

**Developing Tourism Strategies through Arts & Culture can
add Quality to an Emerging Destination**
Case study of Peru



By David Perea Kihien

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add Quality to an Emerging Destination**
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NHTV University of Applied Sciences
Master Program Tourism Destination management
Dissertation

Statement of Original Authorship

I Hereby declare that this dissertation is wholly the work of David Perea Kihien. Any other contributors or sources have either been referenced in the prescribed manner or are listed in the acknowledgments together with the nature and the scope of their contribution.

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Acknowledgment

My past twelve plus years of experience in the Hospitality and Tourism industry has given me an excellent understanding about how culture and the arts can be the soul of any destination. My past experiences working in the tourism industry (specially when I worked as a Concierge for luxury Hotel chains in cities like San Diego and San Francisco in California), has offered me an excellent perspective about the fundamental role that the arts and culture play in the interest to offer distinction and quality to a destination. In addition to that, during my Master program of Tourism Destination Management I have found out that in deed cultural tourism is the vital or magnetic element that keeps all other elements in a destination together.

During the first phase of this master program one of the most interesting projects was related to the arts and cultural tourism. The study was about analyzing “Breda Photo Festival” in regards to the benefits it brought to the city of Breda as a destination. In the second phase, the TDM Master Program visited Melbourne, Cambodia and Bali. All these destination presented a tight relation to culture and tourism in order to create differentiation. For example I learned that Melbourne has been using street art and multicultural art as a form to support new trends in tourism and attract visitors. Cambodia on the other hand needed to hold on to its heritage and history (almost lost because of the Khmer rouge regime), in order to not loose its cultural identity. Additionally Bali is an excellent example of how culture and the arts has been use as a unique asset to attract new visitors. To sum up, for the context of this dissertation the researcher came up with the conclusion that culture and the arts play a key role in the development of any destination world wide. For this reason I chose the topic of how the development of the arts and culture can increase quality in a destination. In addition the country of Peru was chosen as the case study because it is the country were I was born and because it is a one of a kind emerging destination with a creative culture full of artful elements.

First I would like to offer special thanks to my parents and brothers for their support, motivation and inspiration in the interest with my passion for my career in the Hospitality and Tourism Industry.

Additionally I would like to express my gratitude to the professors and staff in NHTV, University of Applied Sciences for this great and joyful experience that has widen my professional, artistic and cultural horizon. Special thanks to my dissertation supervisor Theo de Haan for his guidance and advice in the realization of this study

Last but not least I would like to thank all the scholars and tourism professionals that in one way or another helped in the realization of this dissertation.

Executive Summary

Background

The arts and Cultural tourism will often be considered elements that can offer a quality experience because it cultures the visitor while supporting the identity of the destination. Emerging destinations world wide can benefit from developing tourism strategies that preserves their identity while supporting distinction and differentiation in the long term. Destinations that foster their fundamental assets or elements, to create a special environment with character can increase quality. Developing these elements that offer character and identity can benefit an emerging destination, because they preserve the heritage and traditions of a destination while creating new businesses. Tourism development through the arts and culture can increase the quality experience for their visitors, because the experience is more distinctive. With this in mind, this dissertation aimed to investigate those key assets that offer identity and keep a destination together. Therefore this research studied and investigated the arts and culture as those vital elements that can increase quality in a destination.

Objective

According to the relevant background the research objective has been formulated as follows:

To explore, investigate, study and analyze if cultural tourism and the arts can increase quality in an emerging destination.

Methodology

The study mostly applied an explorative research with a qualitative approach. However because of the flexible nature of the research the dissertation also followed a descriptive and correlational approach as a form of triangulation. Additionally the use of triangulation with a multi source approach was considered necessary because it helped find information that supported the aim of the thesis. As Niglas (2004) suggested, the combination of quantitative and qualitative research, is not only feasible and beneficial in solving some problems the “pure designs” can not overcome. It is important to note that even though the nature of this study was mostly explorative, the descriptive research method was also taken into consideration. It is important to consider that this

Master's thesis approached the topic by investigating, interpreting, translating, analyzing, reflecting primary and secondary research regarding the arts and cultural tourism benefits. Diverse literature existed regarding cultural tourism and for this reason it was necessary to investigate and study the different perspectives in the interest to understand the overall context of this trend and then provide a proper analysis of its benefits.

Conclusions

There are several benefits in the arts and cultural tourism that can create a favorable environment for an emerging destination to prosper. Tourism development through the arts and culture can increase the quality in an emerging destination because it cultures the visitor while preserving the identity of the destination. Culture is an attraction of itself and the arts and cultural tourism has often been an inspiration for people to travel around the planet.

The arts and culture tourism can benefit a destination because it works as a magnet that can attract high quality visitors that care for the host culture because they support heritage and support the economy by creating jobs and businesses. An emerging destination has the potential to use its cultural and artistic assets to increase distinction, attractiveness, differentiation and economic development. Therefore developing tourism strategies through the arts and culture has the potential to increase quality in an emerging destination because it creates a harmonious and favorable environment for the visitors and the host community. Creativity in the arts and cultural tourism provides a destination with an abundant supply of possible experiences which makes a destination attractive and distinctive. An attractive destination has the potential to increase quality to the visitors experience.

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List of Abbreviations

APEGA: Peruvian Association of Gastronomy

BRIC: The BRIC countries consist of Brazil, Russia, India and China

CATDMC: Class Adventure Travel Destination Management Company

CRC Cooperative Research center

ETC: European Travel Communion

EDGT: Enterprise Directorate-General Tourism

IATA: International Air Transport Association

OECD: Organization for Economic Co-operation and Development

PROMPERU: Promotion Peru

QOL: Quality of Life

UNESCO: United Nations Educational & Cultural Organization

WTO: World Tourism Organization

Chapter One



Introduction



Photos: PromPeru

For tourism, arts and culture are the expressions of a community's heart and soul. American for the Arts

1. Introduction

The preliminary aim of this dissertation is revealing the relevance of developing cultural and artistic assets in tourism strategies in order to increase quality in an emerging destination. To study if cultural tourism adds quality to an emerging destination was the major objective of this dissertation. The goal was to investigate if cultural tourism and the arts can sustain an attractive and prosperous destination. Research indicates that “With globalization cultures no longer keeping their cultural identity “Cultural globalization” come to play which defines as “acceleration in the exchange of cultural symbols among people around the world, to such an extent that it leads to changes in local popular cultures and identities” (Nijman, 1999). As stated by Nijman globalization can change the cultures around the world and also have an impact on the cultural flow in diverse localities everywhere. Consequently the objective is to find out if tourism development can create authentic identity in the interest to add differentiation and not lose the vital elements of the destination from this cultural globalization.

The need to tie culture more closely to the face of global serial reproduction has seen creativity emerge as a major area of cultural tourism. Creative development strategies can be employed in both urban and rural environments and could be used as a direct tourist attraction or as a backdrop to add to the atmosphere of places. Cultural experiences have become one of the leading motivations for people to travel (Richards, 2010). For this reason cultural tourism has been linked to the rise of the creative economy, examining the relationship between tourism, culture and creativity in urban and rural environments (Richards and Wilson 2007, Wurzbürger et al, 2009). Cultural tourism could add quality to an emerging destination because it could increase the creative economy. Culture and the arts play essential key roles in tourism development. For example they create positive images, spread demand, stimulate infrastructure, attract quality tourists and investors (Getz, 2007). As Getz stated culture can be used as a tool for renovation and rejuvenation of a destination through tourism development. As remarked cultural tourism strategies in emerging destinations needed to foster the arts and culture because they could attract more tourists, and could increase the distinction of the destination.

The aim of the dissertation was to present how cultural tourism can be used as a tool to increase quality in a destination. There is a growing demand for authenticity in destinations (Yeoman et al. 2007). For this exact reason tourism destination professionals need to implement creative elements that renovate and recreate identity in the desire to differentiate and add distinction to a destination. Consequently the arts and culture working in relation with tourism can benefit a destination. For tourism, arts and culture are the expressions of a community's heart and soul (American for the Arts, 2010). Destinations need attracting elements that are distinctive because they offer character. As cultural tourism has grown, the desire of regions and cities to distinguish

themselves in a globalizing world has produced a raft of studies related to quality (Richards, 2010). As stated, in a globalizing world destinations need to offer a unique product in order to be more distinctive.

As Urry remarked tourism is cultural by nature, nevertheless because of its current evolution there was the necessity to analyze the nature and context of cultural tourism and how can it benefit emerging destinations. The cultural tourism phenomena has diversified in the interest to adapt to modern societies. Tourism is simple cultural, with its structures, practices and events very much an extension of the normative cultural framing from which it emerges (Urry, 1995). As a consequence the cultural tourism phenomenon was part of a wider set of contexts that are historically embedded but are changing constantly (Smith and Robinson, 2006). It is fundamental to consider that the evolution of the arts and cultural tourism was a complex process that influences the political, social and cultural environment of a destination. Consequently the intelligent study and analysis of the different literature and perspectives played a key role in understanding the benefits of developing the arts and cultural tourism in destinations. For this main reason this dissertation required in-depth thinking, incessant reading and analyzing all information explored about the arts and cultural tourism.

1.1 Context Analysis

This dissertation used an exploratory research approach which objective was to evaluate if the implementation of strategies that foster the arts and cultural tourism can increase quality in a destination like Peru. It was important for the context of this study to analyze the nature of the arts and cultural tourism in the interest to find out if this trend can increase quality in a destination. The search for authentic experiences in tourism were spreading and new modes of consumption were focused in culturally rich involvement. In the world the most renowned destinations were artistically and culturally rich places and have a tendency to market a high quality tourism product while supporting a good quality of life for their inhabitants. Cultural tourism seems to be omnipresent and it is the holy grail of quality tourism that cares for the culture it consumes while culturing the consumer (Richards, 2007). As stated by Richards it is important to note that cultural tourism cares for the preservation of culture which makes this type of tourism a very valuable for destinations.

To evaluate if tourism strategies can use culture and the arts because they support creativity, increase productivity and create innovation in a destination were major goals in this dissertation. The arts and cultural tourism has a complex nature that is constantly evolving. For this reason emerging destinations need to adapt to the cultural tourism evolution in the interest to provide a culturally rich destination. In the book the “Cultural Tourism in a changing World” the concept of cultural tourism it was said to be taking hold everywhere and its creatively evolving and evolving creatively (Smith et al, 2006). Because cultural tourism is constantly evolving it was important to study the diverse perspectives of this type of tourism trend in the interest to come up with reliable and proper conclusions of how the arts and culture tourism can increase quality in a destination.

For the purpose of this dissertation it was relevant to figure out if destinations can benefit from offering culturally rich experiences as a driver to attract more international and domestic visitors. It was necessary to study and analyze if arts and cultural assets are fundamental elements in tourism development strategies to sustain quality in an emerging destination. As cultural tourism grows around the globe there is the need for tourism professionals to understand the influence of this trend in shaping a destination's profile and landscape. Therefore this dissertation has gathered information from different sources in order to find out if destinations can benefit from developing the arts and culture in their tourism strategies. There has been growing recognition that a strong cultural heritage is a vital tool for the tourism industry, eloquently scholars argue that "culture is a magnet" and that various cultural events are important tools for encouraging tourism (Walle, 1998). As Walle remarked the arts and cultural tourism were always considered a magnet to attract quality visitors that care for culture and the arts.

1.2 Holistic overview of the arts and cultural tourism

The objective in this argumentation was to analyze how tourism planners can develop the arts and culture assets in order to add quality to the destination. This first part of the dissertation focused in the study of the holistic view of the arts and culture tourism in order to understand the complexity of this trend. To design a global and holistic overview of the arts and cultural tourism allowed a deeper understanding of this trend. There were diverse new springing niches of tourism in the wider cultural tourism market (Richards, 2007), such as creative tourism, cultural tourism, heritage tourism, alternative tourism, historical tourism, archeological tourism, religious tourism etc. These emerging trends are forms of tourism motivated by the involvement of visitors in cultural and artistic activities in a destination.

A wide range of approaches to the arts and cultural tourism have developed in the last decades. This dissertation has analyzed the topic by studying literature that views the trend from diverse perspectives. One perspective is presented in the book "Cultural tourism in a changing world" which focuses more in the politics, participation and representation of tourism and cultural change. The term cultural tourism is explicitly acknowledging both the cultural nature of, and the role of, tourism as a process and set of practices that revolve around the behavioral pragmatics of societies, and the learning and transmission of meanings through symbols and embodied through objects (Smith and et al, 2006). This definition presented cultural tourism as a form of transmission of culture through symbols. This definition offers a proper description of the meaning of cultural tourism, however for the purpose of this dissertation, more definitions needed to be studied and they were presented in the following chapters.

It seems that this trend was constantly changing and evolving in a diverse world where the cultural possibilities seem to be endless. A major goal of tourism development is to implement strategies that adds positive aspects to a destination and improves the welfare of the community. The hard part is to find the most suitable development strategies to increase the welfare in a tourism destination. The multiplication of cultural facilities and events around the globe has

stimulated the discussion about authenticity of different forms of culture used for tourism purposes (Richards, 2010). Tourism destination professionals and planners have face diverse challenges to find the adequate frameworks to improve the quality of existing and emerging destinations.

1.3 Outline & Structure

The aim of this thesis was to study if an emerging destination can benefit from implementing tourism strategies that foster the arts and culture. The aim was to find out if cultural tourism could support an environment for a quality destination to prosper. Next an outline and diagram of the structure of the investigation was presented. The study consisted in five chapters.

It is necessary to mention that the intelligent search of Peru's artistic and cultural visual assets played a key role in designing the layout of this study report. All the pictures used in this dissertation were related to the culture and the arts of the emerging destination. It is also important to remark that each chapter has a quote that has been placed to add a symbolic support to the dissertations aim. In other words the dissertation used celebrity quotes in its design in order to help understand the context of the study.

Chapter one

Chapter one presented an introduction of the theme of the study of the arts and culture in relation to tourism development. This chapter gave an overall definition of the research aim and introduced the topic, the subject and the diverse research methodologies. For the context of the study this chapter worked as a base for the dissertation foundation. This chapter also presented the aim of the dissertation as well as the research questions. The dissertation structure outlined the aims of the research and the ways to meet them. This chapter also reviewed the diverse probable methods in regards to dealing with primary and secondary data collection and methods of analysis. The first chapter of the dissertation acted as the dissertation introduction. This chapter offered the purpose of the study, the research question and a justification for the study with defined research objectives.

Chapter two

Chapter two in this research covered the theoretical framework and this part took care of investigating and analyzing literature review. This part of the dissertation reviewed and investigated the diverse literature that exists regarding the topic. This chapter pointed out secondary research and offered more value to the study. It offered a holistic overview of the culture and the arts in relation to the benefits for tourism development. For the context of this study, chapter two also gave an in depth analysis of the nature of cultural tourism and quality.

Chapter three

This chapter of the research focused on the case study, which in this case was the country of Peru. This part showed the case study or subject under investigation based on secondary data. The chapter investigated the characteristics of the country in the interest to find out if the case study can be considered an emerging destination. This part researched and investigated the potential benefits of culture and the arts in order to find out if they increase quality in a destination.

Chapter four

Chapter four investigated the technique used for sampling and interpretation of primary research. This section presented the results and of the primary research and also covered the study and analysis of the data collection, which in in this case were questionnaires. The discussion and analysis of primary research followed two sections that used triangulation to assist reliability. In addition the sub sections in this chapter that covered the use of triangulation, assisted the research because it provided proper results and conclusions.

Chapter five

Chapter five discussed the findings in the context of the research aim and research questions. This chapter also included implications of the findings, limitations of the work, reflections, recommendations and points of direction or suggestions for future research. This part summarized the aimed key findings, pointed the implications of the findings for both theory and practice and offered recommendations for short and long term.

1.4 Research Aim

Before set out the methodology relating to this dissertation it was important to focus on the overall aim of the research. It is important to mentioned that the researcher needed to be self-reflective with the complexity of the topic before starting the research approach. Because culture and tourism were so complex by nature, self-reflection helped to find a proper direction and flow for the thesis. For this reason this dissertation needed to have a main goal or scheme for the direction of the investigation. The dissertation research inspiration was to explore the topic in the interest to find new truths and visions about innovative and creative ideas in regards to increase quality in a tourism destination. Therefore the dissertation's overall aim was to find out the potential benefits in the arts and cultural tourism.

The aim was to investigate the nature of cultural tourism through different research methods in the interest to find out if fostering tourism development increases quality in a destination. For this task the dissertation created a main goal which assisted the proper guidance and the foundation of this theses. The research aim was designed to clarify the research focus in simple terms, and the specific research questions were created to support the analysis, investigation and conclusions of the report. Because the nature of cultural tourism and quality were broad and complex, the creation of a main goal helped the researcher to focus in a specific perspective about the

topic. In other words for the context of this dissertation a main goal was designed in order to support the research main direction, research objectives and flow of the dissertation.

Main Goal:

☼Analyze how developing the arts and cultural tourism can increase quality in an emerging destination like Peru.

1.4.1 Value of Research Aim

Additionally it is important to note that the researcher thought that the value of this dissertation was that it can benefit tourism destination professionals in the future. The value of the research was to impart and bestow worthwhile information in regards to the benefits of culture tourism in an emerging destination like Peru. In other words the value of the research aim was that the results and conclusions can be used for future reference in regards to tourism development and planning in emerging destinations. For this reason the research was worth doing because it was able to contribute to the gap of knowledge within culture and the arts in relation to tourism development in emerging destinations.

1.4.2 Research Questions

For the purpose of this dissertation several research questions related to different aspects of tourism quality were formulated. In order to achieve the aim of the dissertation, the following research questions needed to be answered. For the context of this study these questions were related to specific characteristics of quality which were considered to be; attractiveness, differentiation, competitiveness, distinction and sustainability. It is important to remark that an in depth parallel analysis of these questions were presented in chapter 5 to support final conclusions.

I. How can developing the arts and cultural tourism support an attractive environment for a destination to prosper?

II. How can the elements of arts and culture tourism add differentiation to an emerging destination?

III. How can artistic and cultural assets support competitiveness in an emerging destination?

IV. What vital elements in tourism strategies can increase distinction in an emerging destination like Peru?

V. How can developing the arts and cultural tourism in Peru sustain the destination in the long term.

1.5 Research Design & Methodology

This study was mostly an exploratory research with a multi-source approach. It was exploratory because it was open to flexibility in research design and it relied mostly on secondary research. It was important to mention that part of the study did rely on primary research in the form of questionnaires. It was also exploratory research by nature because it was used to provide a significant insight and a deeper understanding of the given context. The topic of the arts and culture was so complex and broad that this type of research was the most suitable because it is more flexible and dynamic than that of descriptive research.

Flexibility was needed in order to combine research techniques to analyze information and interpret it, thus providing relevant and reliable results. Triangulation was vital in order to come with proper and reliable sources of information. The approach to find different research techniques was needed in the interest to understand and analyze the subject in depth. For example in chapter five a qualitative and quantitative official study was analyzed and used as primary research.

1.5.1 The Research Philosophy

This chapter reviewed the diverse methodological probabilities dealing with primary and secondary data collection and methods of analysis. The method of investigation for this dissertation consisted of primary and secondary research. The study allowed flexibility in all aspects of the research process and it was open to mix different suitable methods. Different methods could help illuminate different aspects of the complex phenomenon of cultural tourism (Richards 2010). The aspiration was to choose from a multiplicity of methods, procedures and models of research methodology which will help the research best achieve the objectives (Dawson et al, 2002). This dissertation was prepared by researching diverse perspectives and methodologies of cultural tourism in the interest to come up with proper and relevant results.

For the purpose of this research it was necessary to gather data from different sources that relate to this topic. Acquiring information and knowledge was considered to be achieved best through extensive research of literature that focus on the benefits of the arts and cultural tourism in desti-

nations. It was perfectly appropriate and possible to triangulate the methodologies and use more than one basic approach (Sheffield Hallam University, 2011). The subject was approached by gathering information from diverse sources, read widely journals, newspapers and watch cultural tourism videos and documentaries about the topic area. Cultural tourism research has grown, quantitative research with supplemented qualitative approaches were needed, this allowed to draw perspectives on the social, cultural, psychological, anthropological and spatial aspects of cultural tourism (Richards, 2010). It is clearly necessary to have an awareness and understanding of a wide range of issues related to this trend. The understanding of perspectives on the social, cultural anthropological spatial and psychological aspects of the arts and cultural tourism provided a better understanding of the benefits of this trend in a destination.

1.5.2 The Research Approach:

In terms of the reliability and validity of the information gathered, this thesis focused in obtaining information from diverse reliable sources. A dedicated research has been done in terms of finding reliable information from scholars, non profit and for profit organizations, tourism experts, public organizations, books, journals, magazines, documentaries etc. The idea was to gather diverse information from diverse sources and perspectives in the interest to provide proper results, conclusions and recommendations. This study derived data from a multi- source approach because this was the very essence of triangulation (University of Nebraska Kerney, 2008). Triangulation was a necessary approach in the search for primary research because not many tourism professionals answered the questionnaires formulated for the purpose of this study.

The approach of the methodology followed analysis and interpretation of diverse literature related to the arts and cultural tourism. The dissertation's methodology goal was to understand if the implementation of tourism strategies that use art and culture can add quality to an emerging destination like Peru. In terms of the research process, information was gathered by reviewing previous cultural tourism development literature. It was helpful to approach the subject by gather data and works done from other researchers that used similar procedures and methods to analyze tourism planning in destinations.

In terms of gathering information for primary research, the researcher contacted scholars and tourism professionals not only in Peru but in other countries in Latin America, Europe and USA. The investigation tried to find information by contacting experts in the industry via e mail and asked for assistance either by filling out a questionnaire of five questions (in English and Spanish), having a short interview via telephone or skype or use internet chat.

In regards to finding secondary research, the dissertation included analysis and interpretation of already existing data, surveys, official tourism statistics, academic and nonacademic articles, web pages, Cultural tourism books, scientific and non scientific articles, journals, newspapers, movies, documentaries, magazines, observations and relevant literature. For example the study of past surveys, interviews, questionnaires and statistics are important because they helped under-

stand the overall meaning and holistic picture of the topic. Comparing case studies, and previous investigations supported ideas and models while writing the theses. Newspapers, magazines and journals were very important source of information because they gave up to date information regarding the current trends in arts and cultural tourism.

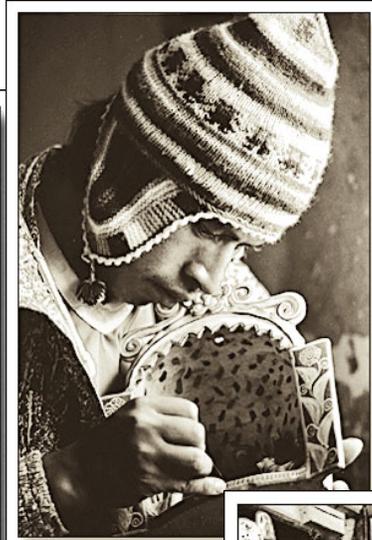
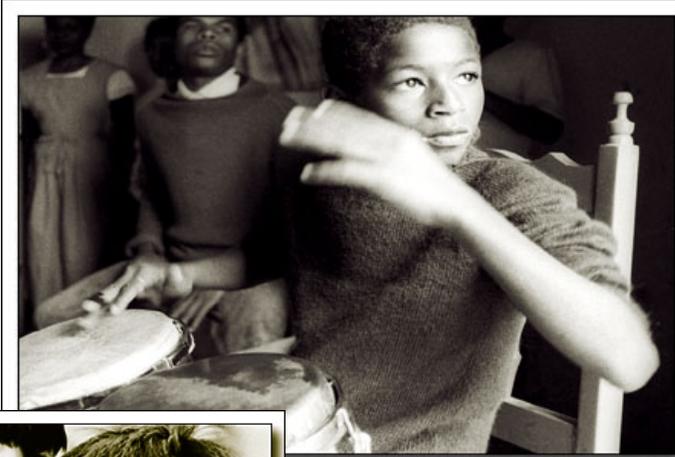
1.6 Summary

This first part of the dissertation has presented an exploratory overview of the potential benefits of the arts and culture in a tourism destination. The first chapter of the dissertation presented information about how tourism strategies that support arts and culture can improve quality in an emerging destination. In the context analysis 1.1 it was stated that cultural tourism and the arts play an important role in adding quality because this type of tourism cares for the culture while culturing the consumer. Later in the next chapters the study analyzed in depth how the artistic and cultural assets can be vital and valuable for tourism strategies because they innovate and support an environment for an emerging destination to prosper.

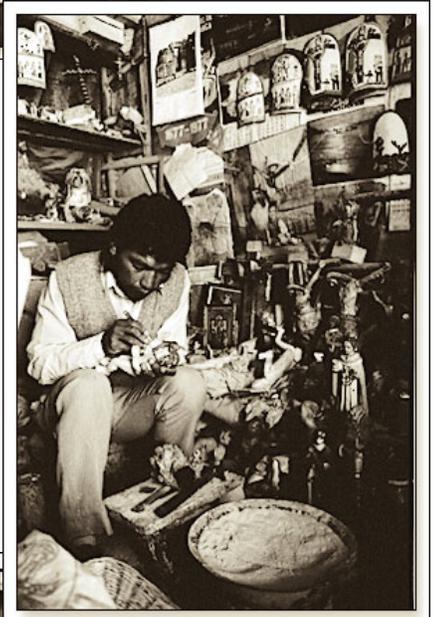
The past chapter also presented the methodology, study goal and research questions in order to set up a foundation for the direction and flow of the dissertation. Information was gathered and the diverse research approaches used to find those sources. Regarding the arts and cultural tourism, first a historical overview of the arts and cultural tourism was studied followed by the current issues and then an analysis of the creative evolution of this trend. The following chapters presented an in depth study and analysis of the potential benefits of the arts and cultural tourism in an emerging destination.

Chapter Two

Literature Review-Theoretical Framework



Culture is the glue that ties people together and, it has a significant role in straightening the mental health of individuals and the community as a whole.
Walle



Photos:PromPeru

2. Literature Review-Theoretical Framework

The second chapter of the dissertation studied and investigated the diverse literature that exists regarding the benefits of the arts and cultural tourism. This part offered a holistic overview of the culture and the arts in relation to tourism development. This chapter also gave an in depth analysis of the nature and characteristics of cultural tourism and quality. Additionally it is important to note that an analysis of different destinations world wide that used cultural tourism to increase quality was also performed. This studied assisted the dissertation in regards to find reliable examples that supported the aim of the research.

2.1. The creative evolution of the arts and cultural tourism

The study of the different literature, definitions and perspectives are vital because it helped understand the benefits and influence of the arts and cultural tourism in shaping a destination landscape and profile. First it is important to understand cultural tourism by studying the history and evolution of this trend. Historically people hinged around culture since the romantic era, however the 1960's was a period that embraced cultural pluralism and this movement led to an increase in cultural tourism (Walle,1998). During the early 1990's there was an explosion in the study of the relationship between tourism and cultural heritage, linked to the discovery of heritage as one of the "General Motors" of the postmodern economy (Richards, 1996). As noted modern societies in the 90's days used cultural tourism as a great tool for economic development. The growth of cultural tourism and the globalization of this trend has increase the meanings attached to it. According to the OECD, cultural tourism accounted for around 40 % of all international tourism, or 360 million arrivals in 2007 (OECD, 2009). Although it is often difficult to distinguish these culturally motivated tourists from other travelers because of the growing tendency towards mixed holiday motives, they are particularly desirable for destinations seeking to attract "high quality" tourism and high value tourists (Richards and Munster, 2010). As literature suggested destinations are seeking for the high quality visitor because they value culture and heritage thus spending more time and money in the destination.

It is fascinating to find that scholars have a philosophical view of cultural tourism. This fact helped this dissertation because it allowed to understand the holistic context of this trend. The book "Cultural tourism" focuses in the strategic part of this trend and it provides a philosophical perspective that cultural tourism refers to tourism activities that are hinged around culture and these ones take many forms. In regards to this philosophical view the specialists, authors of this book, also suggest that cultural tourism can be seen as a Liberal art (Walle, 1998). Walle showed the complex nature of cultural tourism in terms of the evolution of it and because of its complexity it can nowadays be called Liberal Arts. Cultural tourism as a liberal art suggests a global approach to the trend in terms of understanding its universality. By studying the topic in a holistic manner a better understanding and analysis of the trend was reached. It is important to note that regardless of the diverse definitions and perspectives of the arts and cultural tourism,

this form of tourism or “Liberal Art” has a powerful effect and impact in shaping the landscape and profile of a destination. The book “Cultural Tourism” suggested that culture and the arts play a key role for a destination to be attractive. As noted by the book, cultural tourism can take many forms which allows destinations to be creative with their artistic and cultural assets thus creating a more attractive product.

Cultural tourism and the arts has a complex definition and this one is evolving and will continue to evolve creatively. Culture provides a set of material and symbolic resources, providing an abundant supply of possible tourism experiences for emerging destinations. The resource of culture is certainly at the basis of international tourism and indeed has facilitated its growth and allowed various societies and sections of societies to participate in the development process (Smith et al, 2006). The promotion of culture has facilitated the growth of cultural tourism in different societies allowing a positive development for these destinations. “Cultural tourism has become a big business”(Walle, 2010). For example the book “From tourist attractions to Heritage tourism”, presented the nature of the arts and cultural tourism and how it could increase overseas visitors to a destination because of the artistic and cultural attractions. The book suggested that the arts encompasses the creative arts, art galleries, crafts, art trade, theaters and concerts, the music industry, publishing, broadcasting, museums and to a relevance towards tourism are the visual arts, fine arts, decorative arts and performing arts (Yale, 1998). This concept of the arts and culture in a society gives an idea of the complexity of this trend and the positive tourism potential. The culture of a destination can constitute a major draw to tourists. Culture and the arts are a great form of inspiration for tourists to travel around the world (Oppermann and Chon, 1997). This statement suggested and supported the idea that the arts and culture is a magnet for tourists around the world. As stated, past studies and scholars presented the potential of the arts and cultural tourism in regards to increasing the creative development and regeneration of a destination.

It is necessary to analyze diverse points of view in order to identify if the arts and cultural tourism can benefit an emerging destination. Another perspective regarding cultural and artistic assets in tourism development was given in the book “Cultural tourism, Global and Local perspectives” which offered a positive and interesting picture of this trend. This book supported that cultural tourism is arguably a good form of tourism for any destination, which avoids many of the pitfalls of conventional tourism while offering additional benefits in the form of high-spending tourists who are keen to support culture (Richards, 2010). Cultural tourism benefit destinations because they attract the high-spending visitors which will spend more money and stay more days in a destination. Richards (2010) argued that cultural tourism is also available as a development options to all destinations, because all places have culture and as the demand for culture grows in society, there is also growing pressure on the public sector to support more cultural facilities. As noted all destinations not only emerging destinations can benefit from developing cultural tourism. These examples supported the idea that cultural tourism adds value to a destination because it attracts a type of tourist that spends more money. Information in these past paragraphs presented the fact that the arts and cultural assets are the capital for an emerging destination to be attractive and prosper.

2.2 The nature of the arts and cultural tourism

In the above paragraphs a holistic overview of the potential benefits of the arts and cultural tourism has been covered. Because of the diverse definitions of cultural tourism, this dissertation needed to study the different meanings of cultural tourism from leading international authorities around the world with the purpose of understanding the global context of this market. This thesis studied the definition of cultural tourism in a global perspective and then in a regional one. For the purpose of this study, several definitions of cultural tourism needed to be taken in consideration in the interest to investigate the nature of this trend. It is important to study diverse definitions because culture is a concept that means different things to different people. The following paragraphs presented diverse definitions of cultural tourism:

These are diverse definitions of cultural tourism around the globe. Cultural tourism has therefore been embraced globally by local, national, and transnational bodies. UNESCO promotes cultural tourism as a means of preserving world heritage, the European Commission supports cultural tourism as a major industry, and the newly emerging nations of Africa and central Europe see it as a support for national identity (Richards, 2007). In addition to these definitions, The World Tourism Organization meaning of cultural tourism is: Cultural tourism includes movements of persons for essentially cultural motivations such as the study tours, performing arts and other cultural tours, travel to festivals and other cultural events, visit to site and monuments, travel to study nature, folklore or art pilgrimages (World Tourism Organization, 1985). These statements offer a global view of the magnitude and relevance of culture tourism for national and transnational bodies. The study of the diverse definitions for the arts and cultural tourism, allowed to analyzed the context of this trend in regards to emerging destinations.

As noted in the past paragraph, there are several definitions of cultural tourism, however one of the best technical definitions has been provided by Richards. His definition of cultural tourism, stated that cultural tourism includes all movements of persons to specific cultural attractions, such as heritage sites, artistic and cultural manifestations, arts and drama outside their normal place of residence (Richards, 1997). This definition offers more specific information regarding the concept of cultural tourism and it helps understand the relevance of this form of tourism in a worldwide context. As noted this definition explained that culture tourism is in part the movement of people in search of new artistic and cultural manifestations. Furthermore in this thesis a depth analysis of the nature of the arts and culture tourism was presented in the interest to analyze the possible benefits of this trend in an emerging destination.

The aim of the dissertation was to find the benefits of cultural tourism in an emerging destination. For this reason the necessity to study the nature of the arts and cultural tourist is fundamental. For example the organization American for the Arts defines the cultural tourist as a traveler motivated entirely or in part by artistic, heritage or cultural offerings. Cultural tourists generally are characterize as upscales, willing to spend more dollars per travel day and wanting new travel experiences. Studies have consistently showned that cultural heritage travelers stay longer and

spend more money than other kinds of travelers. Cultural heritage tourism improves the quality of life for residents as well as serving visitors (American for the Arts, 1997).

In the past paragraphs several definitions have been studied, however for the purpose and context of this dissertation the following definition from Commonwealth of Australia Creative Nation has been chosen as the most appropriate.

'Cultural Tourism embraces the full range of experiences visitors can undertake to learn what makes a destination distinctive – its lifestyle, its heritage, its arts, its people – and the business of providing and interpreting that culture to visitors.'

(Commonwealth of Australia Creative Nation, 1994)

Source (Commonwealth of Australia, Creative Nation, 1994)

This definition was chosen for the following reasons:

- *This definition is holistic and captures all the scopes of activities and interest of visitors.*
- *It includes the arts, lifestyle and heritage as distinctive.*
- *Because of the way it is written this definition has the perspective of demand rather than supply.*
- *It reflects the importance to provide access for tourists to culture as well as proper interpretation.*

After the study of the diverse definitions of cultural tourism this dissertation's the next step was to investigate the relation of Arts and culture in regards to tourism. The idea is to verify if there was any benefit or positive outcome in the relation of both.

Diagram 2.1 Relation Tourism and the Arts and Culture

Both the tourism and the arts and cultural sectors are incredibly diverse, with little standardisation of product and complicated lines of distribution. Both sectors are concerned with image making, identity creation and selling experiences. The following diagram illustrates the potential synergies between the two sectors.



Source ETC: 2005

The past diagram presents the diverse benefits and reciprocal relation between tourism, the arts and culture in a destination. It is important to analyze the figure by the arrows direction, it is noted that tourism and culture have a positive effect in a destination. The parallel columns show how these sectors benefit a destination independently. As presented in the graphic the arts and culture, can create employment, raise standards, heritage preservation and increase a strong local product. This graphic helps understand the relationship of tourism and culture and it shows nine different benefits of the arts and cultural tourism. This diagram presents how the combination of both sectors can benefit a destination.

In addition to studying the diverse definitions of cultural tourism and the relation that exists between arts and culture and tourism it was necessary to investigate the nature of the cultural tourist. According to American for the Arts.

Cultural tourists are distinguished by:

- *Higher income level*
- *Greater likelihood of staying in hotels*
- *Higher level of education*

- *More interest in shopping*
- *Longer trip duration*

The cultural tourist visits:

- *Art exhibition and galleries*
- *Folklife and crafts centers*
- *Theaters and museums*
- *Downtown and ethnic neighborhoods*
- *Historic sites and monuments*
- *Architectural and archeological treasures*
- *Festivals and fairs*
- *National Parks*

According to the National Trust for Historic Preservation, travelers who include historic sites in their itineraries stay an average half day longer per trip and spend more than other tourists (American for the Arts, 1997). As noted, the cultural tourist tends to support the arts and culture and spend more money at the destination. This reflects that the cultural tourist is a valuable visitor to any destination. Most of the benefits are related to increase the value of historical and cultural endowments in the interest to attract these type of tourists. Cultural tourism benefits destinations because it attracts quality visitors that support heritage. It is important to remark that culture and the arts are elements that attract tourists that are well educated, spent more time in cultural events thus spending more money in the destination.

As presented above cultural tourism is a complex form of tourism that covers diverse areas of culture and the arts in a destination. In the diagram below, the nature of cultural tourists are presented in three forms, motivation, inspiration, incidental. Cultural tourists fall into three broad segments, reflecting different levels of commitment to culture. (Failte Ireland, 2005).

Diagram 2.3 Segments of Cultural Tourism

Motivated Cultural Tourists	Inspired Cultural Tourists	Incidental Cultural Tourists
The holiday is motivated by the cultural element – their interest may be specialist or general interest, and their focus might be on permanent fixtures such as architecture or transient opportunities such as a festival.	These have a strong, broad interest in Culture and Sightseeing. A large element of their holiday is inspired by the cultural opportunities associated with a destination.	These typically have another primary reason for their trip and participate in cultural activities that are in keeping with their travel plans or itinerary.

Source ETC: 2005

The graphic above presents the three different type of cultural tourist. These diagram can help tourism professionals understand the nature of the cultural tourist. By understanding the potential visitors, tourism professionals can cater the needs and expectations of those tourists. In other words this diagram can assist a destination cater its tourism and artistic offer accordingly and more properly.

In addition for the purpose of this study it is vital to describe the possible benefits of the arts and cultural tourism. In a nutshell, cultural heritage tourism benefits communities and the country at large by:

- *Creating jobs and businesses*
- *Diversifying the local economy*
- *Creating opportunities for partnerships*
- *Attracting visitors interested in history and preservation*
- *Increasing historic attraction revenues*
- *Preserving local traditions and culture*
- *Generating local investment in historic resources*
- *Building community pride in heritage*
- *Increasing awareness of the site or area's significance*

(Government of Jamaica 2011, American for the Arts, 1997).

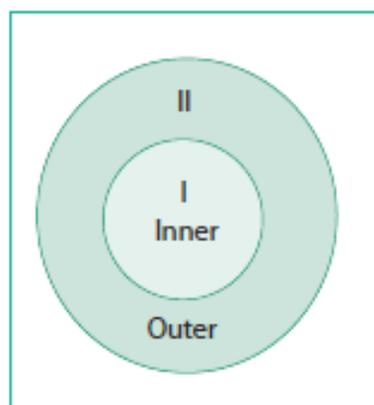
There are several benefits that the arts and culture tourism have in a destination. (Jamieson, 1994). Any activity has negative impacts, however for the purpose of this dissertation, only the beneficial aspects of cultural tourism have been taken into consideration. The benefits normally associated with cultural tourism development are:

- *Increased funds for conservation*
- *Revival of crafts and traditions*
- *Increased employment*
- *Additional income for individuals as well as local businesses*
- *Diversification of the income*
- *Improved tax base*
- *More visibility for the community in other economic activities*
- *Better use of municipal infrastructure and facilities*
- *Realising wider social and economic change.*

As presented by the Government of Jamaica and American for the Arts the arts and cultural tourism brings positive aspects to a destination. These benefits support the context of this dissertation as valuable assets that increase quality to a destination.

Diagram 2.4 The Inner circle and the outer circle of Cultural tourism

Figure 2 The inner circle and the outer circle of cultural tourism



- I. The *inner* circle represents the primary elements of cultural tourism which can be divided into two parts, namely heritage tourism (cultural heritage related to artefacts of the past) and *arts tourism* (related to contemporary cultural production such as the performing and visual arts, contemporary architecture, literature, etc.).
- II. The *outer* circle represents the *secondary elements* of cultural tourism which can be divided into two elements, namely *lifestyle* (elements such as beliefs, cuisine, traditions, folklore, etc.) and the *creative industries* (fashion design, web and graphic design, film, media and entertainment, etc.).

Source ETC: 2005

This diagram shows the nature of the arts and cultural tourism in today's society. As presented the inner and outer circle represents the primary and secondary elements of this trend. It is important to note that the combination of its parts which are; heritage, arts, lifestyle and the creative industries depend on each other. This diagram shows a holistic view of the elements that make culture tourism a form of tourism that explores the spirit of a destination. Heritage, arts, lifestyle and the creative industries are the spirit of any destination.

Study of Cultural Tourism in 33 European ETC member countries

For the purpose of this dissertation, it was necessary to gather information from past studies about the nature of the arts and cultural tourism. The dissertation found an example of a study done by 33 ETC members regarding the diverse cultural tourism elements of a destination.

This study was done by 33 ETC member countries, which most of them are WTO members. The objective of the study was and analyze the elements of cultural tourism. A framework was therefore developed to supply the various countries, cities and related tourism organizations with a guideline whereby they can better realize the potentials of cultural tourism. The bases of the con-

cept are the clusters that exist at the intersection of the vertical and horizontal axes showed in the figure below in, namely the predominant (cultural) product (i.e. heritage, the arts and creative industries)and the type of place (i.e. village, town, city or metropolis).

The product on the vertical axis is defined as follows:

- Heritage: the predominant cultural product is the cultural heritage of the place.
- The Arts: the predominant cultural product is the contemporary performing and visual arts.
- Creative Industries: the predominant cultural product is the creative industries (i.e. design, fashion, contemporary architecture, advertising, etc.).

The study concluded that these three are the fundamental elements to sustain the arts and culture tourism.

- product heritage + the arts + creative industries (ETC 2005).

Diagram 2.5 Framework to classify places and their cultural product

Product category \ Type of place	Village	Town	City	Metropolis
Heritage	Cluster 1	Cluster 2		
Heritage + The Arts		Cluster 3	Cluster 4	
Heritage + The Arts + Creative Industries			Cluster 5	Cluster 6

Source: ETC 2005

Figure 2.3 shows the framework in which the product categories are the cultural potential of a village, town, city and metropolis. The framework is intended as a way of looking at the places and their cultural products, rather than a strict categorization. (ETC, 2005). The continuum of the types of place can be seen as a sliding scale from small to large.

In terms of analyzing this figure it is important to mention that on the scale, the type; city and metropolis have more complexity in terms of the cultural products and services offered by and consumed in the place. In this figure villages can be seen as of local importance, towns of regional importance, cities of national importance and metropolises of international importance. As presented metropolis are the most attractive destination for the cultural tourist because it has all the elements that the visitor is looking for. This diagram can help tourism professionals understand in depth the different cultural products that a destination can offer. This figure showed the nature of the arts and culture tourism in European cities. The fact that this figure represents European cities was used as an example of how destinations around the world can use heritage, the arts and the creative industries to increase tourism interested in culture.

Diagram 2.6 A driving Force for Urban Tourism:

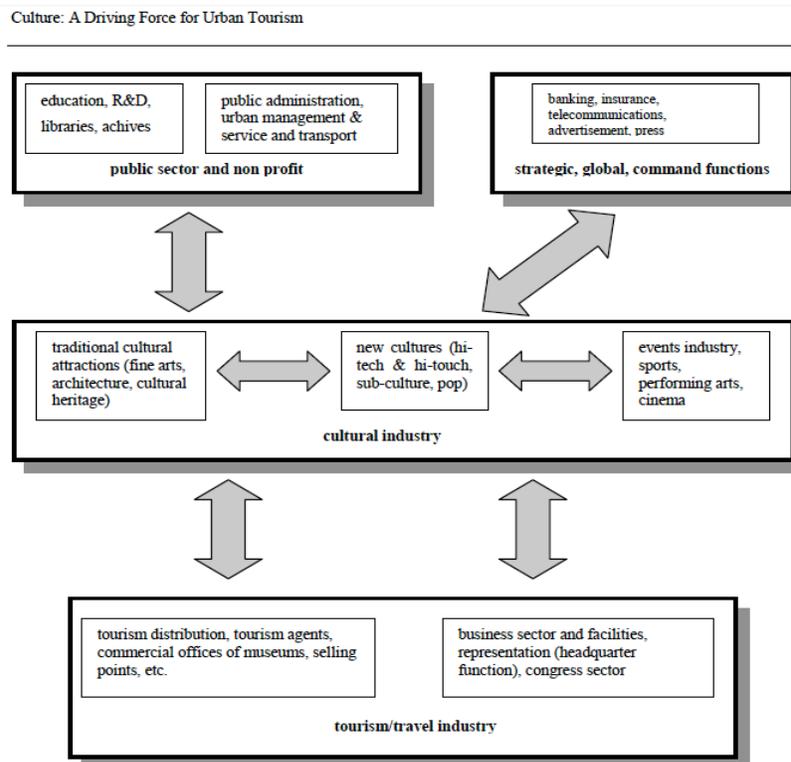


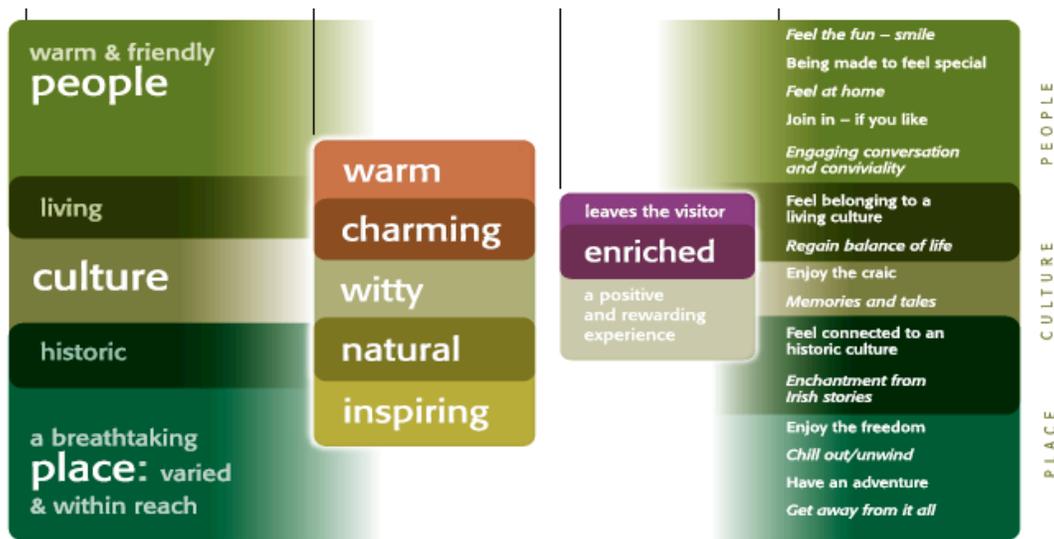
Figure 1 The cultural cluster in heritage cities

(Failte Ireland 2005).

This figure presents the interrelation of cultural tourism in the urban environment. As showed the three levels work together, however is important to notice that the second level or the one in the center is the liaison for the other two. In other words the cultural industry is the one in charge of the connection of the three levels. In these case they are the tourism/travel industry in the bottom level and the public sector and non profit and the global and strategic on the top. After analyzing this cluster of culture heritage in cities, it was proper to conclude that all the parts rely on each

other and they need to work together in order to increase the performance of the destination. To note that all stakeholders in a destination, in this case a city, need to work in cooperation in order to provide a good product. Culture clearly plays an important role in developing tourism in cities (Isaac, 2008). To sum up the cultural and creative industries worked together with tourism in the interest to develop tourism in cities. This is another example that presented the marriage of culture and the tourism industry.

Diagram 2.1 Brand Creation Framework



Source: (Failte Ireland 2005).

This diagram presents the benefits of culture tourism in a destination from the perspective of people, culture and place. As noted in the graphic, the complexity of the arts and cultural tourism is like an ecosystem where everyone depends on one another. The graphic shows the benefits of cultural tourism from the visitor's perspective and how it can enrich the tourist's experience. The enrichment of the visitor's experience plays a key role in delivering a quality product. It is important to analyze that quality comes from the client's perspective. Therefore, this graphic is an excellent way to present the benefits of cultural tourism and the arts in a destination.

2.3 Analyzing quality in a destination

The aim of this dissertation is to find out how the arts and cultural tourism adds quality to destinations, and for this reason it is vital to provide a definition of quality. Subsequently, one reliable definition of quality was given by the Longman Dictionary of Contemporary English which

states that: “Quality means high standard and is how good or bad something is.” (Longman Dictionary, 2011). Other tourism management perspectives suggests that quality is based in measuring the impact of tourism on the economy, the environment and residents’ quality of life. (Towards quality coastal tourism, 2000). Other definitions suggested that quality exists only to the extent that a product or a service meets the customer’s requirements and expectations. (Enterprise Directorate-General Tourism Unit, 2007). This last meaning of quality has a different approach because it relates quality to the customer’s satisfaction rather than the product itself. As stated, several definitions were given and they provided a better understanding of what quality means for the context of this dissertation.

Consequently with a clearer understanding of the meaning of quality in cultural tourism, this dissertation allowed to provide a better understanding of how the arts and cultural assets can add quality to a destination. It is also important to mention that throughout the dissertation words like excellence, distinction and class have been used as a synonym of quality but in the interest to provide a more complex and deeper understanding of this trend.

For the purpose of this dissertation, the definition of quality needs to be complemented by literature that presents the concept of quality from a tourism management perspective. For this reason the following definition was considered to be the most appropriate in the context of this dissertation. This definition was found in the manual for quality Performance Evaluation called *Qualitest*, which primary concept of quality combines four key elements:

- *tourist satisfaction,*
- *local tourism industry satisfaction,*
- *locals’s quality of life*
- *environmental quality.*

(A manual for evaluating the Quality Performance and Tourist Destinations and Services, 2003). As stated in the manual for testing quality performance in destinations, these four are the key elements that are fundamental for measuring quality in a destination. For the context of this dissertation this past definition provided a better perspective in regards to analyze the benefits of cultural tourism

2.3.1 Quality service & visitor satisfaction

The objective was to investigate literature that supported tourism strategies that foster cultural and artistic elements in order to increase quality in a destination. A fascinating perspective regarding this trend is presented in the book *International tourism*, by M. Sigala and D. Leslie which focuses more in the management, implications and cases of cultural tourism. The authors of this book suggested that cultural tourism is used as an economic justification for heritage preservation (Sigala and Leslie, 2005). They presented that the arts and culture tourism relates to the quality of the experience and visitor satisfaction as a center of attention. The relation between

quality and visitor satisfaction is fundamental for the prosperity of a destination. With this in mind tourism professionals need to be aware that the experience of tourists is not only given by the infrastructure or landscape of a destination, but by of the interaction with the inhabitants of the place.

It is important to note that service quality is vital to sustain quality in a destination. “Total quality management systems are already part and parcel of the approaches that tourist service providers (tour operators, travel agents, hotels, restaurants, etc.)” (Enterprise directorate-General Tourism Unit, 2000). As noted management systems have been approaching service providers with the interest of offering quality in the destination. Therefore delivering a positive experience to visitors does not only rely on the cultural facilities but on the interpretation of the heritage given by the services offered in the destination. It is vital to note that the role of interpretation can work as both a tool of education and visitor experience, and as a means of achieving cultural heritage conservation (CRC Sustainable tourism, 2008). The definition of heritage and culture tourism go hand in hand and for this reason it is necessary to understand that the concept of tourism is a form of modern consciousness. Tourism’s fundamental nature is dynamic, and its interaction with heritage often results in a reinterpretation of heritage (Nuryanti, 1996). As stated because of the dynamics of cultural tourism, the interpretation of heritage needs the support of the service industry in the interest to satisfy the visitors. By satisfying the visitors a destination will offer quality in their product.

The objective was to analyze if destinations can benefit from developing tourism strategies through the arts and culture. The main reason for attention given to improving service quality in all organizations is that service leaders believe that high quality pays off. (Zeithaml et al, 1990). As stated improving service quality means adding excellence to an emerging destination. Its fundamental to remark that quality in a destination not only relies in the development of infrastructure, but in the proper service given at the destination. However it is particularly significant in the context of this trend that interpretation and presentation may be seen as fundamental in contributing to sustaining the cultural heritage (Sigala et al, 2005). This supported that interpretation and presentation play an important role in the prosperous development of a destination. Therefore tourism strategies need to create frameworks that focus on providing an adequate presentation of the artistic and cultural assets of the destination.

The aim of this chapter is to find out if emerging destinations can benefit from offering a proper interpretation of their cultural identity. For example good interpretation should also take special consideration such as bilingual and multilingual, cultural difference, and disability. (Chhabra, 2008). For this reason the cooperation of public and private sector is important because by working together they can develop more cultural infrastructure and provide a better customer service to its visitors. The process of improving quality in line with identified standards requires a close working relationship between everyone involved in tourism at the destination (Enterprise DG Publication, 2003). As presented the cooperation between the service or hospitality industry and the local authorities can benefit the destination. To summarize the arts and cultural tourism can add excellence and quality to a visitor’s experience when cooperations between all stakeholders exist and when proper interpretation and service is offered.

2.4 Quality through culture and the arts

Tourism strategies needed to implement frameworks that foster cultural and artistic assets in the interest to create a quality product. This part has studied the diverse aspects of quality in a destination based on the specific elements asked in the five research questions. In other words for the context of the thesis, the specific elements used in the research questions like, attractiveness, differentiation, distinction, competitiveness and sustainability were investigated and analyzed in the interest to find out the nature of quality. For the context of this dissertation all aspects of the research questions have been studied and analyzed in order to come up with proper and reliable conclusions.

2.4.1 Culture & arts to sustain an attractive destination

After studying the nature of quality for the context of this dissertation then it was necessary to analyze how the arts and culture can sustain an attractive environment for an emerging destination. First was important to note that tourism planners needed to understand the importance of preserving and conserving cultural and artistic assets for the future. Tourism planners know that to sustain a successful destination management tools and policies can be used to minimize or reduce the impact and pressure of visitors while conserving heritage, cultural assets and resources (Sigala and Leslie, 2005). As stated, the need to reduce the negative impacts of tourism in the host community plays an important role in the healthy development of a destination. Unfortunately there is the “need for coordinated arts tourism strategies at local, regional and national levels” (Getz, 2007). As noted, strategies need to be implemented at local, regional and national levels and for these reasons it is important that tourism planning development has a mutually beneficial relationship between the cultural and tourism sectors (Quality tourism development, 2008). This presents the fact that tourism planning and development can benefit from implementing strategies that create an environment where communities celebrate their identity, preserve their cultural assets and have a better quality of life.

Studying the benefits of cultural tourism needed in depth research from a universal perspective. Literature regarding the International Conference on Cultural Tourism "Universal Tourism: Enriching or Degrading Culture" held in Yogyakarta, Indonesia produced the Yogyakarta Declaration on National Cultures and Universal Tourism presents important resolutions about cultural tourism. The declaration contained a number of resolutions which stressed sustainability; protection of natural environments; the creation of harmony between the needs of the visitor, the place and the community; broad community support with a proper balance between economic, social, cultural, and human objectives; and a recognition of the importance of the relationship of government, the host communities, and the tourism industry (Jamieson, 1994). The basic universal principles of cultural tourism are based in the creation of harmony and balance between the visitor and the host community. Harmony and balance in a destination create a positive and attractive environment thus adding quality to the tourist experience.

On the other hand destinations nowadays need cultural and artistic assets in order to sustain an attractive environment and bring new businesses. There is a mutual desire for the arts and cultural and tourism sectors to work together, a dynamic interaction between the arts and the tourism markets and make a coordinated approach to marketing arts and culture to visitors a priority (Tourism Western Australia, 2007). As stated there is a vital relationship between arts, culture and tourism and when combined they can benefit communities and sustain quality tourism development. The recognition of a community's arts and culture assets is an important element of economic development (American Planning Association, 2011). Its important to balance all elements of tourism planning and to provide the overview needed for cultural tourism professionals to strategically align their orientations with those of business (Walle, 1998). When a tourism destination creates more jobs, it improves the quality of life of its inhabitants, and becomes more attractive not only to visitors but for tourism investors. To conclude cultural tourism and the arts can sustain a quality destination because they act as vital elements that support an attractive environment for identity and economic development to be in harmony.

2.4.2 Using culture & the arts for competitiveness

To find out if the arts and cultural tourism can increase excellence in a destination, it was necessary to study case scenarios that supported the benefits of cultural tourism. This dissertation found in the Travel and Tourism Competitiveness Index of the World economic forum a great example that shows the benefits of cultural tourism. The World economic forum, has a competitiveness in depth analysis program around the world that compares diverse destinations and their competitiveness. A part of this program ranks travel and tourism competitiveness through each country's disposal of cultural resources. In this pillar they include the number of UNESCO cultural World Heritage sites, sports stadium seat capacity, and the number of international fairs index exhibitions in the country, as well as a measure of its creative industries exports, which provides as indication of cultural richness. They also grade quality human resources in the economy to ensure the industry has access to the collaboration it needs to develop and grow. This year, Sweden, Spain and the United Kingdom are the top three ranked countries for their cultural resources. All three have a large number of World Heritage sites, strong creative industries, many international fairs and exhibitions, and significant sports stadium capacities. These attractions come together to provide a variety of cultural attractions for visitors. (World Economic forum, 2011). As noted by the World economic forum, destinations that foster the arts and culture tourism show superior competitiveness thus giving more quality to the product.

Literature from Emerging Tourism Destinations suggested that the arts and cultural tourism can work as a great tool to add quality to emerging destinations. (Emerging Tourism Destinations, 2011). It is necessary to note that destinations that have artistic and cultural assets can attract more quality visitors that support heritage. This adds distinction and differentiation to a destination. To sum up this thesis has provided examples from tourism literature that supports the fact that culture and the arts attracts high profile visitors which helps a destination to be more competitive.

2.4.3 Differentiation through culture & the arts

Cultural tourism is spreading around the world and this can help emerging destinations repositioned themselves in the global market by developing new culturally rich and authentic products. Globally tourism destinations that traditionally relied on business, convention or leisure travel are now in need to add cultural and artistic aspects to their strategies to sustain the destination. (Richards 2007). As noted destinations now are in need of implementing cultural and artistic assets in the interest to sustain the reputation and differentiation of the destination. As studied in chapter 2.3 cultural tourism is a great tool for emerging destinations to use in their development strategies because it creates jobs and attracts international and regional visitors while preserving the host cultural identity. Culture as heritage, and culture as contemporary creativity are being used simultaneously in the redevelopment or repositioning of destinations (Smith and Robinson 2006). The collaboration between arts and culture and tourism markets is vital because it sustains differentiation through identity. A destination that offers a unique experience can differentiate from others.

As noted in previous paragraphs a balance is needed between the tourist, the experience of the culture visited and the host community. The tourist, the culture and the community are dependent upon one another (Richards, 2007). In order to sustain a destination in the long term all members in the destination need to work towards the same goal. Besides dollars and cents issues related to cultural tourism, the multifaceted, long term well-being of the host community also needs to be considered (Walle, 2010). For this reason tourism strategies need developmental frameworks that foster authentic experiences that benefit the visitor and the host while offering differentiation. The environmental performance of heritage and culture based tourism attractions is very much a part of today's agenda (Sigala et al, 2005). As mentioned by scholars sustainability is already part of tourism development strategies. Sustainability as a common future which can be define as meeting the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission for environment and Development, 1987). In the context of this dissertation this literature presented that cultural tourism preserves the heritage for future generations thus protecting the identity of the destinations present and future. "In the age of experiential leisure travel" (Getz, 2007) tourism professionals need to create policies that will ensure the preservation of culture and heritage authenticity in order to provide a unique experience through differentiation.

To find out if cultural and artistic assets increase differentiation in an emerging destination is the major aim of this chapter. The book "Tourism, Power and Culture" presented an interesting anthropological perspective regarding cultural tourism. The authors stated that culture in a narrower sense is something that may be an attraction for the tourists, whether it is in a form of a museum, architecture, music or religious ritual (Macleod and Carrier, 2010). As noted culture acted as an attraction of itself and that differentiates the destination. Its important to be aware that heritage in the form of attractions, centers, museums and monuments can become a magnet for tourists consequently bring money to a community, region or nation (Macleod and Carrier, 2010). The influence of cultural tourism goes beyond creating unique experiences because the

concept of culture is a complex definition that has political, social and culture effects in the development of any destination (Macleod and Carrier, 2010). These cultural and artistic attractions are the fundamental elements that will differentiate the destination.

2.4.4 Destinations that added distinction through arts & culture

For the purpose of this dissertation, diverse examples from destinations around the world were studied, in the interest to analyze if the use the arts and culture tourism increased quality and distinction. Surveys show cultural attractions high up on the list of overseas visitors for coming to the UK (Yale, 1998). As noted overseas visitors are interested to visit cultural attractions, and they will travel for that specific desire, and to appreciate the arts in a destination. In the UK, the arts were increasingly seen both as a catalyst for urban renewal and as a stimulus for tourism. As Yale stated (1998) in the case of London for example, many art venues receive a high percentage of overseas tourists, and this bias towards London is probably most pronounced because the best know national art collections, theaters, opera houses and concert halls are all in the capital . As noted London has a high percentage of overseas tourism because of its great cultural facilities, which is a good proof that cultural infrastructure increases high profile visitors. For example in the USA in the public sphere, cultural tourism is being recognized as a key ingredient for the national strategy (Walle, 1998). As stated countries are already using cultural tourism in their national tourism strategies because they see it as a great potential to sustain a quality destination.

Another example is the case of Western Australia where the arts and cultural industries contribute \$2.3 billion (2.2 Percent) of Western Australia's total production which is double that provided by sport, gambling and recreational services (1.1 percent). (Tourism Western Australia, 2007). It is important to mention that London and Australia are not emerging destinations, however they can be use as examples that for other destinations to use the arts and cultural tourism to add excellence to its product. In addition to this examples is important to notice the case of the Lappish community in Finland with regards to arts and crafts production, traditional heritage and tourism development. There local villages improve their arts and crafts business as a result of training and networking, and local women have been instrumental in developing cultural and heritage tourism (Smith et al, 2006). This example shows the positive impacts that cultural tourism can have in a small community not only by improving the business of the local people but by encouraging inclusion of all the members of the community, in these case the women. It is important to consider that this literature suggests that for cultural tourism to be successful, the cooperation of the members of the community is needed. On the other hand emerging destinations can still benefit from cultural tourism without having the same infrastructure of developed countries. For example on the search for souvenirs, tourists often look for arts and crafts in the destination (Oppermann and K. Chon, 1997). As noted emerging destination can use the arts and cultural tourism to attract visitors that support cultural identity. Developing tourism strategies through the arts and cultural tourism have the great potential to attract high profile visitors that support culture thus adding value to a destination.

It is important for the purpose of this dissertation to understand the context of how cultural tourism can make a place highly attractive. To be highly attractive in a competitive market, a cultural item needs to have a strong “head start” if it has something distinctive about it. Items like a national museum represent a unique selling proposition in the fight to bring in visitors. (P. Boniface, 1995). For example the Scottish cities of Glasgow and Edinburgh deployed many various tactics to secure for themselves a new museum of Scottish Modern Art. Halifax, a post industrial city in northern England, experienced some regeneration to its local economy and its urban fabric through the attraction of a Museum for children, Eureka. Rotterdam, The Netherlands, with little or no historic cultural attractions, used a new gallery, The Kunsthal, designed to attract visitors. On the other hand Luxembourg developed a high visitor profile when the opened the National Gallery of Art. Star refurbishments create attraction as well, that is the example of the Museum of Catalan Art in Barcelona, which after restyling it, turned it to be a great new attraction. These past examples presented how the arts and cultural tourism can increase quality to the destination. These examples, even though they are European and not Latin American examples, presented how destinations can place themselves in the map by using their arts and cultural assets. “Places such as these, whose essential pull is the artistic quality and calibre of their buildings, contents or style of display, will lure high culture tourists and addicts of design from far and wide” (Boniface, 1995). As the author of the book, *Managing Cultural Tourism* stated, cultural tourism and the arts attract high quality visitors thus adding not only quality but also distinction to the destination.

The aim is to study examples that use culture and the arts in the interest to increase distinction in a destination. For example, in Ontario, Canada, tourism and culture are combined in one ministry. The Ministry of Tourism and Culture supports the delivery of high quality tourism and cultural experiences to Ontarians and visitors. They promote sustainable, customer -focused tourism industry helps improve the quality of life, increase pride, economic growth and social vitality. (Ministry of Tourism and Culture, 2011). Another example of how the arts and tourism work together towards quality is in San Francisco, California, where the Arts and Tourism Program’s (SFATP) mission is to promote San Francisco’s image as a cultural destination and increase visitor attendance at arts events by integrating the arts into new promotional programs, information services and tour packages. Cultural tourism surveys consistently rate San Francisco's art industry as a core reason for visiting (American for the Arts, 1997). As noted destinations use the arts and culture to celebrate diversity and attract quality visitors. Cultural Tourism development is considered a viable channel to attract tourists to a destination and to enhance resident’s overall quality of life. Another example is the Indianapolis Cultural Development Commission that created a program which main goal is to improve the quality of life (QOL) of its residents through the promotion and creation of cultural offerings in the greater Indianapolis area. (European Journal of tourism Research, 2010). As stated, these are just some of the many examples of how world class destinations use the arts and cultural tourism in the interest to increase quality and distinction.

2.4.5 Sustaining a destination in the long term

Tourism is perceived as a development with potential to supplement other economic activities, however a balance between those developments and the need to preserve the environment and the cultural identity can not be ignored. This form of tourism is a vital activity because it sustains the prosperous development of an emerging destination. “Tourism is now a common prescription for funding sustainable community development worldwide” (Ringer, 1998). As Ringer stated tourism can benefit destinations, however there must be a balance between the economic growth, conservation of traditions and the preservation of the environment. The interest by tourists through the development of cultural tourism can play a part in contributing to sustaining both the community and its resources (Sigala et al, 2005). As noted by Sigala the development of artistic and cultural assets in tourism strategies can support the destinations sustainability.

Developing tourism through culture and the arts can bring excellent benefits to a destination. Culture is the glue that ties people together and, it has a significant role in straightening the mental health of individuals and the community as a whole (Walle ,1995). As stated by Walle, culture and the arts benefit the destination as a whole, therefore cultural tourism plays an important role in sustaining a prosperous destination. Despite allegations that tourism can be a distorter, commodifier, and ultimate destroyer of indigenous culture, scholars argue that tourism can contribute to the protections and enhancement of traditions, customs, and heritage, which could otherwise disappear (Hashimoto, 2002). As stated cultural tourism has the potential to sustain a prosper destination because it supports the customs, heritage and traditions of the host community thus making the destination more unique and distinctive.

2.5 Summary

The result of the rising interest in the arts and culture in the tourism industry is an increasing attention to cultural globalization. This chapter has investigated, studied and analyzed the diverse definitions and benefits of the arts and cultural tourism. The researcher found out that this trend has been called a liberal art and a social science. This represents the universality and complexity of this form of tourism. This chapter presented some key elements that are necessary to sustain a prosperous destination. Culture and the arts are these key and beneficial elements because they increase distinction, differentiation and attractiveness in a destination.

After a comprehensive review of literature, the past chapter presented that cultural tourism benefits a destination because it can attract quality visitors that support cultural authenticity. This type of tourism creates differentiation and distinction because it allows the destination to keep its own identity while preserving its heritage. The past chapter analyzed the diverse definitions of quality in the tourism management context. In this chapter the five research questions were presented. This five questions have been investigated through the context of this study of cultural tourism. Examples of destinations world wide have been presented in the interest to support that cultural tourism has been used to increase quality. This past chapter presented that the arts and cultural tourism can increase economic development, competitiveness and differentiation, which

are vital assets to sustain a prosperous destination in the long term. In summary this chapter has supported that destinations around the world have and will continue to use the arts and culture as a magnet to attract quality visitors worldwide.

Chapter Three

Case Study: Peru



The arts and culture supports a sustainable customer -focused tourism industry that improves the quality of life, increase pride, economic growth and social vitality. Ministry of Tourism and Culture Canada.



Photos:PromPeru

3. Case Study: Peru

3.1 Potential of arts & cultural tourism in Peru

The aim of this dissertation is to find out how can tourism planners implement strategies that foster the arts and cultural tourism in order to add quality and welfare to an emerging destination like Peru. Destinations like Peru need tourism planning strategies that increase economic, social and cultural development in the community. Tourism has been considered as an economic panacea for developing countries (Opperman, 1997). Tourism can make a big contribution to the economic wellbeing of a destination, however the development of a quality tourism market is about more than economic development. In recent decades, cultural tourism has emerged as a vital and lucrative activity (Walle, 1998). The necessity to implement models that foster cultural identity and increase the welfare of the community play a key role in creating a quality tourism product. We encourage tourism development to improve the quality of life for our local community. If you're not generating a means for improving the quality of life in your community that is equal to or greater than any adverse impact you may be having on your community (Mercer , 2005). As Mercer mentioned (2005), tourism development needs to improve the quality of life of the community and this aspect will add distinction to the destination.

Cultural and artistic tourism frameworks that support unique experiences are a great strategy for preserving heritage authenticity and differentiation in a destination. A country like Peru that is rich in traditions and culture can use its heritage to offer unique and different experiences to its visitors. “For the purpose of tourism, heritage has assumed an important role, in value along with the growing need to differentiate one destination from another through the utilization of culture as a means of distinction” (Macleod et al, 2001). As stated destinations can use culture as a form of distinction from other similar destinations world wide. Tourism planners need to focus that strategies under development need to target tourists interested in arts and culture as a form of marketing the destination (Queensland Tourism Strategy, 2007). As stated the potential of the arts and culture in the interest to increase the influx of cultural tourism to a destination is excellent.

Nowadays the money rich and time poor societies and the sophistication of traveling has made travelers search for quality destinations that offer unique experiences more than ever before. What is unique about a place and a community, the heritage, artistic and cultural life of an area can be used to attract visitors and create a better quality of life for those who live there (Tourism Western Australia, 2007). Destinations rich in heritage authenticity like Peru, with 11 Unesco World Heritage sites (Unesco, 2011), can benefit from their rich cultural identity and traditions. Heritage is one of the ways locations become a destination (Kirshenblatt, 1998). An emerging destination landscape can be shaped by heritage, and this heritage should be use as a tool for marketing, branding, economic development and to give identity to the tourism product.

The aspect of heritage is important to consider when implementing tourism strategies, because tourism need to be design to foster a sense of pride in the people of the destination which will allow a more positive and authentic visitor experience. “Tourism is used as an economic justification for heritage preservation” (Sigala, 2005). “Presentation of their culture to tourists can also bring about a renewed source of community pride” (Richards, 2010). As noted in these statements, the arts and culture tourism play a key role in increasing pride and economic development in a destination. On the other hand cultural and artistic assets supports preservation of culture because of it potential for the long term benefits of the destination. These strategies can help an emerging destination by offering distinction to it.

3.2 Peru as an emerging destination.

The objective of this dissertation is to find out if developing cultural tourism can add quality to an emerging destination like Peru. It is important for the purpose of this thesis to find out if Peru can be considered an emerging destination. The study of the development of tourism in the Latin America was fundamental in order to understand Peru as en emerging destination. For this reason it was necessary to study and analyze the meaning or definition of an emerging destination. Drost and Groenendaal suggested that a destination needed to show specific characteristics in order to be considered emerging.(Drost. and Groenendaal, 2011).This characteristics are based on growth through changes in:

- *political and economic situation,*
- *safety and environment,*
- *tourism product,*
- *tourism demand.*

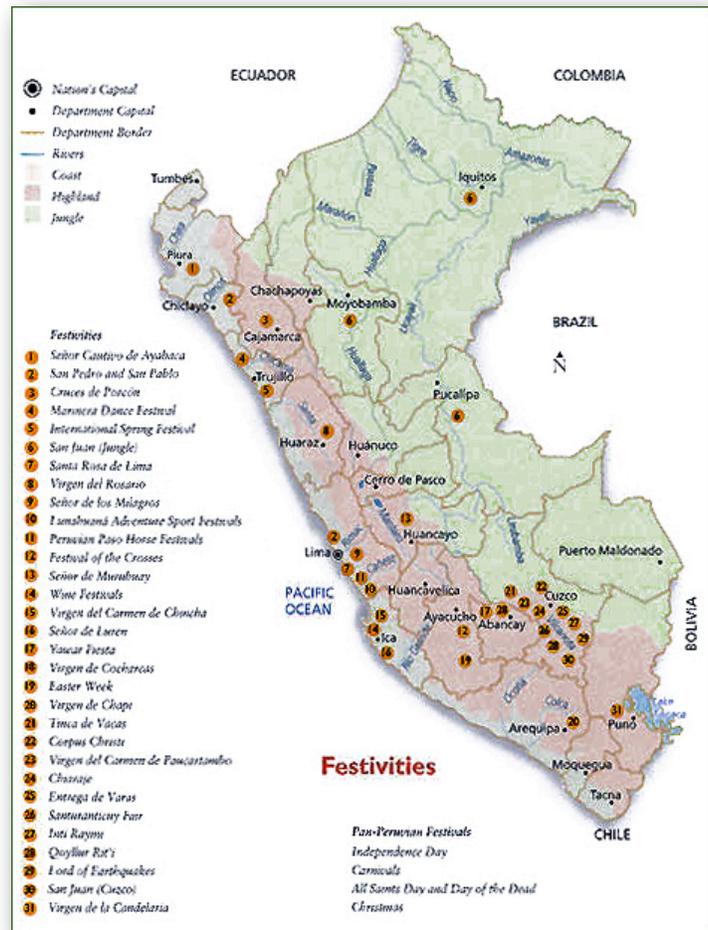


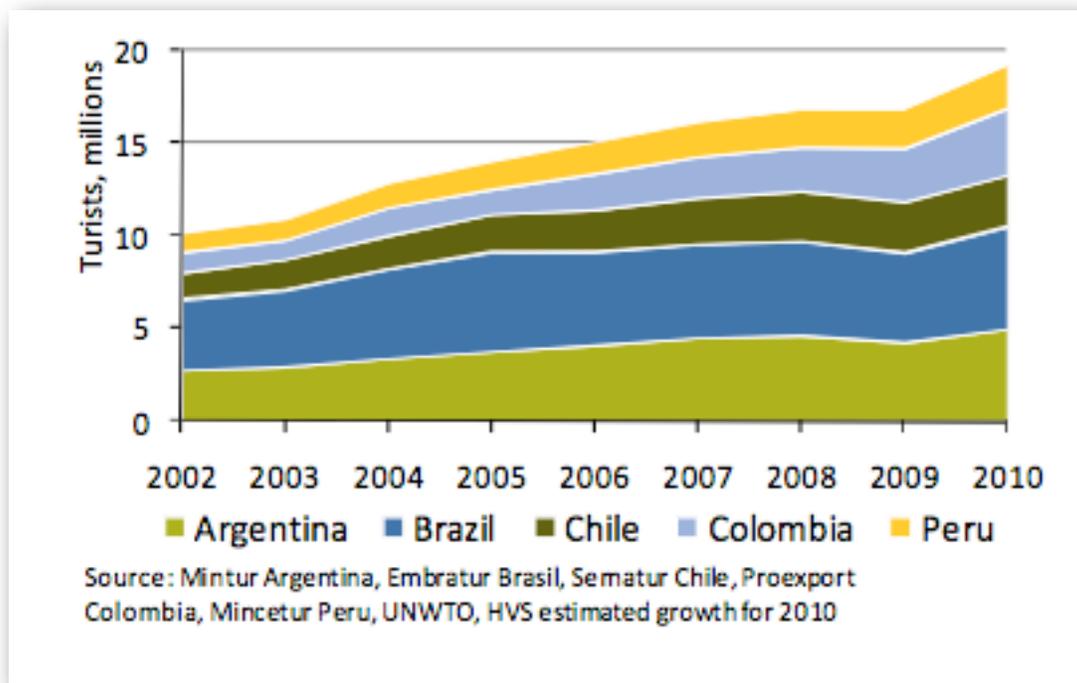
Diagram 3.1 Festivities map of Peru
Source: Promperu 2011.

As suggested by Drost and Groendaal the study and analysis of these characteristics are vital in regards to finding out if a destination can be called an emerging destination. This dissertation has investigated the four characteristics stated in the interest to demonstrate that Peru is an emerging destination.

3.2.1 Analysis of Peru as an emerging destination

First, this study focused on tourism in the region and then the specific characteristics of tourism in the country of Peru. South America represents 2.51% of worldwide international tourist arrivals, which in 2010 was equivalent to 23.5 million tourists. This percentage of international tourism has been kept stable throughout the past decade (HVS, 2011). This shows that South America has had a stable influx of tourism in the past year, a fact that shows a positive potential of the region in regards to International tourism. The Peruvian tourism industry has grown at striking rates as the economy has stabilized and public safety has increased. Since 2004, tourism arrivals have grown 12% annually, over 3 times as fast as average growth rates in the world. (UNWTO, 2009).

Diagram 3.2.1 Tourism in major economies in Latin America:



Source HVS 2011

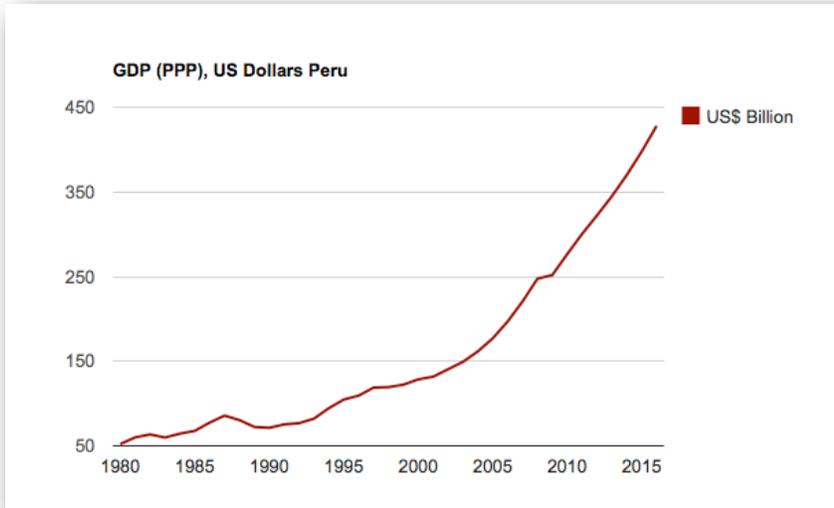
This graphic shows the tourism growth of the major economies in the South American region. Peru shows a higher increase than the rest of the countries. It is important to note that Peru grew 3 times faster than the average world growth, which reflects stability in all sense. This shows the fact that tourism in Peru is growing faster than in the other destinations. This graphic presents the fact that Peru has had a higher flow of tourism since 2002 in comparison with other countries in the region. This represents the high potential of Peru as an emerging destination for the long term.

In the following paragraphs a description of the specific characteristics of an emerging destination has been presented. The description of each of the characteristics of an emerging destination has been studied. This will assist the context of the dissertation to prove that Peru is an emerging destination.

Political and Economical situation

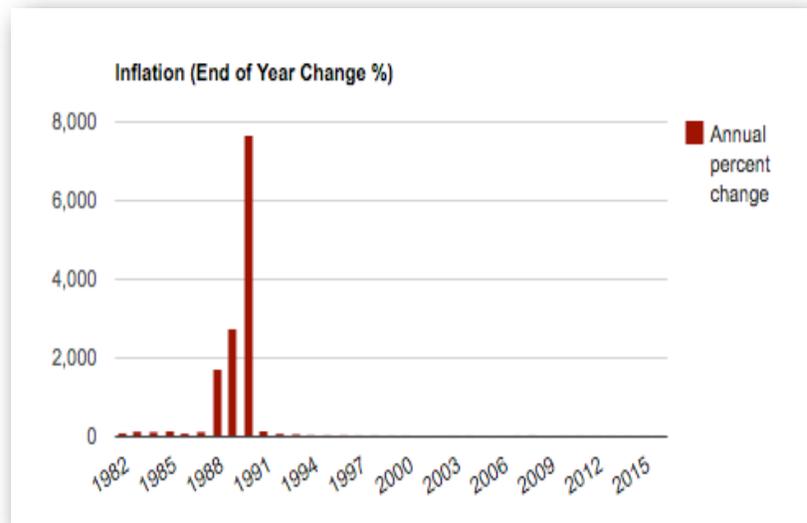
Peru's economic growth was strong over the 7 years up to 2008, averaging 6.8% a year, resulting from market-oriented economic reforms and privatizations in the 1990s. Peru weathered the 2008 global financial crisis well and was one of the few Latin American countries that had a positive growth rate (U.S. Department of State, 2011). The real growth rate for the Peruvian economy in 2008 was the highest in the world at 9.8%. Now, in 2011, the average growth rate for the first quarter in Peru has been 9.9 % (Peruvian Economy, 2011). In terms of the inflation, the world's average Inflation (End of Year Change) % value is 5.51 %; while Peru was 3.43 less than the average (Economy Watch, 2011). As noted Peru had a stable economy for the past decade and that represents the characteristics of an emerging destination.

Literature from the Travel Blackboard Australia suggested that Peru has a great investment climate. Peru is the second most attractive country for foreign investment in the region for major South American companies, according to a survey on business climate conducted in August 2010 by PricewaterhouseCoopers (Travel Blackboard Australia, 2011). Peru is the second best country to do business in Latin America according to a list published by U.S. magazine Forbes. According to Andina, Forbes considered 11 aspects for the development of its ranking among which are the private property rights, innovation, taxation, technology, bureaucracy, corruption, freedom (personal, economic and monetary), investment protection, among others (Peru this week, 2011). The well respected magazine Forbes and Price water house Coopers information supported that Peru is an emerging destination today. These magazines presented the characteristics not only of an emerging destination but of an emerging economy that offers a stable political and economical situation for cultural tourism to prosper. By offering a stable political and economical environment, Peru could have the potential to put itself in the world market of a quality cultural tourism destination.



Diagrams 3.2.2 : GDP & Inflation in Peru 2011
Source: CEST.
EconomyWatch.com's Econ Stats database.

Diagram 3.2.3 Gross Domestic product in Peru 1980 - 2010
Source: CEST.
EconomyWatch.com's Econ Stats database.



These two diagrams presented the stability and positive evolution of the Peruvian economy until 2015. As previously mentioned and as showed in the diagrams 2.2 and 2.3 Peru presents an economy that has had a positive and stable growth. Diagram 2.2 showed the inflation from 1982 to 2015 in the interest to present the great economical stability of the country. It is important to mentioned that Peru had one of the lowest inflation in the world in the past years. Diagram 2.3 represents the positive growth of the Peruvian Gross Domestic Product from 1980 to 2015. This projection suggested the favorable environment that Peru offers for investment. This two dia-

grams present the signs of an emerging economy therefore Peru can be considered an emerging destination for the context of this dissertation.

Safety and Environment

Peru was working towards improving the quality of life of its population, with efforts directed to the betterment of its economy and public health infrastructure. Nevertheless, disposable incomes were rising, and household consumption maintains a high pace of growth. Education was improving, disposable incomes were rising, and more women were joining the workforce. The Peruvian government was proactive in developing policies to address the prevention of health problems, as well as the promotion of healthy lifestyles, through multi-sectoral action. The country achieved the necessary political, social, and economic stability to develop medium to long-term social and health policies (Agriculture and agri food Canada, 2011). The INEI, reported that in 2010 the monetary poverty in Peru declined by 3.5 percentage points from 34.8% (in 2009) to 31.3% last year. Moreover, non-monetary poverty, as measured by unsatisfied basic needs, also fell from 29.1% in 2009 to 26.4% in 2010 (Martins Attorneys at law, 2010). “This result contrasts with other countries in which the financial crisis has caused an increase in poverty levels” said the Institute of National Statistics (INEI), director Renan Quispe (Everything Peru, 2011). As noted the overall increase in welfare showed positive developments in the overall environment of Peru. Peru has been working towards sustaining a favorable and safe environment for the benefit of the destination.

The information in the past paragraph has showed how Peru is creating a positive and safe environment by increasing education, health insurance, and stabilizing its social and economic development. Its important to note that Peru was working towards improving the overall welfare of its population. In addition because Peru’s popularity as a tourist destination was growing every year, the government and the people are determined to maintain that trend. The government was working hard to protect tourists and actively pursuing the criminals who target them. Peruvians have fostered an atmosphere of safety throughout the country (World Nomads, 2011). This statement presented the pursuit of Peru to become a safer place for visitors.

Tourism Product: Attracting elements

Peru had incomparable natural and cultural elements that its triggering its tourism growth. In March 2011 the Organization of American Nations (OEA) named the gastronomy of Peru a Cultural Patrimony of the Americas (El Comercio Peru, 20011). This presented the potential of diversification of cultural tourism in Peru in regards to count gastronomy as a cultural element. Additionally UNESCO (United Nations Educational, Scientific and Cultural Organization), an agency of the U.N. with its head-quarters in Paris, presented Peru with the designation of 11 world heritages sites. (Peru Tourism Bureau, 2011). The following list showed the 11 properties inscribed on the UNESCO, World Heritage List:

Cultural

- *Chan Chan Archaeological Zone (1986)*
- *Chavin (Archaeological Site) (1985)*
- *City of Cuzco (1983)*
-
- *Historic Centre of Lima (1988)*
- *Historical Centre of the City of Arequipa (2000)*
- *Lines and Geoglyphs of Nasca and Pampas de Jumana (1994)*
- *Sacred City of Caral-Supe (2009)*

Natural

- *Huascarán National Park (1985)*
- *Manú National Park (1987)*

Mixed

- *Historic Sanctuary of Machu Picchu (1983)*
- *Río Abiseo National Park (1990)*

Source: (UNESCO 2011)

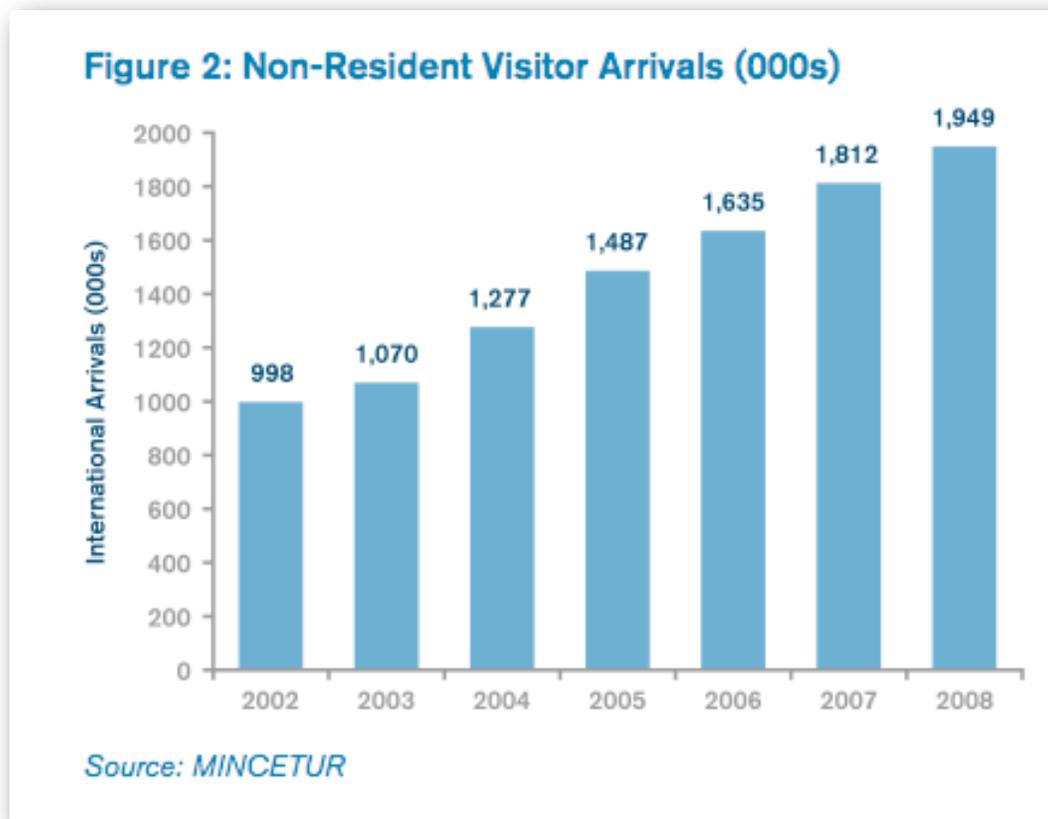
All these properties, inscribed in the World Heritage list showed the tourism potential that Peru has in the interest to increase quality in the destination. Peru after Mexico and Brazil, was the country in the Americas with the most World heritage sites. As noted by UNESCO, Peru has 11 world heritage sites, a fact that offers Peru a great potential for the arts and cultural tourism. Peru's rich cultural elements suggested that in regards to cultural offer, this nation has plenty of options to offer.

Tourism Product: supporting elements

Air transport in Peru has played an important role in facilitating the country's economic growth, which was very strong until the global recession hit the economy this year. From 2002 to 2008 passenger numbers almost doubled, which is twice the expansion of Peru's GDP over that period. During the period of 9-10% economic growth in 2007-8 air transport was one of Peru's fastest growing sectors (IATA, 2009). On the other hand new opportunities were emerging with Taca and Star Peru, these airlines were expanding flights and they are a new addition of Peruvian Airlines, the market was becoming increasingly less expensive to reach (Hotel news, 2011).

The International Airport Jorge Chavez from Lima, was elected as the leading aerial terminal in South America by the World Travel Awards. This award has been given to this airport for three consecutive years. This presented the capital of Peru to become a great tourist hub. On the other hand The Wall Street Journal graded this award as the maximum achievement given to an airport (Infodestino, 2011). The information provided showed how Peru is creating a positive tourism environment by fostering its air transport sector. In regards to offering a good tourism product this suggested that Peru can be considered an emerging destination.

Diagram 3.2.4 International Arrivals



Source: IATA 2009

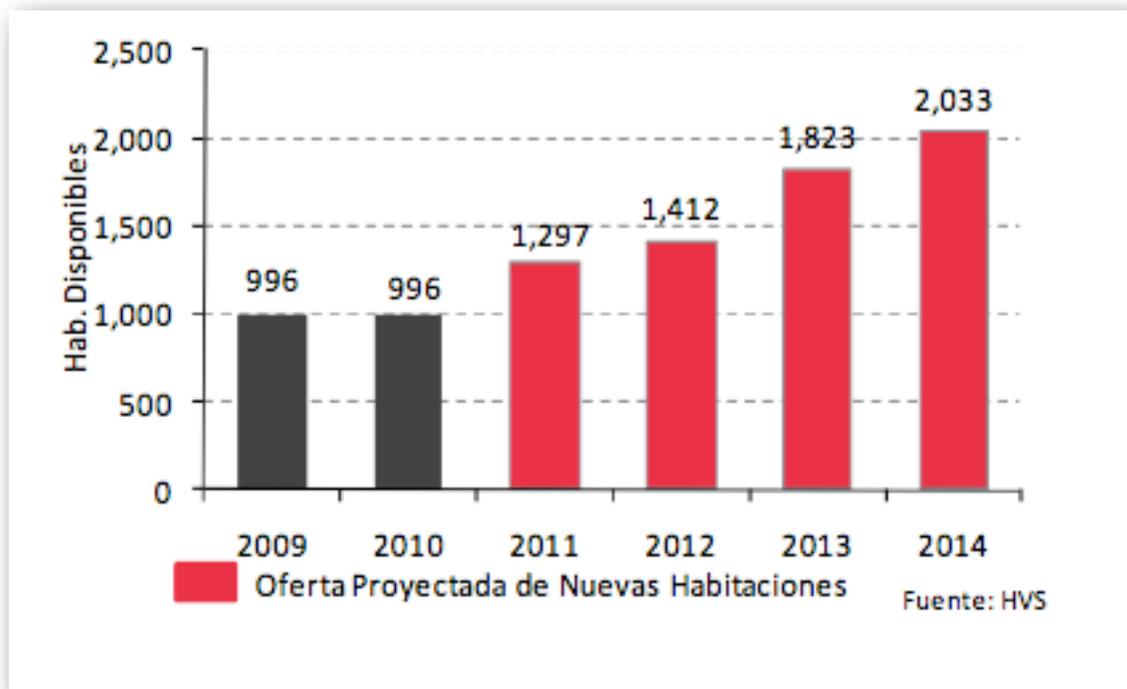
This graphic presented the increase in International Arrivals since 2002. As noted the rise throughout the years shows stability and a positive environment in terms of tourism development. As studied an emerging destination needs to offer good tourism infrastructure for tourists to enjoy their visit. As Drost. and Groenendaal noted if a destination shows increase in international visitors, it can be considered an emerging destination.

On the other hand in Peru, Hotel development has begun to diversify drastically to accommodate the increasing number of travelers coming to the country for work and play. In traditional areas of business and tourism, such as Lima or Cusco, international chains were investing heavily, though less conventional areas of the country were seeing signs of growth as well. “Peru is a very attractive country for its many tourism segments; it is an ideal destination for cultural history buffs and nature enthusiasts as well as outdoor adventurers and, more recently, exceptional shopping and dining in Lima,” said Libertador Hotels, Resorts & Spas CEO Jorge Melero (Hotel news, 2011). As noted the infrastructure and the tourism development in Peru was increasing to cater more quality tourists and luxury tourism. “The favorable economic climate experienced by Peru will seemingly continue to attract investment and business, hence increasing the number

of corporate travelers. The projected rise in demand will allow for an increase in average rates in the Luxury & Upper Upscale segment” (HVS, 2010). As noted by HVS in the this statement the luxury and upper scale segment was in rise which is the base for taking care of visitors that are interested in the arts and culture. These new niche of tourists had the opportunity to enjoy the country’s cultural assets in a safe and favorable environment.

Peru is also improved its tourist information developments. Peru has set up 15 tourist information centers around the country to help visitors solve any problems they may encounter. There is a round-the-clock hotline based in Lima, offering all relevant information on travel and tourism in Peru (Travel & Tour, 2011). “Peru has really stepped up its game in recent years when it comes to luxury hotels and upscale adventure tours, so high-end travelers can find lodging here that is truly a delight, especially in Lima, Cusco, the Sacred Valley, and Machu Picchu” (Luxury Latin America, 2011). As stated by Luxury Latin America, Peru has been experiencing a growth in luxury tourism with new hotels, ecological resorts and gourmet restaurants opening in 2011 in key tourist locations. It is important to analyze that these investments were driven by an increase in demand for luxury travel in the country, and new airline routes opening (Andina, 2011).

Diagram 3.2.5 Projected room availability until 2014 (Spanish Version)



Source: HVS 2011.

This chart in Spanish presented the projected rooms offer until the year 2014. The graphic showed an increase in rooms in the country. This graphic also represents the projected room availability for the next few years. It is important to remark that Peru was improving its hospitality and tourism infrastructure, which allows to cater more visitors. The fact that Peru was increasing its luxury tourism demand is a sign that Peru can cater new tourists interested in the arts and culture. In other words Peru showed positive changes in regards to its tourism development which are signs and characteristics of an emerging destination.

3.3 Arts & Culture to increase quality tourism in Peru

This section of the thesis focused in the study of the potential of the arts and cultural tourism in Peru. First it was important to have an overview of tourism in Peru in the past decades in order to understand the context of the potential benefits of cultural tourism in this country. Tourism has represented a new growth industry in Peru since the early 1990s, with the government and private sector dedicating considerable energies to boosting the country's tourist destinations both to Peruvians and foreigners. Foreign tourist arrivals have jumped from approximately 90,000 in 1990 to more than 1 million in 2001, with a corresponding upswing in investment in services. As of September 2011 Peru has received over 2.3 million visitors so far this year, an increase of 7 to 8 percent compared to the same period in 2010, said Deputy Tourism Minister Claudia Cornejo, who expressed confident that the country will reach the goal of 2.5 million tourists by year end. (Peru this week, 2011). As noted the tourism industry in Peru has been growing and it represents a positive evolution for the development of the country. Literature like Andean News presented that tourism is one of Peru's largest sources of revenue. The country was recently ranked by a survey titled Country Brand Index among the top 10 tourist destinations worldwide thanks to its culture and art, natural beauty and archaeology (Andean news, 2011). As noted Peru is already a top destination worldwide because of the arts and multiculturalism of the country. This presented the potential to increase its tourism demand through the arts and cultural tourism.

Tourism based on cultural resources is the type of tourism which for many years has been characteristic of Peru (Ugarte and Pacheco, 2001). In 1983, Macchu Picchu and the city of Cuzco were declared World Heritage sites by UNESCO. An additional five sites were added in the eighties, two in the nineties, and two more the past decade, bringing the total to eleven. This places Peru in the top 20 countries globally, and third in Latin America behind Mexico and Brazil (Agung et al, 2009). Eleven World Heritage sites showed the great potential of Peru to attract tourism through the arts and cultural tourism. The public and private sector were promoting the country's tourist industry in 2 specific categories: ecotourism and historical/cultural tourism. The main draws are the Amazon rain forest and high Andes, including the Colca Canyon, the world's deepest, and archaeological sites such as Machu Picchu, considered to be the "lost city of the Incas. As noted Peru has a great potential for cultural tourism because of its cultural diversity, diverse landscape and traditions. Therefore Peru has a great cultural capital to use in the interest to increase cultural tourism.

In Latin America, cultural tourism is already crucial to the development of international tourism (Richards, 2007). As Richards mentioned, the countries in Latin America were already using their culture as a primary tool for attracting international and regional visitors. Some countries were also discovering the potential of indigenous tourism for cultural tourism (World Tourism Organization, 2004). As noted in the statement, there is a big potential to promote cultural tourism in Peru because of the cultural diversity that exists. A recent study by the World Tourism Organization (2004), for example indicated that Peru classifies 93 % of its visitors as cultural tourists. As noted, Peru is a country that was already using its cultural identity as a tool for attracting cultural tourism. This proves the necessity of Peru in improving the cultural aspects and elements of the destination in order to add quality to the tourism product.

According to a survey titled Country Brand Index, Peru was ranked among the top 10 tourist destinations with regards to culture and art, natural beauty and archaeology, and it ranked third in the art and culture category, said Pérez (Andean Air Mail, 2010). The use of heritage and culture and artistic assets of Peru can be use as a tool for distinction from other emerging destinations. Attracting cultural tourists has become a common strategy for countries and regions seeking to conserve traditional cultures, to develop new cultural resources and to create a cultural image (OECD, 2009). With this in mind it is important to analyze that cultural tourism was a great tool for emerging destinations to attract visitors. In recent years cultural tourism has emerged as an important topic encompassing both cultural celebration and economic activity (Walle, 2010). Many developing countries and rural regions of developed countries are turning to cultural tourism as a means of attracting revenues from their more affluent neighbors (Walle, 1998). In this case Peru could take advantage of its cultural heritage and use it to attract more visitors.

Native folklore is another attraction in Peru that can be developed as a cultural attraction. Year after year, more than 3.000 folk festivals, 1.500 musical styles and countless arts and crafts confirm that Peru is home to one of the most varied folk legacies on Earth (Promperu, 2010) During the past few years, advances in the study of natural medicines make Peru seem like a consulting and experimental center where traditional knowledge of natural medicine can be tapped. Peru also has a rich diversity of over dances, costumes, celebrations and other traditions (Ugarte and Pacheco, 2001). Native folklore and different dances are found in regions like the Costa, where they dance the “marinera”. In the Sierra, Puno is considered the folklore capital of America where there are more than 100 different dances. Carnivals and religious festivities are part of the most important activities in the year. Taquile Island - Puno is an unique experience in the country that showed with pride their traditions and culture (Ugarte and Pacheco, 2001).

On the other hand Peru has been experiencing a gastronomic boom which benefits from the biodiversity of the region and is one of the most diverse in the world with almost 500 typical dishes. This fact presents the great capital of the gastronomy in Peru which can be use as an attraction of itself. An example of this new trend in Peruvian cuisine is APEGA (Peruvian National Gastronomic Association) whose leader Gaston Acurio, is a leading restaurateur which is the only Latin-American chef to open an international chain of restaurants (Agung. W et al, 2010). Mis-

tura is much more than a culinary event. Organised by APEGA (Peruvian Society of Gastronomy), Mistura has taken place every September for the past four years.

An example of what APEGA was doing to increase cultural tourism is Mistura, a international festival that is growing and proving that cultural events can be use to increase quality visitors. Mistura is much more than a culinary event. Organised by APEGA (the Peruvian Society of Gastronomy), Mistura has taken place every September for the past four years with more than 300,000 visitors attending annually, with perspectives to reach 1 million in the next years. (San Peregrino Worlds 50 best Restaurants,, 2011). Literature presented the excellent potential of diversifying cultural tourism with peruvian gastronomy rather than relying on the signature heritage site of Macchu Picchu. These examples shows that the arts and cultural tourism can play a key role in increasing quality in the destination.

Diagram 3.3 Cultural Tourism Map of Peru



This map shows the diverse artistic and cultural that Peru has to offer. As notice there are options throughout the country which represents the cultural diversity that exists. This map can assist tourism professionals to diversify the cultural tourism offer in Peru. Each region in this map presents the diverse artistic and cultural offer that can be develop for tourism.

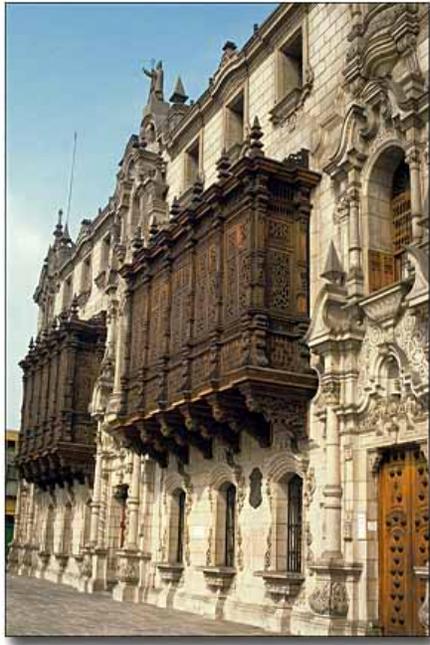
3.4 Summary

In regards to tourists needs, for their authentic experience, a destination need to offer a living culture with the proper conservation of its cultural resources. To sum up the country of Peru is working towards creating a good environment that preserves its culture and the arts thus creating a good environment for quality cultural tourism to prosper. An emerging destination like Peru need to support creative and environmental friendly practices in their strategies in the interest to sustain a proper environment for an emerging destination to flourish. The arts and cultural tourism had a complex definition that is evolving and for this reason destinations need to adapt to this changes in order to cater the needs of future visitors. In chapters 1, 2 and 3 the study has gathered information regarding the positive benefits of the arts and cultural tourism not only to the visitors but to the host community.

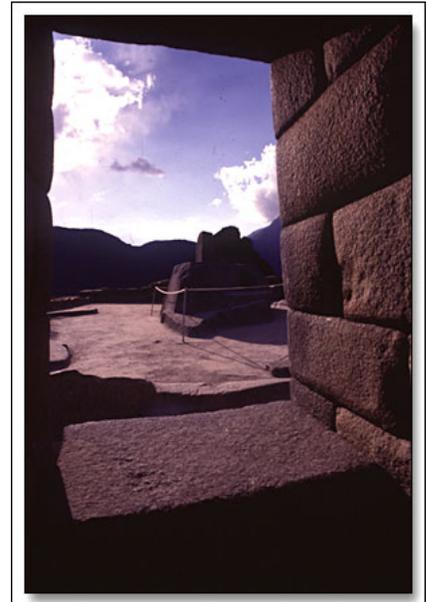
The past chapter has studied and analyzed data and information from diverse sources in regards to find out if Peru can be considered an emerging destination. Chapter three has offered key information that suggests that Peru is an emerging destination with high potential to increase its cultural tourism demand. Because of its cultural diversity Peru is a country with great potential to diversify its cultural tourism offer. The first three chapters have offered an overview of the context of cultural tourism and case study.

Chapter four

Techniques & Data Collection



Places such as these, whose essential pull is the artistic quality and calibre of their buildings, contents or style of display, will lure high culture tourists and addicts of design from far and wide.
Boniface



4. Techniques, Analysis of Data Collection

For the purpose of this dissertation information from reliable primary sources was gathered in order to come with reliable and proper recommendations. The researcher contacted scholars and professionals that are experts in this topic. For the purpose of the study, a bilingual questionnaire was sent to the scholars and tourism professionals between September - November 2011. It is important to mention that most of the questionnaires were responded in Spanish, Peru's official language. Therefore a translation of the information into the English language was needed.

It is necessary to mention that over 75 e mails were sent to diverse tourism professionals and scholars in Peru, Argentina, California and Holland. Unfortunately the study did not receive much assistance in regards to answering the questionnaires. A total of 7 questionnaires were needed as minimum however only 6 questionnaires were responded. The questionnaire consisted of five questions related to the arts and culture tourism. Each question related to a specific issue about how cultural tourism and the arts could add quality to a destination. The following paragraphs present an analysis of the information on how cultural tourism can add quality to an emerging destination like Peru. The questions were related to five specific topics regarding the benefits of arts and cultural tourism.

4.1 Analysis and interpretation of the questionnaires

In the following chapter an analysis and interpretation of the questionnaires regarding the benefits of the arts and cultural tourism was presented. It is important to mention that 5 questionnaires were answered in Spanish and one in English. For the purpose of this dissertation the translation from Spanish and English was done by the researcher. The translation was done taking in consideration the context of the study.

1. How can the arts and cultural tourism add quality to an emerging destination like Peru? Please provide an example.

Tourism professionals that answered the questionnaire suggested that the arts and culture tourism can add quality to an emerging destination like Peru because it supports the culture and identity of the country while attracting quality visitors. The head of Regional Tourism Proyecto of Colca-Arequipa, Esther Vera remarked that the arts and cultural tourism specially in the case of Peru increases quality in the destination, because it preserves the life style of the people in the destination while culturing the visitor. She also presented that cultural tourism is the main form of tourism in Peru and that this type of tourism allows visitors to know historical and artistic sites like monuments, gastronomy, arts and craft etc. (personal communication, November 1st 2011). Other contestant agreed that cultural tourism increases quality in the destination because it offers a unique experience to the visitors (C. Llerena, personal communication, October 31st 2011). As stated by the tourism professionals the nature of cultural tourism allows an emerging destination

to add quality because it offers a uniqueness to the tourist experience. As studied in chapters 1 and 2 uniqueness is a characteristic that reflects quality in a destination.

Tourism professionals gave interesting examples on how cultural tourism adds quality to a destination. Julio Viza, Director for the operations for Inca Trail Reservations in the USA, remarked that tourism goes hand in hand with the arts and cultural tourism because it makes a destination interesting. (Personal communication, November 22, 2011). In addition to that Y. Benavente from the office of IPeru in the regional historic museum of Cuzco stated that the cities in Peru that offer more culture and the arts tend to have more cultural visitors. As mentioned some cities in Peru because of its artistic assets and culture attract more tourists that support the arts and cultural tourism. As analyzed in chapter 1 and 2 destinations benefit more from this type of visitors because they stay longer, spend more money and support the preservation of heritage. Y. Benavente shared information regarding what the Ministry of Tourism and the Commission of Promotion of Peru is doing to increase quality through the arts and culture. “Cusco always in fashion and Encuentro de Textiles entre Suecia en Gotland. These events promote the fashion designers and textiles of Peru” (Y. Benavente, personal communication, October 21st 2011). Fashion and design support the creative industries and cultural assets in a destination, and by fostering them, a destination can offer a more valuable and unique product. Fostering the creative cultural elements in an emerging destination can increase quality because it creates uniqueness.

II. How is Peru developing its tourism strategies in the interest to position itself as a cultural destination?

M. Miranda supported the fact that conservation and preservation of the arts and culture is a form of tourism promotion and development (Matilde Miranda, personal communication November 1st 2011). This remarked presents the reality that arts and culture are an attraction by themselves. They act often as a magnet to attract visitors interested in new and exotic cultures. The president of travel agents and tourism in the region of Arequipa, C. Llerena mentioned a project called COPESCO, which main objective is to recuperate archeological sites in the interest to turn them into touristic zones. By turning these areas into tourism zones, Peru can present more cultural assets in its tourism offers to visitors. The recuperation of archeological sites supports preservation of heritage (personal communication October 31st 2011). Heritage preservation and conservation can increase cultural tourists influx thus increasing revenue in the destination.

Esther Vera remarked that Peru has started a new brand image of the country being implemented by “Promperu (Promotion Peru), which is campaign called Marca Peru. “Which its first objective, from my point of view, is to make Peruvians proud of their own culture and therefore make each of us a tool to promote our country with all our definitions as a cultural destination” (personal communication, November 1st 2011). As mentioned by the tourism professional and also studied in chapters 1.3.4 , fostering pride in the people of a destination allows the destination to prosper because the destination will capitalize its identity. Identity and heritage as analyzed before plays the fundamental role to turn a place into a destination. On the other hand Matilde Mi-

anda, Operations manager for tour operator CATDMC of Latin America remarked that Peruvians needed to develop more cultural assets in their tourism product. Fostering Peru's artistic and cultural elements can increase visitors interested in cultural tourism. As analyzed in chapter 4 cultural tourists are considered the quality tourists because they have the tendency to spend more time and money at the destination.

The president of travel agents and tourism in the region of Arequipa, C. Llerena stated that in order to increase the quality in Peru as a destination the following steps are needed: respect for cultural diversity, promotion based on authenticity, participation of communities involved, respect to protected natural areas as well as fauna and flora (personal communication October 31st 2011). Other contestant stated the importance of the participation and creation of international events and fairs, to promote the arts and crafts and increase quality. (Y. Bennavente, personal communication November 1st 2011). In chapter 2 this thesis studied that International events at a destination increases quality. Therefore for the context of this dissertation the scholars statement supports that cultural tourism and the arts increases quality in an emerging destination. It is also important to note that quality can increase when all stakeholders cooperate and work towards the same goal. Fostering Peru's culture and the arts in international fairs increases authenticity and the influx of international cultural visitors to the destination.

III. Do you consider important to develop the arts and cultural tourism in a destination like Peru in the interest to increase its quality market?

Participants of the questionnaire agreed that any intervention for the development of the arts and culture will increase the quality to a destination. C. Llerena remarked that without the arts and cultural tourism there will be no tourism development (personal communication, October 31st 2011). In addition to this, Yenni Benavente stated that it is vital to foster the development of cultural tourism and the arts like music, textiles, ceramic, which preserves Peruvian culture that in the end adds quality to the Peruvian tourism market. In chapters 1 and 2 this dissertation has analyzed that cultural assets add quality to a destination because they increase differentiation, authenticity, preserve heritage and increases the amount of cultural tourists that spent more money in the destination. The tourism professionals answers supported the idea that cultural tourism plays a key role in increasing quality in a destination.

Esther Vera stated that fostering cultural tourism preserves the culture alive which offers uniqueness to the market. A destination that offers a distinctive product increases the chance for people to visit because the destination offers an exclusive and one of a kind product (personal communication, November 1st 2011). As studied in chapters 2 distinction in a destination can increase its quality. Matilde Miranda, the operations manager for tour operator CATDMC of Latin America stated "It is indeed important to position Peru as a unique and interesting destination to travelers. Culture and arts are our strength, so it is our mission as destination specialists, to sustainably use them, build cultural expressed products and therefore be a channel to make them worldwide known" (Matilde Miranda, personal communication November 1st 2011). As stated to use culture and the arts to position Peru as an interesting destination plays a key role in increasing qual-

ity. Preserving history and heritage can enrich an emerging destination thus adding excellence and character to it. “Peru is a Multicultural destination and therefore it is important to foster the development of the arts and culture not only to help tourism but to preserve our culture. These two important elements can add quality and increase excellence in Peru as a destination” (Y. Bennavente, personal communication November 1st 2011). As remarked by the tourism professional fostering culture and the arts increases quality because it preserves the identity of a place which makes it more attractive to visitors.

IV. Is Peru developing tourism strategies that foster the arts and culture tourism in order to differentiate itself from other destinations?

Matilde Miranda remarked the fact that cultural tourism adds differentiation to a destination. She added that Peru has a large variety of arts and culture, fundamental activity not just for Peru's cultural identity, but to differentiate Peru from other emerging destinations and make it a unique place to visit. The multiculturalism of Peru can be a magnet for visitors that are looking for new and different destinations. Nowadays Peru is being considered not only a good place to visit but a good place to invest, which is currently opening doors to different types of tourism markets specially cultural tourism (Matilde Miranda, personal communication November 1st 2011). As stated Peru’s arts and culture can open doors to diverse forms of tourism which creates differentiation. The multiculturalism of Peru is unique and that can bring differentiation which at the end brings quality.

A questionnaire participant stated that in order for Peru to differentiate from other destinations the cooperation of all citizens is needed as well as offering hospitality, respect, responsibility, friendliness to the tourist. As a key point this participant mentioned that conservation and knowledge of the cultural resources is vital to provide veridic, reliable and proper information. (C. Llerena personal communication October 31st 2011). This fact supports the analysis previously given in chapter 2.1.8 which explains that reliable and proper information of the cultural product increases quality in the destination. With this in mind it is fundamental to note that customer service plays an important role in offering a quality destination.

In addition Y. Benavente presented 2 specific strategies that Peru is doing to create differentiation. 1 To foster new archeological centers in the interest to incorporate it into diverse tourism packages. 2 To foster homestead tourism so visitors can interact and experience the traditions and custom of the people in Peru (Y. Bennavente, personal communication November 1st 2011). As presented in Peru the arts and cultural tourism plays a vital role to create differentiation. Fostering new archeological centers and new forms of interactions with the traditions and customs of the people can make a destination more attractive. Visitors that experience traditions and customs can have a unique trip. Uniqueness creates a destination to be different and differentiation is a characteristic of quality in a destination.

V. In the case of Peru, how can the development of the arts and culture assets sustain excellence in an emerging destination.

It is necessary to note that this question is related to the word excellence that for the purpose of this dissertation it has been taking as a synonym for the definition of the word quality.

E. Vera mentioned that the arts and cultural tourism allows the incrementation of excellence and sustainable growth. This can only happen when studies have the interest to understand and recuperate artistic and cultural manifestations (Personal communication, E. Vera, November 1st 2011). C. Llerena presented that in order to provide excellence or quality a change in mentality is needed. It is important to see tourists like friends or brothers that can turn into promoters of Peru in their homeland thus incrementing the tourism that come to Peru. She added that hospitality and friendship plays a key role to add excellence to a destination. The tourism professional also mentioned that the abundance of cultural tourism and the arts can motivate new tourism trends thus adding more quality to the product and market (personal communication October 31st 2011). In addition to this, Julio Viza stated that the best way to develop new native communities is by fostering their arts in the interest to increase and innovate new trends in tourism. (Personal communication, November 22, 2011). This remarks from the tourism professionals confirm what was studied in chapter 1.3, that cultural tourism supports creativity, increases productivity and creates innovation in a destination thus adding quality to the destination.

Matilde Miranda remarked that the arts and culture are really important for a destination however it needs to be develop in all sectors of a destination, all services need to keep the quality and fulfill the client expectations. Cultural tourism needs the friendship and hospitality of the people in order to provide a quality experience (personal communications , November 1st 2011). In other words cultural tourism needs proper interpretation given at the destination in order to add quality. To sum up tourism professionals need to work together with all stakeholders in the interest to offer proper information, guidance and interpretation in an emerging destination.

4.2. Triangulation to assist analysis support

In order to investigate and analyze this trend it was necessary to use triangulation and search information from different sources. For the purpose of this thesis it was necessary to use triangulation in need to find reliable primary research. The thesis wanted to reach a total of 7 questionnaires but only 6 of them were answered. For this reason the dissertation used three other forms of research methodology in the interest to find new reliable sources of information.

The first method was to find studies of cultural tourism in Peru that can in one way or another help the context of this thesis. Fortunately one of the tourism professionals that received the questionnaire provided the researcher with an official study about the profile of the cultural tourist in Peru. The tourist professional provided a study done by the Promotion Peru which is the Peruvian entity that takes care of tourism and commerce in the country. Susy Fuentes from IPeru - Lima remarked that the official study done by Prom Peru “ Profile of the Cultural Tourist in Peru” could offer more reliable information for the purpose of this dissertation (Susy Fuentes, personal communication, November 16th 2011).

The second method was to compare Peru's cultural tourism to other similar destinations worldwide. The study and analysis of emerging destinations with similar historical endowments supported the aim of this thesis in regards to find out if cultural tourism benefits a destination. And the last research method for triangulation was to gather information through social media like Facebook and twitter.

4.2.1 Analysis of the profile of cultural tourists that visits Peru

The official document given from an official tourism entity in Peru offered information that supported the objective of this thesis. The official study was about the cultural tourism profile from PromPeru, the Peruvian entity responsible for the Promotion of Peru as a tourist destination worldwide. PromPeru, realized a study of the cultural tourist profile with the objective to understand the motivations of foreign visitors and determine the characteristics of their trip to Peru. The study was in Spanish and the investigation was quantitative and qualitative by nature. The first phase of the investigation was qualitative and made 20 interviews to foreign visitors. The second phase, which was quantitative did 400 interviews to foreign tourists. Both phases were done in the International Airport Jorge Chavez of Lima at the time of departure and to foreign tourists that realized at least one cultural activity.

The following bullet points presented an analysis of the motivation of cultural tourism based on the study's results and conclusions. The following information was analyzed for the context of this dissertation and to support the fact that the arts and cultural tourism can increase quality to an emerging destination like Peru.

Analysis Cultural Tourist Profile:

- I. In the study, foreign tourists defined cultural tourism as beneficial because it allows to learn from other cultures that are different from theirs. 61 % of the foreign visitors found cultural tourism experiences beneficial because they allow interaction with new lifestyles and heritage. 23 % mentioned important to learn the history from other countries, 21% to interact with people from other cultures. 21 % of foreign visitors noted that they prefer countries that offer a variety of cultural activities. 25 % stated that they prefer destinations that have renowned International history and 19 % noted interest in archeological sites. As noted the foreign tourists supported the fact that cultural tourism is a form of culturing the visitor. The cultural tourists are willing to learn from a different culture, this presents that differentiation is a unique attribute and magnet for visitors. As stated in chapter 1.3 this type of tourism is the "Holy grail of quality tourism" (Richards, 2007) because cultural tourism cares for the culture it consumes while culturing the consumer.
- II. In regards to supporting the economy of the destination, the study presented that 91 % of the foreign tourists bought a typical artisan souvenir in their trip. This shows that cultural tourists are interested and care for the culture they visits and they will spent more money at the destina-

tion. As study in chapter 2.1.2, cultural tourists that buy typical goods in a destination create jobs and businesses and generate community pride and heritage.

- III. In terms of selecting the aspects of the influence of their visit 93 % of foreign visitors mentioned interest in the archeological sites as most important influence for their trip to Peru. In addition to that 58 % preferred to visit museums, 49 % to try its gastronomy and 35 % to buy art from artisans. On the other hand it is important to mentioned that 20 % prefer cultural attractions that are surrounded by nature and 13 % mentioned to prefer a destination with an interesting gastronomy and history. As presented by the percentages, cultural tourism attracts visitors interested in history and heritage. As investigated in chapter 2.1.2 this type of tourism helps a destination by increasing awareness of the historical sites. Cultural tourism also generates local investment and historic resources thus increasing historic attraction revenues.
- IV. Regarding activities done at the destination 89 % considered Machu Picchu as the major attraction followed by other historical sites such as Ollantaytambo (54%), the Cuzco Cathedral (53%), Camino Inca (24%), Lineas de Nasca (24%), Convento de Santa Catalina in Arequipa (23%) and other cultural sites. These percentages present the fact that foreign visitors prefer and find inspiration to visit cultural sites. In the case of Peru, Macchu Picchu gets most of the tourist, however is important to note that this type of tourism can also help diversify the destinations attractions thus diversifying the local economy.
- V. It is important to note that the majority of tourism in Peru is related to cultural tourism. The cultural tourist that visits Peru is well educated with a Bachelors or Masters degree and have a high income. The study about the the cultural tourist showed that 36 % of them were Europeans and North Americans with over 100 thousand dollars income per year respectively. The rest came were South Americans tourists with a yearly income of 20 thousand dollars respectively. This showed the fact that the cultural tourist has more money to spent at the destination. This supports that the arts and cultural tourism creates jobs and businesses. As studied and remarked in chapter 2.1, a cultural destination need the high-spending visitors because they will spend more money and stay more days in the destination.
- VI. The official investigation about the cultural tourist profile that visits Peru found out that a major preference is to find historical attractions that offer diverse cultural activities and that are surrounded by nature. Additionally is important to note that gastronomy was also taken in consideration as a cultural element that attracts and offers uniqueness. Gastronomy gives identity to a destination because it reflects the culture of the place. This presented the reality that cultural tourists support cultural heritage and identity, thus helping to preserve it. As study in chapter 2.1.2 this helps the preservation of heritage and cultures which brings differentiation and distinction to a destination.
- VII. In addition to the different preferences of the cultural tourist, it is necessary to mentioned that one of the conclusion in the official document was that cultural tourists prefer destinations that offer proper and reliable information about their cultural and artistic sites. As investigated

in chapter 2.1.4 proper assistance with reliable information is key to offer quality in a destination. Proper and good customer service is necessary in order to provide distinction in an emerging destination.

The official study done by Promotion Peru gave key information in regards to the profile and nature of the cultural tourist. To sum up the analysis of this investigation it is important to remark that the cultural tourist prefers to visit cultural sites where proper interpretation and information is given. The past bullet points presented an analysis of how cultural tourism supports the preservation of culture and heritage while creating jobs and businesses. The analysis of the official study assisted this dissertation in the interest to conclude that foreign tourists support identity because they visit archeological and cultural sites as a priority in their trip. This study also suggested that the arts and cultural tourism can work as magnet to attract new visitors. As studied in Chapters 1 and 2 the cultural tourist is a quality visitor because is a high spender. As a conclusion the arts and cultural assets in a destination can benefit an emerging destination because it attracts quality tourists.

4.2.2 Comparing similar emerging destinations

To find out if cultural tourism can add quality to an emerging destination like Peru, it was necessary to study other similar destinations and compare them with the Peruvian case scenario. Peru is a unique destination because it is the only seat of the Inca Empire. Unfortunately Peru received only 71 tourists per capita, which is low relative to other countries such as Cambodia, Egypt, Thailand and Jordan that are competitors for Peru and help set a benchmark for desirable outcomes (Agung et al, 2010). As Peru has Macchu Picchu and the city of Cusco, these selected countries also have unique historical endowments, such as the pyramids in Egypt, Angkor Wat in Cambodia and Petra in Jordan. However these countries have managed to build tourism a more important part of their economy, representing 6-9% of GDP, compared to only 3 % in Peru (WEF, 2009). As stated Peru does not have the same amount of visitors as other similar destinations world wide. This reflects that Peru has the potential to increase its visitors and that it needs to use its World Heritage sites more wisely in order to be more competitive and attract more cultural tourism.

To triangulate for support of primary research was necessary because it added reliability to the dissertation. The previous paragraph compared Peru with other similar destinations worldwide. This thesis compared Peru with Mexico the most similar destination in Latin American because of its historical endowments and World Heritage sites. In Mexico cultural tourism is seen as a key player in increasing quality. The Sectur, (Secretary of Mexico Tourism), takes cultural tourism as an important activity for the destination. As stated in their official website cultural tourism brings with it, from a business perspective customers satisfaction, conservation of heritage and the economic and social development of communities through the generation of new jobs (Sectur, 2011). As stated by Sectur, cultural tourism adds quality in a destination because it helps the social and economic development as well as conservation of heritage. Peru has the potential to increase quality in its market and attract more tourists like Mexico has done it. Analyz-

ing Mexico's cultural tourism presents the option that Peru needs to increase the arts and cultural tourism developments in order to be more competitive, distinctive thus increasing quality in the destination.

Therefore as a conclusion it is important to notice that Peru has a great potential to increase tourism through the arts and cultural tourism. However Peru is not developing cultural tourism as much as other similar emerging destinations worldwide. The fact that other countries have more cultural visitors having similar historical endowments presents that Peru has the potential to develop tourism through its arts and culture as a form to increase quality visitors and quality to the destination.

4.2.3 Triangulation through social media

For the purpose of this dissertation the search for primary research through social media was implemented. For this reason the dissertation tried to gather information by going to Facebook and Twitter and search for Tourism professionals and scholars profiles. Unfortunately the study did not receive as much assistance in regards to find primary research through social media. Information about cultural tourism was searched through surfing diverse official websites from the government of Peru, like Promperu, Peru Brand, Ministry of Peru, Susanna Baca, Gaston Acurio (celebrity tourism and culture Ministers) etc. Messages were sent through social media with the hope to receive answers related to the topic that can be use for the investigation. Unfortunately no answer was found in regards to assist the purpose of this dissertation. In other words the search through social media was a hopeful but not a helpful task.

4.3 Summary

The questionnaires answered by the tourism professionals presented information that supported the fact that the arts and cultural tourism increases quality in a tourism destination like Peru. All participants offered reliable examples and information that presented how cultural tourism can assist a country like Peru increase quality in the destination. Primary research analyzed in this chapter supported that cultural tourism attracts quality visitors that are interested in culture and identity. Culture and the arts attracts the high-spending visitors that are interested in identity and end up spending more money and staying more days in a destination. For this reason emerging destinations need to preserve its heritage in the interest to attract more quality visitors.

The scholars agreed that cultural tourism and the arts were the main form of tourism in Peru and that it was the main reason for tourism development. They suggested that fostering culture and the arts plays an important role in increasing the quality of Peru's as a destination. It is important to note that all tourism professionals that answered the questionnaire agreed that the elements of arts and culture are vital for tourism development. Additionally this chapter studied and analyzed an official document regarding the cultural tourist profile of the visitors that come to Peru. The study of the official document helped the dissertation to analyze deeper in to the topic in or-

der to offer more reliable conclusions. The study was gathered from primary research and used as triangulation to support the context of the thesis. In addition a comparison between other emerging destinations worldwide and the Peruvian case scenario was studied in the interest to support the overall analysis of the dissertation.

Chapter five

Conclusions and Results



Photo:PromPeru

The tourist, the culture and the community are dependent upon one another. Richards G.

5. Conclusions & Results

First this chapter will introduce the diverse limitations of this research. Secondly this part presents a sum up of the overall conclusions and results of this dissertation. It is necessary to note that the conclusions in this chapter were analyzed by merging the research questions with the results and outcomes in a parallel investigation. In other words the five research questions were used in a parallel study in the interest to offer proper support to each conclusion. Finally the chapter showed recommendations, discussion and suggestions for future research.

5.1 Limitations

- 📍 The case study was Peru and unfortunately traveling to the country for primary research was not possible. Therefore the dissertation did not have the observation option and research approach which could have helped the purpose of this study. On the other hand it was harder to reach tourism professionals because the researcher was not there. The study contacted professionals not only in the country of Peru, but in other countries in Latin America like Argentina and Chile, as well as experts in California and The Netherlands. The investigation received limited amount of help in terms of the quantity of people that answered, however the quality of the help was reliable and sufficient. For this reason the dissertation had to change its flow and adopt triangulation as a different method of investigation
- 📍 The second limitation to address is that even though this dissertation in chapter 4 performed an analysis of an investigation of the cultural tourist profile in Peru, it was limited because it was one of the first ones ever done in the country. An interesting reflection comes out from realizing that the literature on the cultural tourism market is still in its beginning, and the majority of investigations seem to be still interested in documenting the size of the cultural market rather than examining the experience of the cultural tourist. This dissertation studied several culture tourism motivation approaches, however specifically in the cultural tourism arena, little was known about the nature of cultural tourists, nor about the motivation of these tourists visiting cultural sites and locations during their holiday. Today tourism scholars seek to describe and explain the behavior of tourists, however they pay more attention to research of behavior than of experience of tourists (Isaac, 2008). As stated unfortunately tourism studies don't take as much in consideration the tourist experience. Lets remarked that the visitor's experience grades quality and no vice-versa. Because as studied in chapters 1 and 2 , quality perception comes from the customers perspective, therefore future studies need to focus in investigating the experience of the cultural tourists rather than the motivation.

5.2 Conclusions

The study came up with several conclusions, however the dissertation's major conclusion is that the arts and cultural tourism can increase quality in an emerging destination. This dissertation has analyzed how tourism professionals and planners can increase quality in an emerging destination

when the arts and culture assets are develop. Additionally, quality for the context of this dissertation relied in the potential to use cultural and artistic assets to increase distinction, attractiveness, differentiation, sustainability and economic development in a destination. Therefore this dissertation presented how an emerging destination could create an attractive environment through cultural tourism and the arts in order to increase quality in the destination.

In this last chapter several sub-conclusions were presented in the interest to offer clear and reliable results regarding the research. The sub-conclusions were divided into different paragraphs supported by a specific research questions from chapter 1. The division of these conclusions per specific research question was able to allow the reader to follow up with the foundation and flow of the study while understanding the objective through the context of the research.

🎨 This first sub-conclusion was based on the first research question that related how the development of the arts and cultural tourism can support an attractive environment for an emerging destination to prosper. An attractive destination has the potential to increase quality to the visitors experience. As studied in chapter 1.1 cultural tourism and the arts can work as is inspiration for tourists to travel to destinations around the planet. Culture itself is an attraction, therefore destinations can use their cultural and artistic elements to attract visitors interested in these kind of assets. As remarked in chapter 2.8 the most renowned destinations attracted visitors from all parts of the planet by using their artistically and culturally elements. Cultural tourism allows a destination to be creative with its creative industries. Creativity in the arts and cultural tourism provides a destination with an abundant supply of possible experiences which makes a destination more attractive. Cultural tourism can create harmony between economic development, preservation of heritage and celebration of identity. In conclusion destinations needed to foster culture and the arts in order to sustain an attractive environment not only for the visitors but for the host community as well.

🎨 The second conclusion followed the context of the second research inquire that wanted to find out how can the elements of arts and culture tourism add differentiation to an emerging destination. This study presented the unique and beneficial nature of the trend in regards to offer differentiation in an emerging destination. As studied in chapter 2.7, destinations that traditionally relied on business, leisure travel or convention needed to add cultural and artistic elements in the interest to create character and differentiation from other destinations. Additionally as noted by Smith and Robinson (2006), culture as heritage and culture as contemporary creativity were being used for repositioning destinations. A destination with singular assets in its culture and heritage could provide a unique experience for visitors. The uniqueness of a destination could support repositioning which plays an important role in creating differentiation among other destinations. In conclusion emerging destinations need to foster its unique cultural and artistic assets because they help sustain differentiation.

🎨 The third conclusion followed the third research question in regards to find out how can artistic and cultural assets support competitiveness in an emerging destination. As studied in chapters 2.5, the Travel Competitiveness Index of the World Economic forum stated that cultural richness

plays a key role in adding competitiveness in a destination. The travel Competitive Index has as objective to find out the destinations that offer the best quality worldwide. For example the amount of world heritage sites, sports stadium seat capacity, international fairs and the amount of the creative exports in a destination creates competitiveness. The disposal of cultural resources in a destination helps the destination become more competitive. This presented how the arts and culture could have the potential to design an ambitious destination. Being competitive is a sign that a destination will offer quality.

📍 The conclusion for research question number four was based on the inquire on what vital elements in tourism strategies can increase distinction to an emerging destination like Peru. As remarked in chapter 2.8 cultural tourism can be seen as a catalyst for destination renewal and as a stimulus for tourism. Several examples were mentioned in the interest to support the fact that destinations worldwide have always used cultural tourism to increase high profile visitors. Attracting distinctive visitors that support culture while spending money in the cultural and artistic elements of the destination has been used throughout history by many countries. A national museum for example can represent a unique selling proposition that increases distinction. In conclusion the arts and cultural assets can increase distinction in a destination because they celebrate identity, preserve heritage and attracts quality tourists. Chapter 2 of the dissertation investigated and analyzed the diverse destinations around the world that utilized the arts and culture to increase distinction to the destination.

📍 The conclusion for the context of the last research question was presented in the question about how can developing the arts and cultural tourism in Peru sustain the destination in the long term. As studied in chapter 2.4 the harmonious balance between the host community and the visitors reduce negative impacts in a destination thus sustaining a prosperous environment. On the other hand cultural tourism contributes to the protection of heritage, preservation of traditions and celebration of identity which are key elements to sustain a destination in the long term. Therefore it is important to conclude that emerging destinations can increase its tourism demand by using their cultural and artistic assets because they bring a sense of pride in the destination, uniqueness, economic development and an attractive environment which are elements that increase quality.

To sum up after presenting these five sub-conclusions its important to note that culture and the arts are often high motivation for people to travel around the world because people travels in search to experience new cultures. Cultural tourism and the arts can sustain a quality destination because they act as vital elements that support and balance identity, the environment and economic development. The universal principles of the arts and cultural tourism are based in the creation of harmony and balance between the visitor and the host community. Harmony and balance in a destination create a positive and attractive environment thus adding quality to the tourist experience. To sum up the overall conclusion was that cultural tourism and the arts have the potential to increase creativity, cultural awareness, distinction and uniqueness in an emerging destination. Additionally it is necessary to remarked that the arts and cultural tourism supports heritage, cultural identity, and creates jobs and businesses. For the context of this dissertation all

these elements mentioned are a symbol for quality and they are vital and fundamental elements to sustain quality in a destination for the long term.

5.3 Recommendations

For the purpose of this study the recommendations offered tried to be realistic for an emerging destination like Peru. It is important to note that two different kinds of recommendations were given. The first part consisted in recommendations that improve cultural tourism development without too much investment. The second part provided recommendations that need a higher investment.

Recommendations that don't need a high investment and for the short term

📍 First recommendation needs intensive planning and organization and consists in two parts for its implementation. The first phase is the creation of a data analysis system, where information about past visitors experience of cultural tourism in Peru is documented. It is important to note that this recommendation does not require an expensive investment. A high tech program can be created to assist gather important data from previous visitors and their experience. This recommendation can be implemented in previous information tourist offices in airports, museums, world heritage sites, events and festivals. The creation of a tourist profile about culture satisfaction needed to be created in order to provide information on the perception of foreign tourists. By understanding the motivations and sociodemographic s of tourists, a destination can cater the needs of these tourists. Destinations can also use visitors profile as guidelines on which to base the development of promotional strategies in specific areas such as hospitality, hygiene and safety. Peru could benefit from a cultural tourism profile because it can be a reference point to refine the communications infrastructure improvement plans at the destination. The second phase relies in the creation of a followed up questionnaire via e mail in order to assured good customer while retrieving more information about the tourists experience. This follow up can assist a destination in regards to cater tourists for future visits. To Gather feedback from tourists, could help understand future visitors needs and expectations. By understanding the needs and expectations of future cultural tourists, destinations can present their arts and culture catering those needs. Therefore destinations can exceed the expectations of their culture tourists, which increases quality to the destination.

📍 It is important to note that Peru has a wealth of high-quality natural and cultural endowments but the cluster is only reliant on Machu Picchu. Other areas needed to open up for cultural tourism diversification near Trujillo, in the department of La Libertad, where visitors can explore the ruins of Chan Chan for example. Other areas with high potential for cultural tourism are the city Arequipa, the city of Iquitos in the Amazon river and the pre Inca treasures of Sipan, in Chiclayo in the North of Peru (Agung et al, 2001). Peru can develop internet commerce as well and marketing tools that market new cultural tourism sites. Additionally the implemen-

tation of a strong diversification campaign is needed. This campaign could encourage tour operators to foster creative tourism packages to new destinations inside the country.

🌐 A third recommendation is the creation of one international yearly culture and the arts festival and event to celebrate the identity of the people of Peru and other cultures. Nowadays Peru has several festivals around the country, however this recommendation will try to organize one that can contain a little of them all. The creation of a new cultural festival and event can attract visitors from all over the world while renovating and preserving the heritage of the destination. A festival that celebrates heritage and the multiculturalism of the destination in this case Peru. This event can follow the idea of the event Mistura that is a current successful gastronomic festival. Fostering tourism through an international festival can increase distinction and differentiation. As analyzed in chapters 1 and 2, international events and festivals play a key element in adding quality to a destination. The promotion of these type of event does not need to have a high cost for implementation. Emerging destinations like Peru need to focus on increasing the amount of international events that promote culture and the arts.

Recommendations that need high investment.

🌐 An important recommendation of a higher cost could have been the creation of one or more new iconic museums. Peru already has museums throughout the country. However the need for a world renowned museum will increase distinction and differentiation to the destination. This recommendation needs to be implemented in the long term of 5 to 10 years. The construction of the museum would need to be in a different city other than the capital Lima and Cuzco where Machu Picchu stands. Building a new museum in a new cultural city could promote differentiation. In the case of Peru, being the third country with more world heritage sites in the Americas, has the need for the construction of a world class museum. As analyzed in previous chapters quality museums improve the profile of any destination. In the case of Peru because of the multiculturalism, a world class museum could add differentiation and distinction to the emerging destination.

🌐 It is important to note that the promotion of the arts and culture tourism needs to be foster outside the destination specially in international tourism festivals. Peru will need to promote its cultural tourism offer in international conventions around the world specially in the BRIC countries with a strong focus in Brazil. Brazil could host the Olympic Games in 2014 and the World Football cup in 2016. Therefore this made Brazil a great place to promote Peru because its a neighbor country that will have a great amount of foreign visitors in the coming years. This type of promotion has a higher costs and for this reason it is important to recommend it for the long term.

5.3 Discussions & Reflections

An important reflection to note which was analyzed in previous chapters, was that quality comes from the visitors or clients perspective. This dissertation reflected that if destinations don't focus on understanding their potential culture tourist, poor quality will be offer in the destination. In other words a destination can benefit from understanding future visitors needs and expectations in the interest to cater those needs and if possible exceed those expectations. In addition to this reflection it is important to remarked that all residents must have equitable access to the fruits of tourism development (Jamieson, 1994). This discussion remarked that residents in a destination should have all the rights to enjoy the benefits of the arts and cultural tourism. Therefore it is important to note that Peru can benefit from implementing tourism strategies that foster the arts and culture in the interest to increase a harmonious environment. As remarked by Jamieson (1994), a prosperous destination needs all residents to celebrate and have equitable access to the fruits of its tourism development.

5.4 Suggestions for Future Research

Since little is known about the experience of the cultural tourist in Peru, new studies, investigations and further research should focus in analyzing the experience and nature of the cultural visitor. Future research should focus on studying the psychology of the culture tourist in order to understand their behavior, needs and expectations. It is necessary to mention that future studies should focus in analyzing the cultural tourist experience rather than the behavior. There is a need to go further in order to examine the experience aspect, which will allow a better understanding of cultural tourism benefits. This will provided clearer information about the tourist cultural wishes and desires.

A second suggestion for future research is the need to focus in investigating the cultural tourist needs and expectations in the interest to provide good customer service. By understanding the visitors needs and expectations destination can cater future tourists needs and thus exceed those expectations. An emerging destination that knows how to cater the diverse necessities of possible cultural tourists will provide quality customer service. To learn how to provide good and proper customer service plays an important role in adding quality to the destination.

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5.6 Appendix

The country of Peru is situated on the western South America, bordering the South Pacific Ocean, between Chile in the south and Ecuador in the north and on the west Bolivia, Brazil and Colombia. The official language is Spanish which ascended from the Spanish conquest of its Incan populated area in 1513. The Spanish captured the Incan capital at Cuzco by 1533, and consolidated their control by 1542. Gold and silver from the Andes enriched the conquerors, and Peru became the principal source of Spanish wealth and power in South America. By the time of the wars of the independence in the years 1820-24, Lima became the most distinguished and aristocratic colonial capital and the Chief Spanish stronghold in the America's. (Peru the World Fact Book, 2011).

Peru is a country a country with 1,804 species of birds. A nation with more bird species than found in all of North America and Europe combined. Home to 120 endemic species that cannot be found anywhere else in the world. (Go to Peru, 2011).

Developing tourism strategies through arts and culture adds quality to a destination
Case study of Peru.

The aim of this dissertation is to analyze if emerging destinations can benefit from developing strategies through arts and culture in order to add quality to the tourism product. The objective is to evaluate if the implementation of strategies that foster the arts and cultural tourism can increase excellence in an emerging destination.

Stakeholders in Peru

Questionnaire of Matilde Miranda, the operations manager for tour operator CATDMC of Latin America

How can the arts and cultural tourism add quality to an emerging destination like Peru? Please provide an example.

Nowadays travelers are looking for more vivential experiences, where they can be, somehow, involved with local culture.

Peru has a large variety of arts and culture. The diversity, color and creativity of Peru's folk art has made it a fundamental activity not just for Peru's cultural identity, but also as a way of life for thousands of families and even entire communities.

Fortunately many of these expressions have been preserved and are represented in native communities, customs, festivities, gastronomy, etc, which differences us from the rest of destinations and make us unique place to visit

How is Peru developing its tourism strategies in the interest to position itself as a cultural destination?

A big amount of Peruvians know how vast is our cultural richness, nevertheless Promperu has started a campaign called Marca Peru, which its first objective, from my point of view, is to make Peruvians proud of their own culture and therefore make each of us a tool to promote our country with all our definitions as a cultural destination:

http://www.youtube.com/watch?src_vid=fAqFJP4N4ME&v=qo_2vq8Gm_A&feature=iv&annotation_id=annotation_1415521

Also, one of the main objectives, is to use Peruvians living in foreign countries as the first ambassadors to develop more economical and tourism resources.

Do you consider important to develop the arts and cultural tourism in a destination like Peru in the interest to increase its quality market?

It is indeed important as to position Peru as a unique and interesting destination to travelers.

Culture and arts are our strength, so it is our mission as Destination specialists, to sustainably use them, build cultural expressed products and therefore be a channel to make them worldwide known, which goes, hand by hand, with local communities, who although the technology, they still keep their ancestors' history and knowledge, which give a deeply and special richness to the products we can offer to the entire world.

Is Peru developing tourism strategies that foster the arts and culture tourism in order to differentiate itself from other destinations?

In the last few years, the conscience of preserving our culture and history is being taken more seriously, as Peruvians we have realized that our strength, besides of Machu Picchu, is our culture and diversity that we can show from one place to another, we have learnt from tourists to appreciate our customs.

indeed our country is being considered as a good place to invest now, which is currently opening doors to different types of market, and to have foreigners help that together with the local people have developed community organizations that not only generates a tourism income to the community but that also gives a different product which differentiate us with other destinations, for

instance: vivential activities, voluntary trip, etc. We are growing in this area, our potential is huge and will really make a difference when it comes to choose a destination for travelling.

In the case of Peru, how can the development of the arts and culture assets sustain excellence in an emerging destination.

The arts and culture are like an accessory, you can have a very nice dress which will be like all the itinerary in the destination, and the earrings and necklace are the arts and culture, you have to wear them properly, they need to match with the dress, not too big or not too small but without them you will not look as elegant as with them. With this example we want to explain that the arts and culture are really important but need to be part of a total picture, everything needs to develop, all services need to keep the quality and fulfill the client expectations. The art and culture will indeed be the essence of whole experience, but the travel specialist needs to know the correct way to show it.

The aim is to analyze how developers can marketing the arts and cultural tourism in Peru to add excellence to the emerging destination.

Diagram: International arrivals World wide.

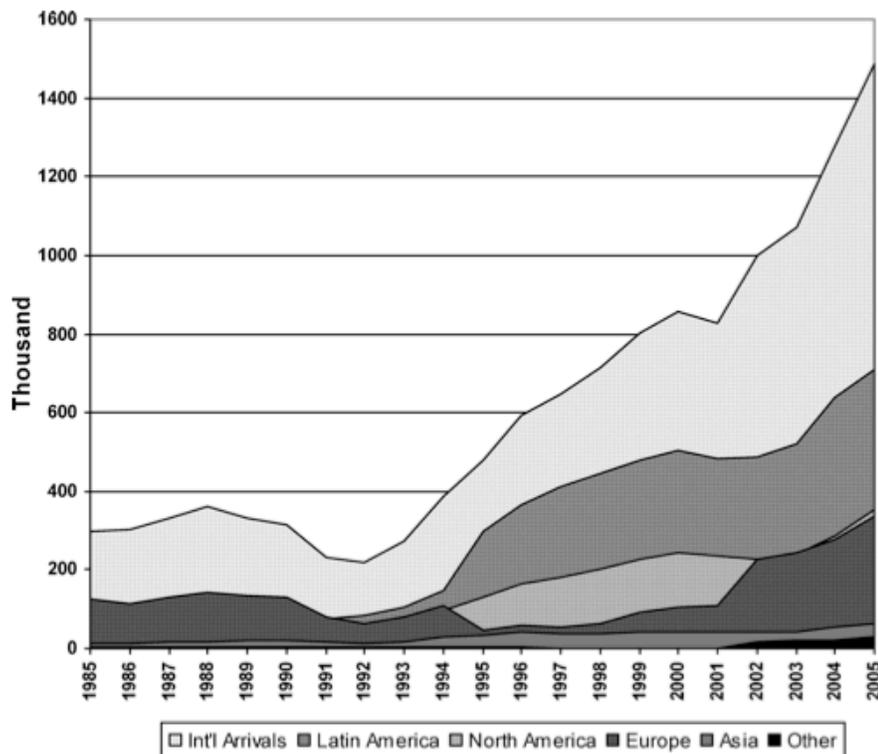


Figure 1. Tourist flows to Peru: 1985–2005. Source: INEI (2005).

