic variables are the climate and the freedom of access. There is composite demand for cultural tourism and this requires entertainment, transport, accommodation, restaurants, commercial services, taking into account the evolution of the tourist industry.

Traditional cultural tourism increases over time: art cities, cultural and archaeological sites, historic homes, museums, galleries, exhibitions, libraries, archives, etc. as well as live shows, events, concerts, etc. Cultural tourism satisfies aesthetic, sociality and free-time needs.

Cultural tourism represents 37% of all trips and is showing a 15% increase per year (World Tourism Organisation, WTO, 2006).

### **COUNTRIES OF THE SOUTHERN MEDITERRANEAN AND CULTURAL TOURISM**

Countries of the Southern Mediterranean, due to their geographical position, have mainly exploited their coastlines for tourism, rather than using their cultural heritage. As in all areas that possess significant cultural heritage, such countries still target cultural tourism with the objective of obtaining greater development. The situation appears dynamic in terms of the economic and social changes in action. The structural changes in the countries of the Southern Mediterranean occur in composite cultural systems, some of which are mature, others need incentives and improvements. Tourism represents one of the main sources of revenue; widespread wellbeing throughout the territory should lead to the financial resources and foreign currency generated by tourism remaining in the country.

Management plans have often been defined based on legislation, accompanied by infrastructure plans at national level (for major infrastructure) and at regional and local level.

According to World Tourist Organisation (WTO) forecasts, Egypt will remain the most important tourist region in the MENA area (Middle East and North Africa). 12% of the workforce is employed in the tourist industry and contributes 22% of foreign currency earnings. The number of travel agencies and tour companies increased to 1,456 in 2006, having more than 194,000 employees.

### **THE CITY OF ALEXANDRIA**

The city of Alexander the Great was founded in 332 B.C. in the area in front of the island of Pharos, between two inlets. It had a large and secure port, having both natural and artificial maritime and river protection. It was founded as a port-city (the eastern port was used until the Arab conquest). The original city occupied a 5 km strip of land between the sea and Lake Maryût, in a Hippodamian grid plan of parallel streets, upon which the Roman and present city now stands. Renewed for the great library that began the tradition of written memory in both literary and scientific fields.

The rebirth of Alexandria, as a city between the east and west, coincided with Egypt's industrialisation and cultural revival at the beginning of the 1800s, thanks to Muhammad Ali Pasha's efforts. White gold, precious Egyptian cotton, which was the result of scientific research and selection that Ali Pasha had

requested, was highly sought after all over the world; “Egyptian cotton” became a brand and the use of this cotton spread around the world. After centuries of decadence, Alexandria renewed its image, its *forma urbis*, welcoming European art and science. The new Alexandria still stands in the same place between sea and lake, delta and desert, prepared to recover its famed cosmopolitanism.

Arabs, Copts, Jews, Bedouins and Berbers, Turks and Armenians, Lebanese and Syrians all settled there along with westerners like Greeks, Italians, French and English, preserving customs and idioms. The urban layout designed by the Italian engineer F. Mancini answers all the needs and functions of the new city: construction specifications, western standards in size and functionality. The city has taken on a European look. The architectural styles of the buildings vary widely, ranging from imported classicism and orientalism: neoclassical, palladian, neo-renaissance, neomoresque, Turkish, Venetian neo-gothic, eclectic. The planners, mainly Italians and French, worked on a process of westernisation that would be able to enrich and relate to the environmental and social context introducing new urban spaces and new styles of life with the Grand Place Des Consuls by F. Mancini and the waterfront, the Grand Corniche by P. Avoscani.

The continuous building renewal reinforced the western look of the city with magnificent buildings and wide avenues that stretched to the east of the Ras-et-Tin peninsula, along the sea where the long Corniche is admired, 12 km of sea views punctuated by brick mosques “of the Delta”.

The present city is Egypt’s second biggest city with 5 million inhabitants, the principal seaport of Egypt, capital of the homonymous governorship, whose coast extends for 70 km east of Abu Qir and west of Sidi Kerir, 10 million inhabitants. There are numerous problems, amongst which great demographic pressure in the outskirts, 1.5 million inhabitants, but it also has great opportunities that are listed in the following SWOT analysis (Table 2).

*Table 2. The city of Alexandria*

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
The port activities and textile, food, chemical, petrochemical and paper industries	Loss of cultural focal point at international level
The commercial and financial activities	New urban processes of unregulated construction and real-estate speculation
The building of the great library, with its 3 million visitors per year, has had a positive effect on the cultural tourism sector	Heavy buildings taking over the European eighteenth and nineteenth-century centre
The city has not completely lost its cosmopolitan character	Extreme contrast between social classes and Lack of basic services
The refounding of the library has already led to redevelopment of the nearby neighbourhoods and the restoration of important national heritage monuments	The city centre is like a simulacrum of the past
Foreign cultural centres in Alexandria, the Anna Lindh Foundation, Centre Francais, the British Council, the Goethe Institute, the American Centre in Alexandria, as well as the Russian, Greek, Spanish, Swedish and the Italian centre ANPIE	Few cultural events of international prominence
	Ramleh, the middle-class garden city, is being threatened by blocks of flats with high population density
	Overdevelopment along the coast of Alexandria in parallel with urban sprawl, and damage to the landscape as well as environmental pollution
	Demolition of the San Stefano Hotel on the Corniche and the widening of the road to make 5 lanes up to the real estate of Montazath

OPPORTUNITY	THREATS
Revitalisation of the city centre. The new cultural life around the new Bibliotheca Alexandrina, the library of the Mediterranean World, with a capacity of about 5 million volumes, with the Workshop Centre and the Egyptian Association for B.A Friends	Today the administration is more interested only in the seafront
The development of the East Port, an avant-garde project for the waterfront with its value in terms of territorial and cultural development, economic and productive	The negative environmental of the coast and lake, of the ground, water and air
The expansion of the port with modernisation and improvement of the urban and extra-urban transport services, a suburban underground to the west, creation of a new underground station, Cairo Station	The development of large business centres, shopping malls, and leisure facilities in the outskirts to the east and south
The start of an archaeological excavation campaign in the urban area	Alex West, three new mixed residential areas, on the north bank of Lake Maryut, 23 km from the centre, on land reclaimed from the lake
Alexandria has been named capital of Arab tourism for 2010	The overdevelopment of tourism, Porto Marina Resort on the coast above El Alamein, spreading for 20 km into the desert
The restoration and expansion of the El Dekehila port	
The free zones linked to the port and relative industrialisation systems	
The development of the road and railway networks for greater ease of access and traffic flow	
The planning of the high-speed Cairo-Alexandria train	
The project for a new airport 43 km from Alexandria	

From analysis of history and actual status of the City, we note that the intangible good "Literary Topos" overlooking totally the real status of heritage of the ancient city, and becomes the "best practice" of transmission of the memory of all the past and future epoch. Therefore it is necessary to renew the ancient role of Alexandria as a centre of international attraction. To this result, the evolved cultural district is the most eligible to take account of both intangible and tangible goods, whose first objectives are:

1. renewing the old role of Alexandria as an international attraction with two international awards, scientific and literary, and implementing commercial and production Free Zones through scientific research between Universities and the Alexandrian library for transferring value added to goods coming from Suez Canal;
2. the requalification and restoration of the old city, historical centre's mosaic in all its quarters.

## CONCLUSIONS

Cultural tourism is an important tool that favours economic and cultural development, but the need to protect cultural heritage linked to the local community must be considered: integrated tourism. In general, the critical points for sustainable development of cultural tourism in the territory may be considered as the dearth of information about the artistic and cultural goods and events, the inadequate policies for marketing and management of the cultural resources, the transport and infrastructures which are often insufficient, the difficulties in reaching cultural centres, the scarce reception structures, the poor competitiveness of the products in terms of quality-price. The linguistic and cultural barriers, overcrowding and congestion, as well as the "question of urban decay" are also significant. There is often poor communication between the public and private sectors, a shortage of government funding and expenditure in cultural and artistic activity, and sponsorship from business and private donations.

Special attention must be given to the needs of cultural tourism in every phase: information, the planning of trips, reception, accommodation, catering, attractions, events, the offer of local products, etc.

New technologies, new markets and destinations, products and diversified services exist.

Public expenditure should increase in the binomial culture-tourism for the development of adequate strategies to interest cultural tourists and operators in the sector, considering not only the economic effects of cultural tourism. The role of public policy making to favour cultural tourism is therefore fundamental, cultural tourism has a significant economic role, as it may be a substantial source of income and development for the local economy.

Tourism and cultural tourism are often both fragmented so public intervention must support them by assisting entrepreneurs and projects in the tourism sector, maximising the benefits for the host community, regulating activities, protecting the environment and landscape from overexploitation, promoting the restoration and conservation of cultural heritage, avoiding excessive marketing and the falsification of works and cultural traditions, building infrastructures for cultural tourism, guaranteeing tax and credit incentives, facilitating marketing and training programmes, investing in innovation and financing of companies that work in tourism, facilitating public-private partnerships, favouring the promotion and reception services through the collaboration of agencies, associations, etc.

In the countries of the Mediterranean, in particular, the promotion of economic development is concentrated in supporting innovation and research into the process of local development, in creating synergies between the countries of the Mediterranean and in strengthening the territorial planning strategies at all levels of decision making, thus improving the process of management at local level. The management has to be flexible and decentralised.

The conservation of natural and cultural heritage, the promotion of cultural dialogue that supports the exchange, formation and professional development of the young and every form of dialogue between communities is also important for true relational tourism. Cultural traveller and residents, for the relationship between cultures, integrated with the territory and its resources with the aim of sustainable economic development. Such a tool of cultural, social and economic enrichment is necessary to favour the mobility of people, as well as of commodities and capital.

The development of cultural districts creates synergies between the countries of the Mediterranean.

Alexandria, in particular, can certainly be considered a potential cultural urban district; the city still has the idea of being the intellectual capital of the Southern Mediterranean with the memory of its ancient library and its modern cultural reality. Culture has been and is still able to integrate and complement the economic and social problems of growth and unemployment, the development of historic heritage in regard to sustainable development of cultural tourism, the training and heightening of awareness of the urban community in terms of redressing the environmental and landscape equilibrium; in the case of Alexandria's shoreline, productive areas, infrastructures and the redevelopment of the outskirts.

"Evolved" cultural district especially applies to the valorization and redevelopment of city centres and the cities full of arts; distinctive symbolic elements attract further economic and productive resources in a complex territorial system in which the relationships that are established between economy, society, and territory, are able to stimulate growth and development.

The model that has been identified takes into account the fundamental role that culture has in the present situation of metropolises, increasing their competitive edge at both international and national level, correlating and integrating the different production chains in manufacturing, training and cultural sectors, improving quality of life and innovative economic activities, involving the various social components (the city's cosmopolitan communities) in specialised cultural proposals for the territory. In particular, the local government and the various components of society must be involved: public administration, schools, universities, business, cultural operators, libraries, associations and study centres.

Such a system, promoting scientific and technological innovation, acts as a draw for new resources for the

cultural production, providing support for the innovative forms of cultural production aimed at the international stage, increasing the quality of life and attracting external resources, promoting social integration. The city nevertheless needs intervention that, considering it an urban cultural district, will increase the value of the identity of tangible and intangible goods, without leaving it, in terms of tourism, more of an optional day trip from Cairo. Alexandria is still an important attraction for cultural tourism today; it may be seen as a point of contact between Europe and Asia.

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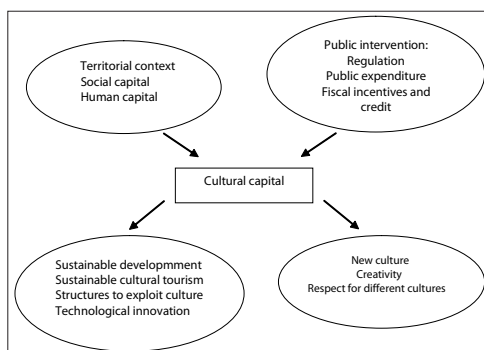


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## APPENDIX

Diagram 1. Cultural capital



Source: Trupiano, 2006, with changes.

Table 1. Cultural tourism and economy

STRENGTHS	WEAKNESSES
Provides foreign currency	The relationship of capital/jobs is strong
Favours the creation of new infrastructure	The level of fixed costs is high
Creates income and jobs	Inefficiency and incapability of using economy of size
Redistributes income amongst individuals and territories	Only has on-the-job learning
Intensive use of workforce	The workforce used is often of poor quality: mainly operational personnel
The job market offers many jobs at a relatively low cost	The technical and managerial personnel are scarce
Increase in local jobs	The level of education of the workers is generally low