A Stakeholder's perspective on Holistic Heritage tourism- a special reference to the temple city Bhubaneswar, India

Shruti Mohanty*
Research Scholar
Siksha o' Anusandhan (Deemed to be university)
Bhubaneswar, India
Email-shruti.mifa@gmail.com

Dr. Sitikantha Mishra
Dean, School of Hotel Management
Siksha o' Anusandhan (Deemed to be university)
Bhubaneswar, India

Dr. Sasmita Mohanty
Assistant Professor
Siksha o' Anusandhan (Deemed to be University)
Bhubaneswar, India

Corresponding author*

Abstract

For a holistic heritage tourism development the support of tourism stakeholders is of prime importance and that is essential for the successful execution and long-term sustainable development of a locality. To implement a holistic approach on heritage tourism it is important to identify the key stakeholders for heritage tourism and to synthesise the similarities and dissimilarities between them. In this study, the context is the temple city of Bhubaneswar. The study may be further applied to other heritage tourism destinations. The primary data was collected from various stakeholders through a questionnaire and in-depth interviews. The two broad categories of stakeholders that were identified during the study were the local suppliers and the experts of the tourism industry. Taking in the different perspectives of stakeholders may help in solving the issues that the current management is facing at the heritage sites in Bhubaneswar and may result in benefiting the destination as a whole by giving priority to the environmental sustainability, social worthiness, economic feasibility and cultural vivacity, of the place, thus paving a way for a holistic heritage tourism which is sustainable.

Keywords- Stakeholders, holistic, heritage tourism, Bhubaneswar, India

Introduction

Heritage is a positive instrument for change and growth that has a dynamic reference point. Heritage is generally demarcated as, the rights, burdens, or status resulting from being born in a certain time or place; birthright. 'Heritage' has a unique nature as it represents the aggregate memory of each of the communities and locality or a particular heritage. "Cultural Heritage", as described by UNESCO is the entire, "corpus of material signs, either artistic or symbiotic , handed down by the past to each culture and therefore, to the whole human kind". According to Beardlee (2016), heritage is rather a process that has a combination of the past and also the present as it is continuously shaped. Heritage sites are a major attraction for any destination that has a rich history and culture, and for which, the importance of heritage tourism is rising at a faster pace. Heritage places help the visitors and tourists to gain an understanding of the past as they seek authenticity (Nicolaides, 2014) and it helps in enriching the present situation and further adds value to future generations. Heritage sites are enriched with architectural and archaeological value and it directly involves the people and their activities which form the major part of the cultural heritage. According to the National Tourist for Historic Preservation (NTHP), 2008, heritage tourism is interpreted as, "travelling to

experience the places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources". In other words, heritage tourism can be described as visiting, "historical and archaeological sites for the purpose of acquiring knowledge or entertainment". Nicolaides (2014) tourists generally seek an authentic experience in which they can go beyond what Maslow termed 'self-actualization'. They want to discover a true sense of Being. Distinguishing the importance of authenticity is an opportunity for India's tourism industry and the desire of tourists to 'find themselves' by linking with authentic heritage, cultures and traditions offers huge opportunities for particularly the local communities.

In fact, Tourism and Heritage have a symbiotic relationship with each other while enriching each other. Now, the term 'Heritage Tourism' is defined as "anything that reflects a heterogeneous nostalgia for the past as imagined or presented" (Rudd & Davis,1998). The concept behind heritage tourism is that it mostly focuses on the notion that the host population should identify their cultural and historical resources and further develop those resources with the intention of communicating them with the tourists (Cass & Jahrig,1998). In order to make the proper use of these resources, it requires more than preservation i.e. its importance should be conveyed to the visitor that would provide an enriched understanding of the present day needs. Heritage tourism, as the name signifies is that kind of tourism that has an orientation towards culture, history and heritage. History and culture have been the major contributors when it comes to travel, which can be seen from the development of the Grand tour in the 16th century. Many people claimed in the 20th century, that the historical and cultural attractions are unique to each destination. The attractions play a crucial role at all levels, from the global perspective to the attractions that have been the foundation of the local identities. According to Hall (2011), arts, culture and heritage have been the most appealing factors for tourist destinations for a long time. The above factors have been rediscovered as an important marketing tool to attract the tourists who have special interests in heritage and arts. Heritage tourism, especially historic heritage, has been one of the fastest growing segments of the tourism industry, as the modern tourists have a trend towards an increased specialization as opined by Hollinshead (2009). To support this trend of increasing specialization, and the rise in the volume of tourists who are seeking culture, history, interaction and archaeology, action is needed. The benefits associated with heritage tourism are many :-

1.It brings social and economic benefits.
2.It helps to establish, reinforce and confirm the community's identity.
3.It is a great tool for conservation and preservation of the heritage resources.
4.It emphasises harmony and understanding amongst people of different cultures, faiths and races and ethnicities and thus, adds value to tourism.

5.Heritage tourism, when compared to other types of tourism, meets the objective of sustainable development, thereby conserving the cultural resources, and there is proper interpretation of a heritage site, so that accurate visitor experience takes place, and there is also a proper utilisation of the earned revenues of cultural resources.

Therefore, heritage tourism is not only limited to, identification, management and guarding of the heritage values but it must likewise be involved in understanding the impact of tourism on communities and regions, attaining economic and social benefits, providing financial resources for protection, as well as effective marketing and promotion. The general characteristics of the historical aspects of heritage tourism is visiting industrial and historical sites like battlegrounds, old canals, railways and other monuments. The holistic purpose of heritage tourism is to gain an appreciation of the past and at the same time be conserving and developing it to add some value to the existing monuments. In other words, it can be described as something that has attributed to historical events that has been overemphasized to make it more entertaining so to say to making more valuable. Sometimes the heritage sites are the representation of performances of history and culture for which they are considered as

'artificial' or 'inauthentic' at times. Rather, it should be represented as an appropriate depiction of the past and the locality.

Need for a holistic approach in heritage tourism

Heritage tourism is often described as a special interest tourism, for which the heritage destination has a pivotal role that helps in shaping the tourist's experiences and motivations (Mckercher & Du cross, 2002). Heritage has an immense potential but when the commercial aspect of tourism is added to it, it results in, "dipole of conflict and uncompromising values, resulting in negative socio-cultural impacts, such as degradation of historic sites, undesirable cultural transformations, excessive commodification and a trade-off between conservation principles and economic profits" (Aae et al, 2005, Austin 2002, Mc lean & Straede 2003, Nyaupane et al , 2006; Sonwabile Henama, Jansen van Rensburg & Nicolaides, 2016). Due to which there is a need for a holistic development approach so as to curb the previous failures of heritage tourism (Huang et al, 2012, Su & Wall , 2014). According to Smith (2009), a holistic development paradigm should be proposed in heritage tourism as, "it is an ideal mode of tourism activity that balances heritage protection and carrying capacity with community needs in an economic , social and cultural equilibrium". In the beginning of the mid- twentieth century historic cities had started facing extreme social changes and profound functional changes. In order to adjust the cities are in a constant effort to change and they face challenges in creating a balance in maintaining the old physical structures with new socio- economic and realities of culture.

The activities of tourism depends largely, on the human, cultural and natural resources for making the beaten as well as the off-beaten track destinations more favoured. Looking at the contemporary times, UNESCO has, "worked with the objective of placing culture at the heart of the local development agenda, devoting important efforts to conceptualize a holistic approach to the city that has resulted in initiatives as important as the Recommendation on Historic Urban Landscapes of 2011". (UNESCO Recommendation on the Historic Urban Landscape , Paris , 10th November, 2011). Although , the Holistic Development is widely accepted as a sustainable approach in the tourism industry, it is still uncertain when it comes to execution (Sharpley & Weaver,2000). Bandarin (2012) opined that, "many reasons support the need to review the present urban conservation paradigm. Some are linked to the transformation of the concepts and approaches to heritage conservation, others derive from the challenges and pressures originated by the processes of global exchange and by the changing uses of the historic cities". Another major reason for adopting a holistic paradigm, "…is that, it complies with the objectives on the sustainability of cities and so also it is promoted by UNESCO" (Goal 11 of the 2030 Agenda for Sustainable Development, Paris, 2015). Tourism tries to adopt practices for cutting down the cost and optimising the benefits due to the wide acceptance of the holistic approach by conserving the environment and the resources, which can be achieved with the involvement and active participation of the local people and in an ethical manner (Nicolaides, 2015).

Another problem that persists is the differences in the opinion among stakeholders that results in creating conflicts that are unexpected while taking actions to promote a holistic development in the tourism destination (Nicolaides, 2015). Therefore, the need of the hour is to take into consideration the perceptions of various stakeholders, and thereby their values for implementing the holistic development approach. According to Goeldner and Richie (2009), "Heritage tourism offers job opportunity including disadvantaged people in the tourism industry ; develops art entertainment events and attractions to inspire young tourists round the year; helps to curtail social costs and induces restoration of degraded historical sites etc." It helps in reducing the seasonality of the destination thereby, expanding the choices of the tourists (Patuelli et al,2013). According to Bandarin (2012), "Conserving and managing in this context requires creativity and ingenuity, jointly with an approach free from dogmatic attachment to the important set of principles". In the 19th General Assembly of ICOMOS in Delhi,2017, it

endorsed the relevance and the validity of the new paradigm and highlighting that , "Cultural Heritage and Democracy means a people – based approach and for which cultural heritage constitutes a key resource in enhancing, livability and fosters economic development and social cohesion in a fast – changing global environment". It has been also said that, it is, " everyone's right to determine their cultural heritage and participate in the decision-making and management processes as fundamental democratic rights". The holistic approach can be undertaken if four things are taken into consideration. These are environmental sustainability, social worthiness, economic feasibility and cultural vivacity. This would be beneficial in providing an approach that tends to be more destination-centered and that focuses on the inward aspects of the destination rather than being global in orientation (Sharpley, 2000).

Stakeholders and their importance in developing heritage tourism

The word 'Stakeholder' can be defined as, "any group or individual who may influence or be influenced by tourism-related activities according to Freeman(1984). A stakeholders' perspective and their view is of utmost concern when it comes to designing, planning and other activities of tourism (Byrd et al, 2009).It is not easy to map the stakeholders perspective as it involves a lot of work and it is complex in nature, but this can be reduced by identifying the appropriate stakeholders of heritage tourism. According to Jamal and Getz, 1995, for a holistic tourism development the stakeholders quality of communication, partnership and collaboration is vital. Nicolaides (2015), informs us that all of stakeholders must be considered to be an important part of a tourism destination because their creativities and opinions are needed in the strategic planning and management processes in a destination and they can be provided with additional employment opportunities. Pacifico and Vogel (2012) say that for a holistic approach, the participation of the stakeholders is crucial as it will lead to the benefits like fulfilling diverse interests, maintaining legitimate policies, achieving equitability and thereby , providing a long-term commitment. Therefore, it can be said, that the stakeholders' perspective is principal for holistic heritage tourism.

According to the tourism literature developed by the World Tourism Organisation in 2004, it has addressed six principles for a holistic development, "1) high level of tourist satisfaction 2) optimal use of environment resources 3) respecting the socio- cultural authenticity of host communities 4) providing socio- economic benefits to all stakeholders 5) constant monitoring of all impacts 6) informed participation of all relevant stakeholders as well as strong leadership". Byrd (2007) held the view that the sixth principle was of key importance as their participation will lead to a sustainable development for which they must have an understanding for being able to support it. In most of the researches conducted in the past, the role of stakeholders has been studied in terms of their attitudes and perceptions of stakeholder groups and with respect to their interrelation with tourism (Nicolaides, 2015; Weaver & Lawton, 2004). In order to have an intricate study, multiple stakeholders' groups have to be studied that consist of government officials, non-government institutions, entrepreneurs, hotels and other tourism organisations. The state of Odisha has been known for its heritage and there has been attempts to promote it as a year-round destination, but it is being flogged down due to lack of industry support, environmental degradation or due to lack of earning capacity. In order to deal with all these issues, the view-points of various stakeholders in the tourism industry have to be taken for appropriate planning and improved management that would ensure development not only for tourism but for the destination as a whole.

Research Methodology

Location

According to the Archaeological Survey of India (ASI), there are around 78 recognised monuments in Odisha, out of which 22 monuments are located in the temple city of Bhubaneswar which are ASI recognised sites and monuments of National importance. As

there is a constant change in the social and cultural society in Bhubaneswar, there is a greater demand for conserving the heritage as a stop against unwanted changes and also as a medium for effecting change. This study has taken into consideration the various stakeholders of heritage tourism and examined their perceptions regarding the state of heritage tourism in Bhubaneswar and have taken their suggestions on board in order to adopt improved management practices.

Data Collection

The primary data was collected from various stakeholders through a questionnaire and in – depth interviews and were further analysed. The two broad categories of stakeholders that were identified during the study were the local suppliers and the experts of the tourism industry. In order to have a detailed study the opinions of governmental, non-governmental and the local tourism organisations along with the academic stakeholders were included. The questions were based on the themes of a holistic tourism development concept and that of stakeholders. Further, there were opportunities given to the stakeholders to provide deeper insights which can be further implemented for better management to result.

Data Interpretation

Though each of the stakeholders were of a specific nature, all of them had a similar opinion on "holistic development". Each of the respondents were asked to give their views on the questions asked based on a holistic approach and the parameters given were ranked based on most important to least important. Around 100 stakeholders were involved this study that included the local government officials, business owners, local suppliers, experts from the tourism industry, non-governmental officials and local tourism organisations.

The first question was that of the stakeholders' views on the specialities of Odisha tourism, to which around 35% have opted for Temples, while 21% of them chose culture and around 18% of them chose cuisine. This signifies that the temples and culture of Odisha are of utmost importance when it comes to promote Odisha tourism. The language and the lifestyle showed the least importance when it comes to the uniqueness of Odisha according to the stakeholders views.
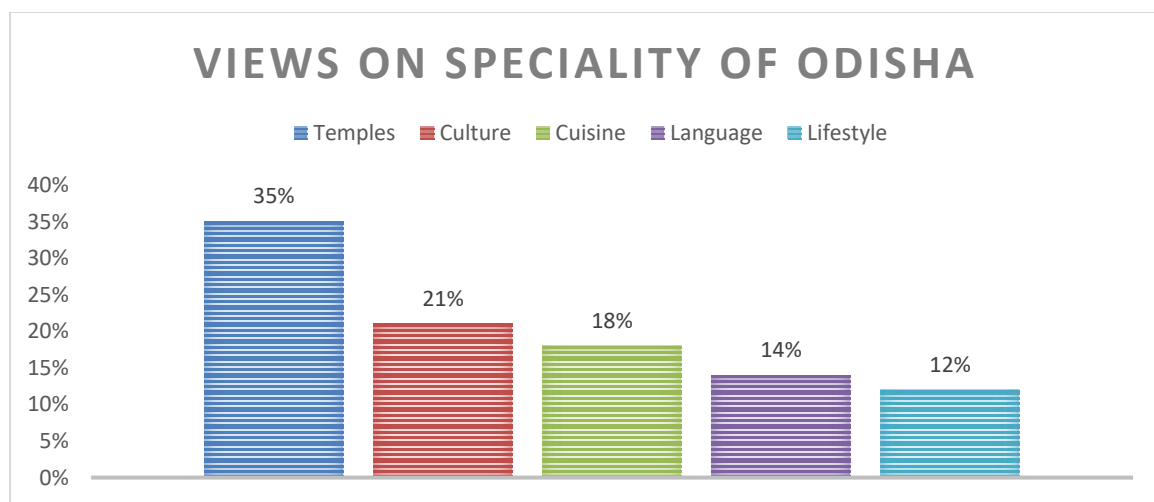

**Figure 1**. **Views on Speciality of Odisha**

The next parameter was about the preservation of culture in Bhubaneswar to which around 45% of the stakeholders' responded that creating awareness among people about our culture should be given priority, whereas 24% responded that incorporating positive changes in our

customs and traditions can help preserving our culture better, a few others have opted for learning the positive aspects of other cultures which can also help in culture preservation. Following cultural regulations strictly and eliminating the negative aspect in our culture were given the least importance.
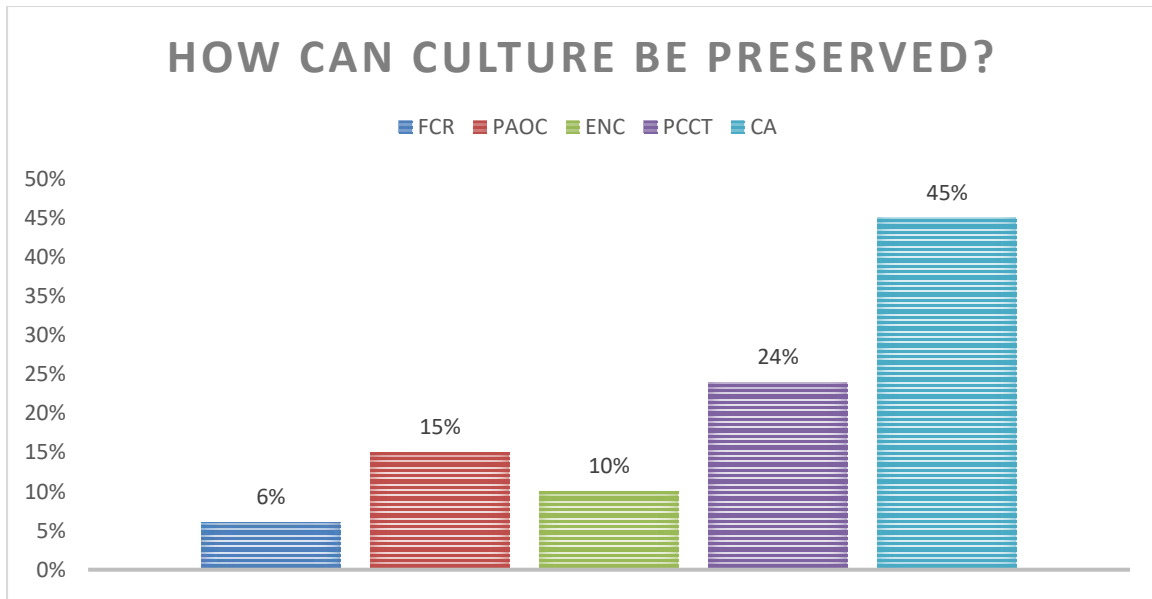
Figure. 2 How can Culture be Preserved?

FCR- Following cultural regulation strictly
PAOC- Learning the positive aspects of other culture
ENC- Eliminating the negative aspect in our culture
PCCT- Incorporating positive changes in our customs and traditions
CA- Creating awareness among the people about our culture
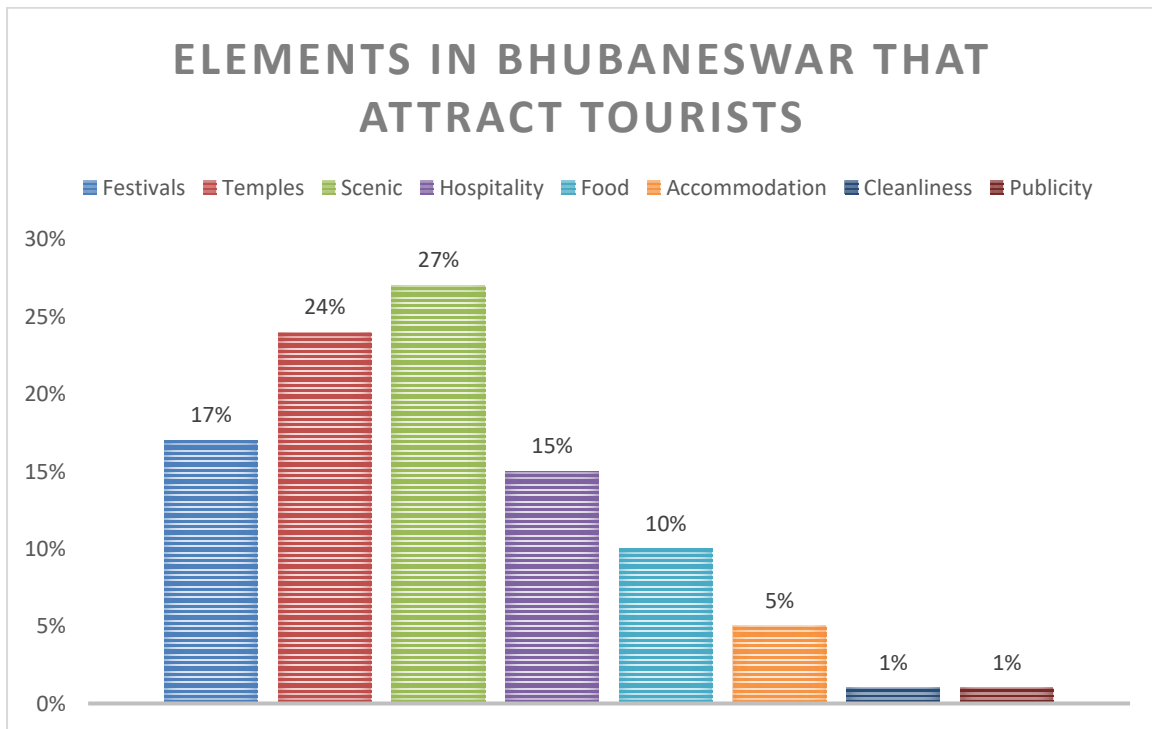
Figure- 3 Elements in Bhubaneswar that Attract Tourists

The above parameter talks about the elements in Bhubaneswar's culture that attract tourists and these where the scenic attractions, temples, festivals and the hospitality of the people in Bhubaneswar which ranked the highest according to the stakeholders, whereas, the food, accommodation, publicity and cleanliness ranks the least, which gives a clear indication that these elements should be improved for attracting more tourists to Bhubaneswar.

The below survey was taken to have a view of stakeholders on Odisha tourism and whether the culture of Odisha be affected by it or not to which the majority of the stakeholders i.e. 85% denied that culture of Odisha will not be affected by the tourism initiatives in Odisha.
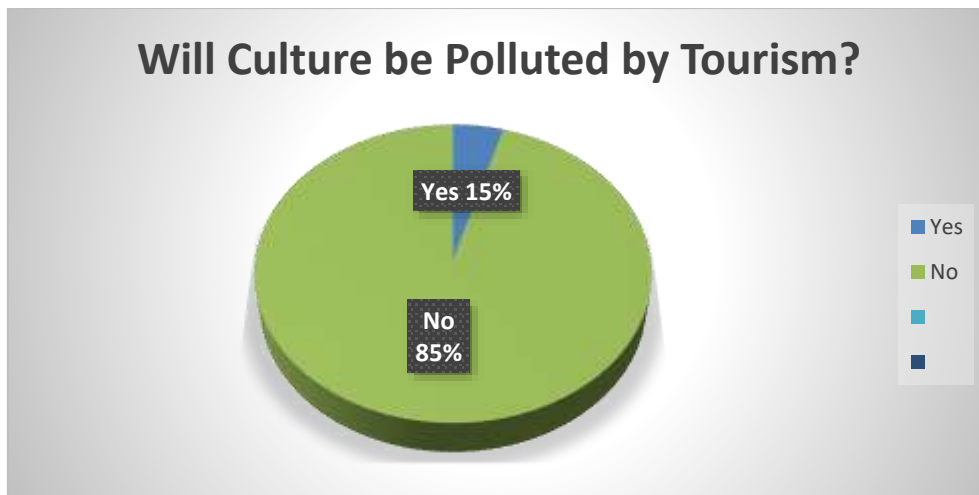
Figure 4. Will Culture be polluted by Tourism?
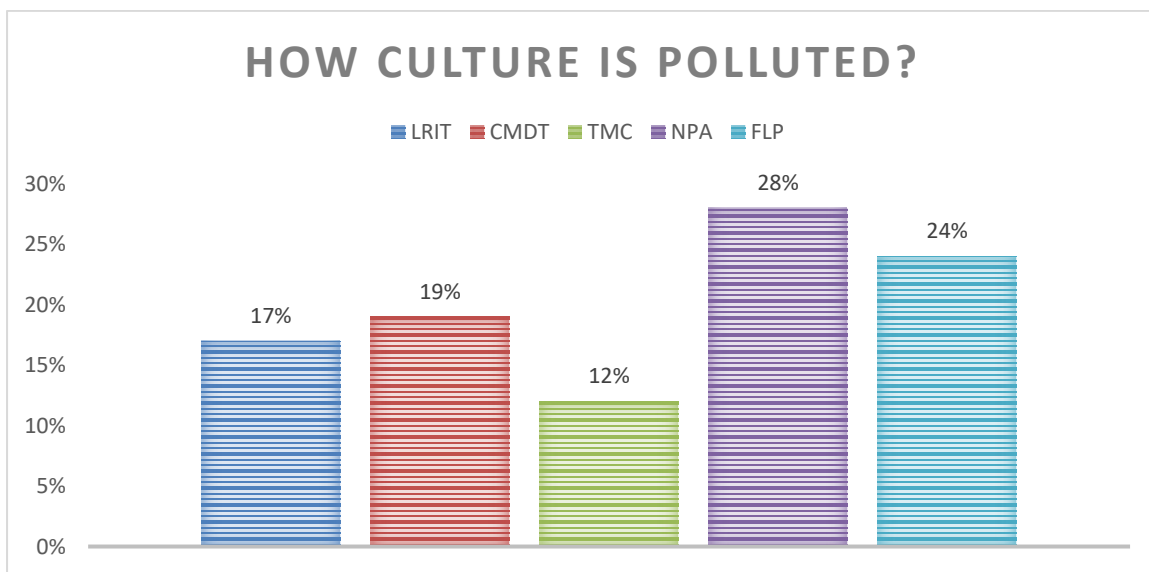
Figure 5. How culture is polluted?

LRIT-The local residents or hosts imitating the tourist
CMDT-The cultural monuments being destroyed by tourist
TMC- The tourist misunderstanding the culture
NPA- No proper awareness of the culture among the local people
FLP- Fanaticism among the local people

The above question asked the stakeholders what the factors are through which the culture is contaminated in Bhubaneswar? Around 28% of them said that as there is no proper awareness of the culture among the local people, the culture gets adulterated. While 24%

opted for fanaticism among the local people. Around 19% said that because of the cultural monuments being destroyed by tourists, the culture of Bhubaneswar gets 'polluted'. The other reasons might be the local residents or hosts imitating the tourist or the tourists misunderstanding the culture.
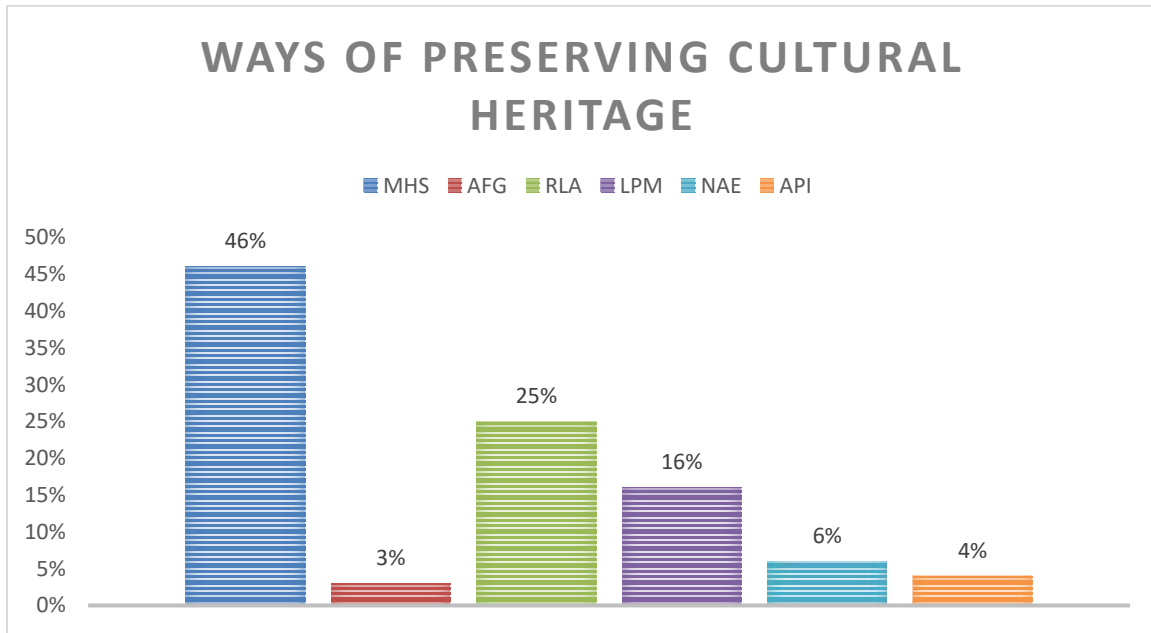

Figure 6. Ways of Preserving Cultural Heritage

MHS- By maintaining the heritage sites
AFG- Providing appropriate finance by the Government
RLA- The maintenance of the Heritage site to be the responsibility of local administration
LPM- Local people be involved in maintenance
NAE- No archaeological excavation around the heritage site
API- Not allowing the private individuals to build in the proximity of the heritage site

The next parameter was to know the different ways by which the preservation of cultural heritage can take place. 46% of the stakeholders felt that by maintaining the heritage sites one can preserve culture. While some feel that the maintenance of the heritage sites should be the responsibility of the local administration, others felt that if local people are involved in maintenance work then preservation could be better. While some stakeholders feel that there should be no excavation around the heritage sites. The other ways can be not allowing private individuals to build in the proximity of the heritage site or by obtaining financial assistance from the government to do so.
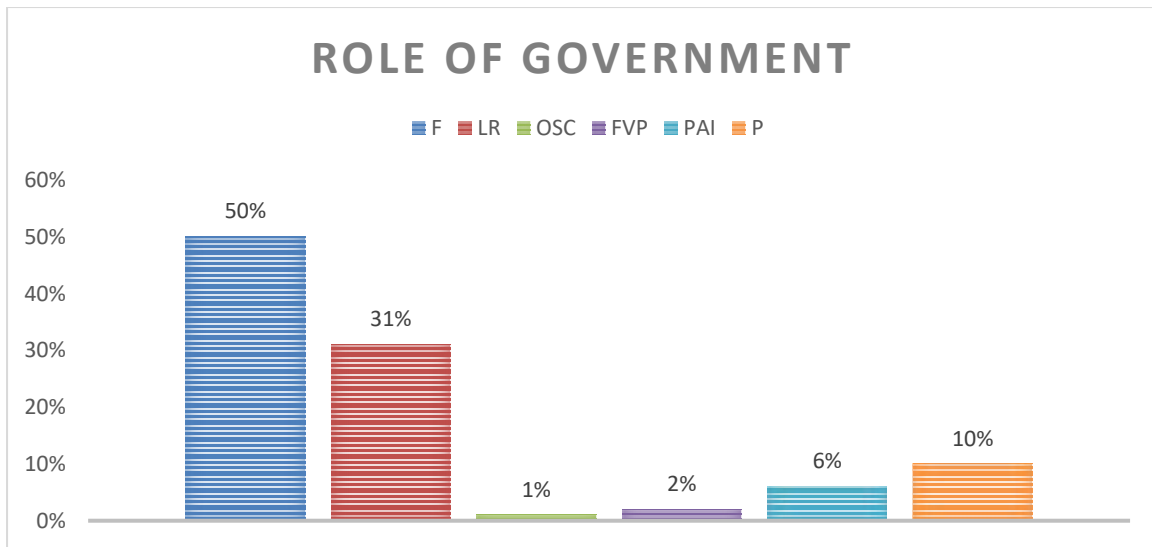
Figure 7. Role of Government

F- Financing
LR- Bringing about Legal restrictions for buildings around
the heritage sites.
OSC- Organizing Seminars and conferences on Heritage sites
FVP- Facilitating Visa and Passport availability
PAI- Providing appropriate infra structure
P- Publicity

This parameter was to know the role of government in heritage preservation to which the idea of financial assistance was given by the stakeholders. Bringing about legal restrictions for building around the heritage sites and publicity was next, and providing appropriate infrastructure and facilitating visa and passport availability were the other roles in need of addressing according to the stakeholders.
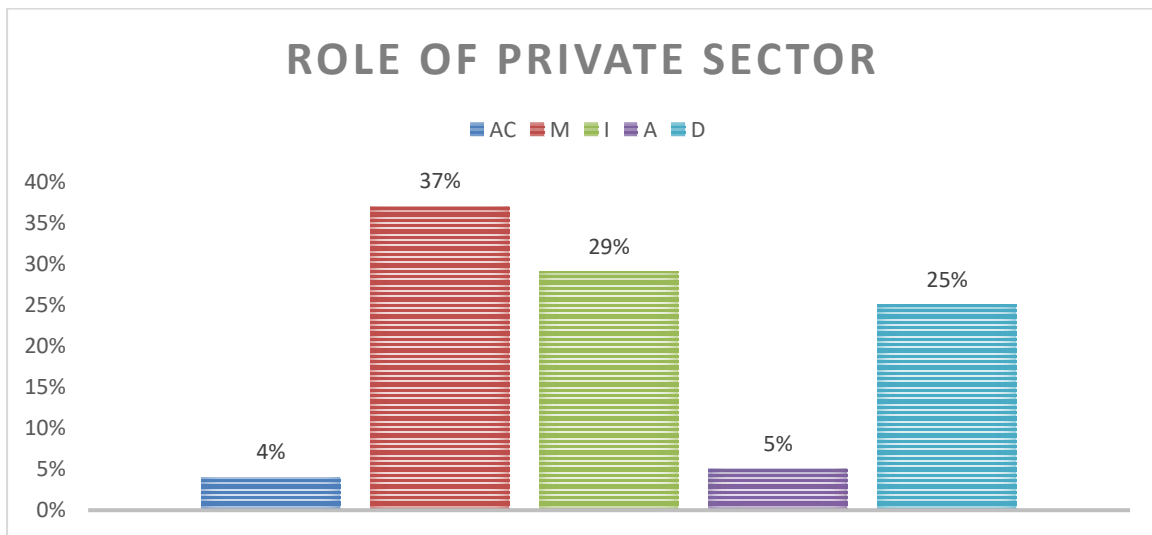

Figure 8. Role of Private Sector

A-Awareness creation
M-Maintenance
I- Infrastructure
**A-** Advertisement
D- Donation/Fund Raising
Next, was the Role of Private sector in Heritage Preservation. Here, the maintenance and Donation/fund raising was given the highest rank. The next on the list was infrastructure and advertisement.

The Ways by which tourists can be attracted towards heritage sites was the next parameter. The stakeholders ranked maintaining environmental cleanliness to be the priority, and other ways were to provide comfortable and world class accommodation that includes both hotels and the home stays. The other elements that adds to the attraction is the transportation that should be comfortable, affordable and with a regular frequency.
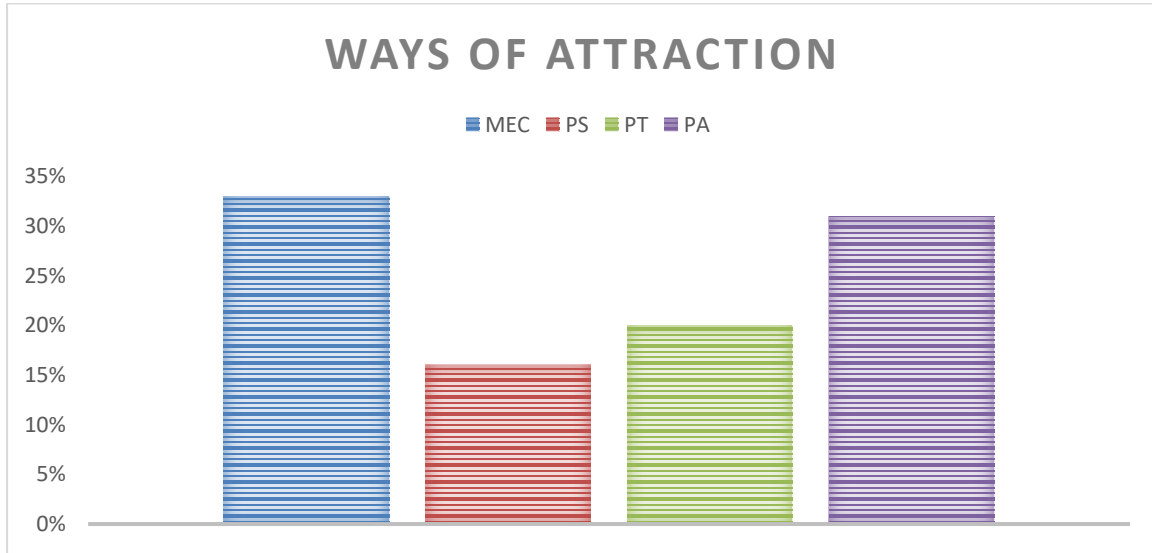

Figure 9. Ways of Attraction

MEC- Maintaining environmental cleanliness
PS- Providing Safe/boating/horse riding/trekking
PT- Provide Transport - Comfortable/Frequent/affordable
PA- Provide Accommodation - hotels/Home stay
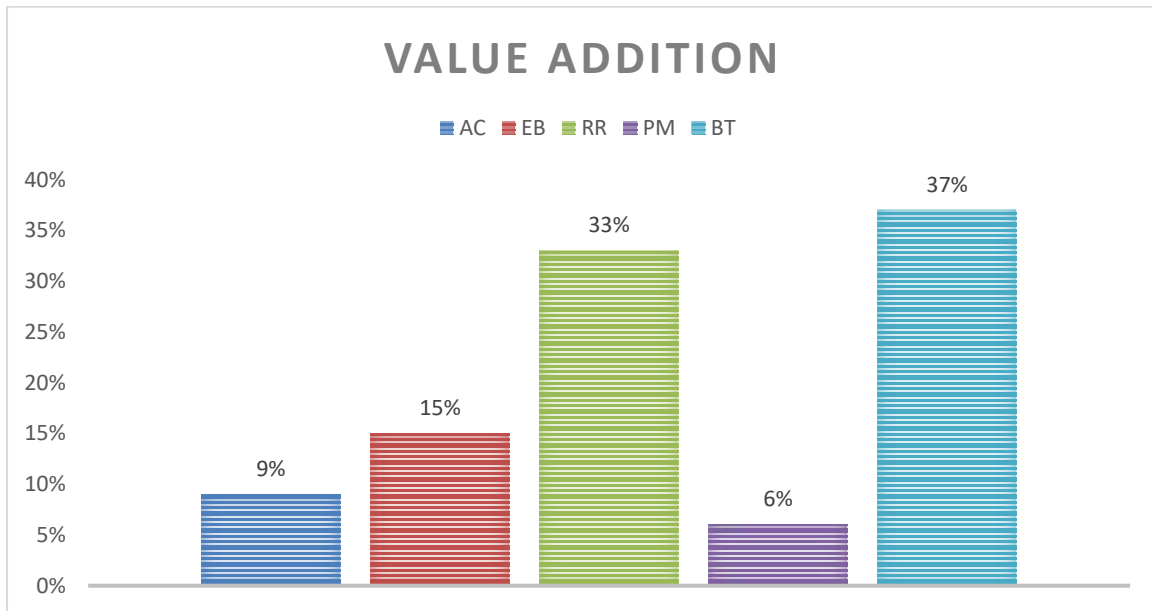
Figure 10. Value Addition

AC- Awareness Campaign of heritage sites
EB-Enhancing the beauty of the heritage sites
RR-Undertaking Restoration and Recovery projects
PM-Proper Maintenance of the sites
BT-Building other utilities according to the tastes of the tourists

Another important factor was value addition in the places of national importance in the heritage sites of Bhubaneswar. To which, the stakeholders opted for building other utilities according to the tastes of the tourists as being of utmost priority. The next on the list were undertaking restoration and recovery projects and enhancing the beauty of the heritage sites. Other ways were organising awareness campaign of heritage sites and understanding the heritage sites properly.

METHOD OF DEVELOPING A HERITAGE SITE

■ POF ■ LMC ■ PEC ■ MSS ■ TPS
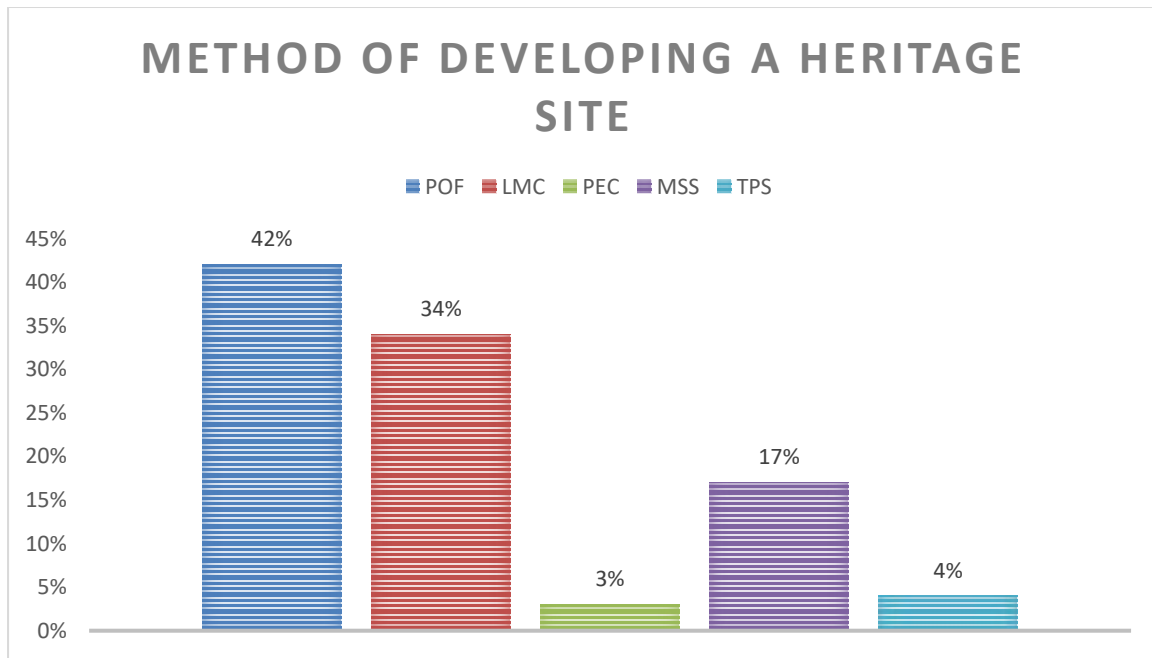
Figure 11. Method of Developing a Heritage Site

POF-Preserving the old features
**LMC-**Least manipulation or changes in the heritage sites
PEC-Priority based on the environmental considerations
MSS-Measures of safety and security in the heritage sites
TPS-Taking the help of the private and public stakeholders

The stakeholders' view on means and methods of developing heritage sites is of substantial value to which the stakeholders responded that preserving the old features of a heritage site should be given priority value. 34% stakeholders have agreed that there should be least manipulation or changes in the heritage sites. Around 17% of them have said that there should be greater measures of safety and security in the heritage sites. Other ways can be taking on the help of the private and public stakeholders.

Though the stakeholders' view is important, at the same time there should be cooperation between the local residents and stakeholders. For which the stakeholder's view on role of local residence towards value addition in the heritage site should be known (Nicolaides, 2015). Cooperation by the local residents ranked the most. Then, next was taking responsibility to protect the sites and improved behaviour towards the tourists. The other ways were the participation of residents in the developmental activities and getting suggestions from the residents staying near the heritage sites.
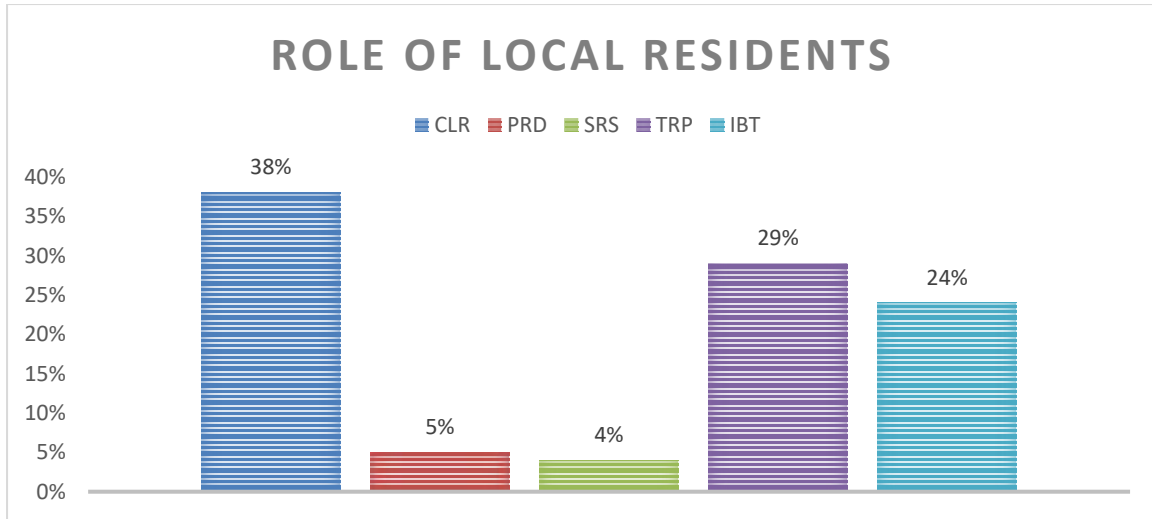
Figure 12. Role of Local Residents

CLR-Cooperation from the local residents
PRD-Participation of residents in the developmental activities
SRS-Suggestions from the residents staying near the heritage sites
TRP-Taking responsibility to protect the sites
**IBT-**Improved behaviour towards the tourists

In order to develop a heritage site holistically, there has to be evaluation on various aspects. One of the aspects is that of architecture. From the stakeholders' point of view, the physical condition and interior of sites ranks the most and should be looked at when it comes to architectural evaluation. The other aspects are design, style and the interiors themselves.
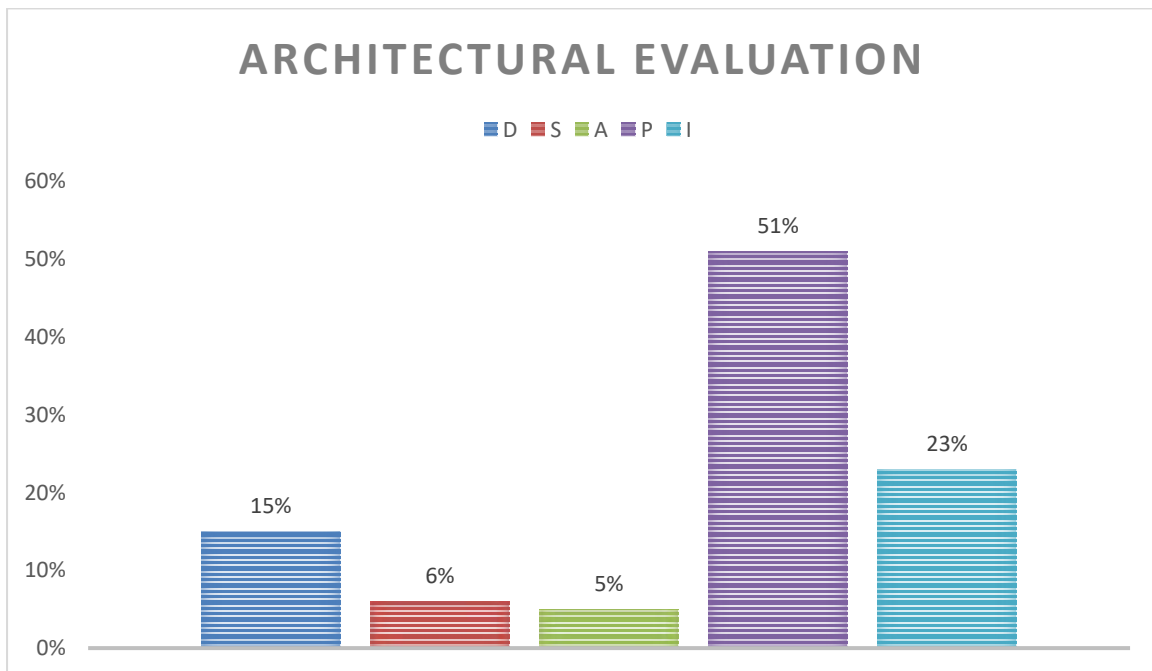
Figure 13. Architectural Evaluation

D-Design
S-Style
A-Architectural integrity
**P-**Physical condition
I-Interior

Next in terms of evaluation comes the historical value of the heritage sites. Around 43% of the stakeholders have given importance to the relevance of information of the heritage sites and around 31% have given priority to the role of culture. Another major criterion is the date of construction of the heritage sites and the events that have happened in the past in the heritage site.
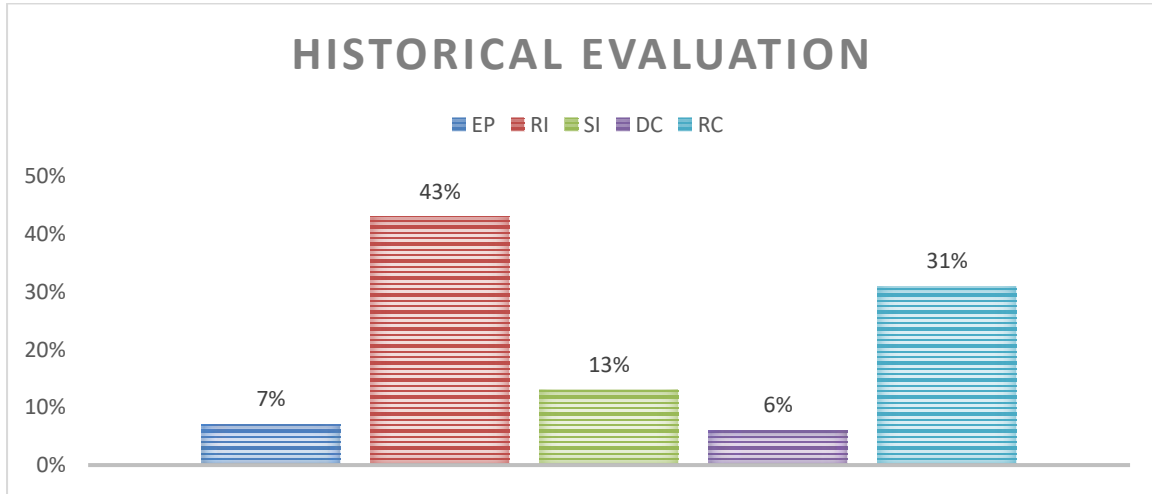
Figure 14. Historical Evaluation

EP-Events in the past
RI-Relevance of information
SI-Sharing of information
DC-Date of construction
**RC-**Role of Culture

Apart from the Architectural and Historical evaluation, environmental elements have to be taken into consideration. The stakeholders' have the view that heritage sites' designs should be compatible with that of the environment and their impact in the community and the host population should not be harmed in any way.
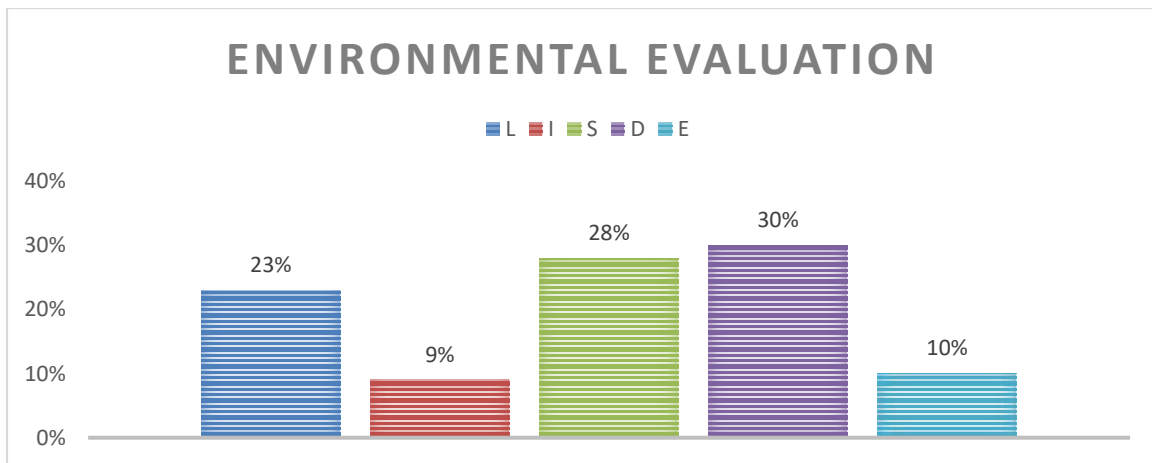
Figure 15. Environmental Evaluation

L-Landmark
I-Impact on the community
S-Site
D-Design compatibility
**E**-Impact on the Environment

In order to know the opinion of the stakeholders towards a holistic approach towards heritage tourism in Bhubaneswar, the below question was asked about how they can be involved. The stakeholders' take was the highest in collaboration with other tourism development partners and they should be also involved in the beautification and city improvement projects. Another way in which they can be involved is creating awareness programs in the community and by their involvement in town cleanliness initiatives. They can also take part in community events.
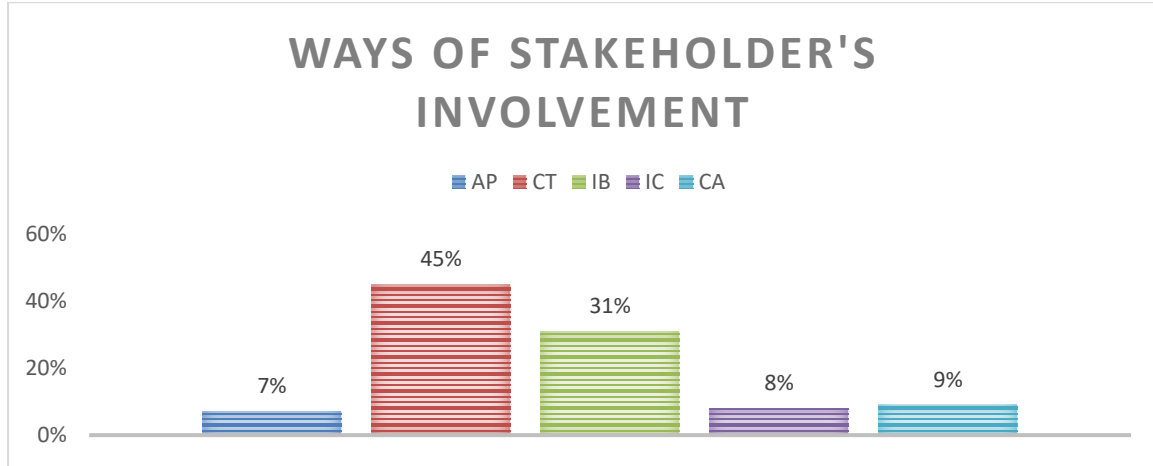
Figure 16. Ways of Stakeholder's Involvement

AP-Active Participation in Community events
CT-Collaboration with other tourism development partners
IB-Involvement in beautification and city improvement projects
IC-Involvement in town cleanliness and its appearance
CA-Creating awareness programs in the community

The last question was on the role of stakeholders towards their contribution in local commerce. Around 36% of them have the opinion there is need for liberated business licences and 31% have said that they can help in creating new job opportunities. A few others agreed in limiting the restrictions of laws and regulations in commercial activities and said they can also help in creating new avenues for business. Another way can be the opening of franchise stores.
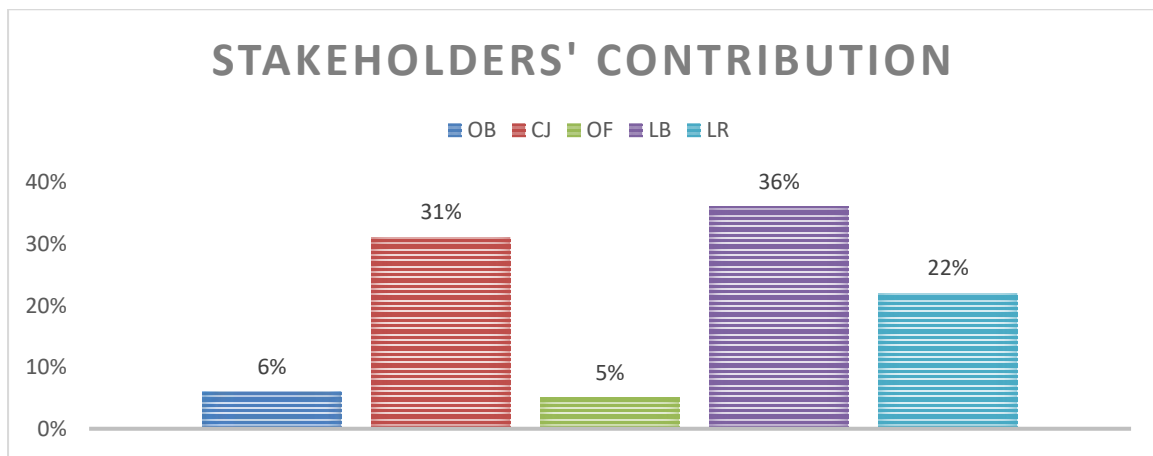
Figure 17. Stakeholders' Contribution

OB-Opportunities in business
CJ-Creation of new job opportunities
OF-Opening of franchise stores
LB-Liberated business licence
LR-Limiting the restrictions of laws and regulations in commercial activities

Incorporating the parameters in Bhubaneswar for holistic heritage tourism

Bhubaneswar can set an example for the rest of the developing heritage destinations where tourism stakeholders endeavour to achieve a holistic development by socially, culturally, economically and environmentally developing the destination. The in-depth interviews held with the tourism stakeholders helped to identify the parameters of holistic development that can be incorporated into the development and the heritage management plans of Bhubaneswar.

These parameters can be used to improve the economy of the state through tourism, the quality of life of the local community, the maintenance of cleanliness in the heritage sites and also the town, the host population involvement in developing heritage sites and to preserve the culture of the destination. The parameters identified by the stakeholders can further help in serving a frame of reference for the on-going management and also for the future development plans in Bhubaneswar that can act as an aid for systematic review for heritage tourism management and the changes associated with it.

Most of the of the stakeholders have identified the planning of the heritage sites and their involvement is deemed to be of utmost concern, for which the findings are accordant with previous studies that shows stakeholders' involvement (Twining- Ward, 2007). Additionally, the findings suggested that each of the stakeholder have many roles to play in developing the destination's tourism holistically. Not only is the funding part important but so is involvement in a broader sense is a critical. Some of the stakeholders argue that though the government's support is important for holistic development, they lag behind when it comes to implementation. At the same time the local organisations and community's involvement is also effective for the growth of the heritage tourism industry. "In combination with expert, it remains essential that both the well-being and needs of local communities are genuinely addressed and incorporated within the management processes of holistic tourism development" (Kamamba, 2003). Thus, the parameters identified and analysed were based on the heritage destination of Bhubaneswar and the tourism related impacts in the specific area where the selected local stakeholders' opinions and views were purely destination specific. Further, there can be standards set to each of the parameter that can be goal specific in nature. This would help the stakeholders to determine each of the criterion and their success or failure within.

Conclusion

Holistic tourism development is a new concept and can be applied for many tourism destinations. In order to implement it successfully, there is a need to identify the key stakeholders in tourism and to know their perceptions which can further help in easier implementation processes. In this study both the experts from the industry and also the suppliers' views were taken into consideration, without the support of whom a holistic development is next to impossible. According to Timur (2003), the stakeholder's perspective regarding tourism and its related changes have been considered as a valuable source for tourism development. Through the interviews undertaken in the study, the parameters were identified which are of the most importance to least importance, and were ranked accordingly. Further the inputs taken from the tourism stakeholders can be used to monitor and modify the needs of heritage tourism in Bhubaneswar at different levels of tourism development. At a higher level a model can be developed that would suit all the destination level indicators that would involve all the stakeholders, the host population and the tourism bodies for a holistic heritage tourism.

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