



# PATA Annual Summit 2015



SUPPORTING AIRLINE



MEDIA PARTNERS



## Balancing the Need for Visitation and Appropriate Management of Authentic Natural and Cultural Heritage Sites

PATA PREMIER PARTNERS



TA PREMIER MEDIA PARTNERS



PATA STRATEGIC PARTNER



# Tourists: Managing the Numbers





A tourist attraction  
in Paris, France:

# Mona Lisa

Size:  
77 cm x 53 cm





A tourist attraction  
in Paris, France:

# Mona Lisa

Size:  
77 cm x 53 cm





Growth in  
international  
tourist  
arrivals  
1950 to  
present:  
>4,000%



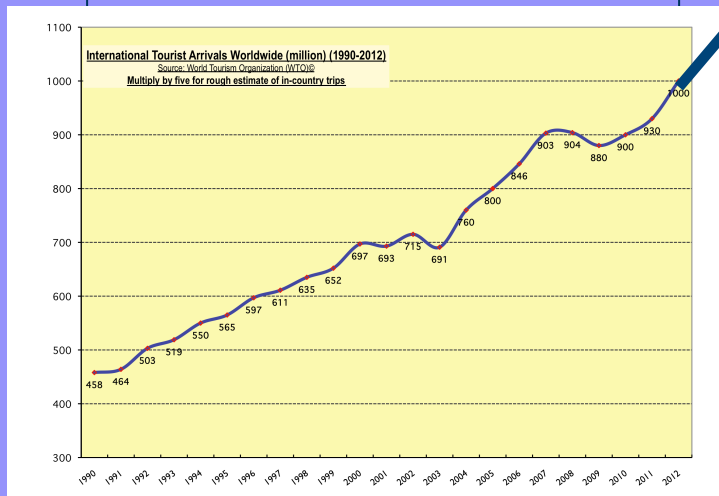


# WHAT NEXT?

“By 2050, three billion people will be enjoying middle class wealth.”

—David Scowsill, CEO, WTTC, April 2013

**3 billion!?**



1990

2014

2050



Growth in the  
size of the  
*Mona Lisa*:

0 %





# So what do we do?

- Recognize what is **undeniable**:  
Heritage sites are finite resources.



# Tourism in Florence, Italy







Photo © Marco Ubaldino



# “Save Florence”

—Prince Ottaviano de Medici



Photo © Marco Ubaldo



# ***Aim for quality, not quantity***

**Which is better?**

**10,000 tourists spending \$10 a day =  
\$100,000**

**500 tourists spending \$200 a day =  
\$100,000**

**Which puts less stress  
on the heritage site?**



**Which  
tourists do  
you want?**



3 tourists x 3 nights \$ > 40 lunches \$

Douro Valley, Portugal



Focus on Places LL



**Improve crowd management? Yes . . .**

**Mogao Caves, China**

**Alhambra  
and  
Grenada,  
Spain**



# So what do we do?

- Recognize what is ***undeniable:***  
Heritage sites are finite resources.
- Change the measure of tourism success  
from counting *arrivals* to counting ***benefits  
per tourist.***



***Seek to attract the  
most beneficial  
tourists!***

**What country are you in?  
Some beach hotel, somewhere**





# Azores: What is unique and distinctive to these islands?





# DISTINCTIVE CARIBBEAN CULTURE



**Garifuna dancers,  
Roatán, Honduras**



**Mexico: Sleep in an actual Tarahumara cave:  
One night: US\$350**



**LESS IS MORE**



# ADAPTIVE RE-USE

Hacienda hotel in Peru

Focus on Places LLC

[www.DestinationCenter.org](http://www.DestinationCenter.org)

NATIONAL  
GEOGRAPHIC  
**TRAVELER**



# **SAVE HISTORY. IT PAYS:**

**Sustainable remodelling  
usually costs **LESS**  
than replacing a building,  
with much **lower**  
environmental impact.  
And **greater** tourism appeal.**



**Shanghai's Xintiandi:  
Historic and profitable.**



***Protect the tourism  
product:  
The place!***

# So what do we do?

- Recognize what is ***undeniable***: Heritage sites are finite resources.
- Change the measure of tourism success from counting *arrivals* to counting ***benefits per tourist***.
- Protect the tourism product: Rather than seeking “balance” between visitation and responsible management, set responsible management as ***essential***.
- Then attract the most ***beneficial tourists***.



# How do we improve tourism quality?

- **Plan holistically.** The destination comprises not only the heritage site but also its neighboring city, towns, or countryside.
- **Maximize unique experiences.** Offer tourists experiences unique to the character of the place—natural, cultural, aesthetic, historic.
- **Avoid generic** entertainment, food, merchandise, architecture that may actually repel beneficial tourists.
- **Enhance sense of place:** Make improvements based on local cultural and natural heritage. Weave a fabric of unique, authentically based experiences that cannot be undersold by competing destinations.



# APPROPRIATE HOTEL ARCHITECTURE

A new hotel in the  
Egyptian desert.



## To plan holistically, bring together local people who represent different aspects of the place:

- historic sites
- nature & ecotourism
- farm/restaurant programs
- beautification
- traditional performing arts, crafts
- indigenous and minority groups
- urban renewal
- local government
- tourism and local business expertise
- tourism promotion
- spiritual sites
- other characteristics of the place



**Their goal—**

**Determine best ways for tourism to sustain and enhance the character of the place and the well-being of its people.**

**Or else, this:**



Photo-composite courtesy  
National Geographic Traveler