

DEPARTMENT OF MANAGEMENT STUDIES,

GOA UNIVERSITY, GOA.

"TOURISM ATTRACTION DEVELOPMENT: A COMPARATIVE STUDY OF THE  
DEVELOPMENT OF SMALL AND MEDIUM TOURISM ATTRACTIONS IN GOA AND  
PORTUGAL."

THESIS SUBMITTED IN FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE OF  
DOCTOR OF PHILOSOPHY  
IN MANAGEMENT

BY

DAYANAND M.S.

UNDER THE SUPERVISION OF



*Nargunderkar*  
*9/2/05*

*658*

*DAY/Tou*  
*T-278*

*[Handwritten signature]*  
*9/2/05*

**OF. A. SREEKUMAR**  
**IN, DCSMAT, KERALA.**

(Guide)

**PROF. CARLOS MANUEL MARTINS DA COSTA**  
**PROFESSOR, UNIVERSIDADE DE AVEIRO, PORTUGAL.**

(Co-guide)

## Contents

<b>CHAPTER NO.</b>	<b>TITLE</b>	<b>PAGE NO.</b>
	<b>Declaration</b>	
	<b>Certificate</b>	
	<b>Acknowledgement</b>	
	<b>Executive Summary</b>	
<b>1.</b>	<b>Introduction</b>	<b>1</b>
<b>2.</b>	<b>Attraction Literature</b>	<b>13</b>
<b>3.</b>	<b>Methodology</b>	<b>27</b>
<b>4.</b>	<b>Case Studies</b>	
	<b>4.1 Ancestral Goa</b>	<b>33</b>
	<b>4.2 Hydrosports Pvt. Ltd</b>	<b>52</b>
	<b>4.3 Paco D'Anha</b>	<b>61</b>
	<b>4.4 Casa do Ameal</b>	<b>66</b>
	<b>4.5 TURIHAB</b>	<b>70</b>

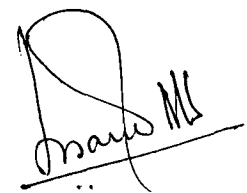
<b>CHAPTER NO.</b>	<b>TITLE</b>	<b>PAGE NO.</b>
<b>5.</b>	<b>Within-Case Analysis</b>	
	<b>5.1 Analysis of Ancestral Goa</b>	<b>89</b>
	<b>5.2 Analysis of Hydrosports Pvt. Ltd.</b>	<b>105</b>
	<b>5.3 Analysis of Paco D'Anha</b>	<b>111</b>
	<b>5.4 Analysis of Casa do Ameal</b>	<b>117</b>
	<b>5.5 Analysis of TURIHAB</b>	<b>125</b>
<b>6.</b>	<b>Cross-Case Analysis</b>	<b>131</b>
<b>7.</b>	<b>Implications and further research</b>	<b>140</b>
<b>8.</b>	<b>Bibliography</b>	<b>146</b>

## DECLARATION

I, Dayanand M.S., do hereby declare that this dissertation titled "**Tourism Attraction Development: A Comparative Study of the Development of Small and Medium Tourism Attractions in Goa and Portugal**" is a bonafide record of research work done by me under the supervision of Prof. A. Sreekumar, Dean, DC School of Management and Technology, Pullikkanam, Kerala and under the co-supervision of Prof. Carlos Manuel Martins Da Costa, Professor, DEGEI, Universidade de Aveiro, Aveiro, Portugal.

I also declare that this dissertation, or part thereof, has not been submitted for the award of any Degree, Diploma, Title or Recognition before.

Date: 05<sup>th</sup> February, 2005.

A handwritten signature in black ink, appearing to read 'Dayanand M.S.', written over a horizontal line.

Dayanand M.S.

Prof. A. Sreekumar

B.Sc. (Engg.), MBA, Fellow (IIM Ahmedabad).

Dean, DC School of Management And Technology,  
Pullikkanam, Kerala.

### CERTIFICATE

This is to certify that Shri. Dayanand M.S. has completed the dissertation on  
**“Tourism Attraction Development: A Comparative Study of the Development  
of Small and Medium Tourism Attractions in Goa and Portugal”** under my  
supervision.

I am fully satisfied with the work carried out by him. He has therefore my  
permission to submit the dissertation for evaluation for the award of the  
degree of Ph.D.

This dissertation, or part thereof, has not been submitted for the award of  
any Degree, Diploma, Title or Recognition before.

Date: 9/2/08



  
A. Sreekumar.

## **Acknowledgement**

This research is the result of efforts, support, love, patience, debates, commitment and help of a large number of people. I may not be able to do enough justice to them by thanking them. Nonetheless I express my deep sense of gratitude to some of the most important people mentioned below who helped make this thesis possible.

**Prof. Sreekumar**, my guide, for the phenomenal amount of patience, attention to details and commitment that he showered on my work to enable me to reach this stage. His long association of 13 years with my tenure at the University has positively guided my outlook not only to research but also to life in general. I am deeply indebted to him for this.

**Prof. Carlos Manuel Martins Da Costa**, my co-guide, for his support, advice and affection, especially during my stay in Portugal during the data collection stage of my research. Some of the most wonderful moments of this research period were spent with him and I am deeply indebted to him for this.

This research has been completed with the help of organizations that were studied as a part of the data collection. I am grateful to **Maendra Alvares** of

Ancestral Goa, **Vincent Condillac** of Hydrosports, **Mr. Jose D'Alpuim** of Paco D'Anha in Portugal, the **Faria Araujo family**, Casa do Ameal in Portugal, **Eng. Francisco de Calheiros**, President, TURIHAB, Portugal and **Dr. Maria do Ceu**, Marketing Director, TURIHAB, Portugal.

I also express my sincere gratitude to **Adriana Corfu** for her immense help during the data collection phase in Portugal. I am also grateful to **Marco** and **Goretti** for their support in helping me overcome the language barrier in collecting the data for the case studies in Portugal.

I could not have completed this work had it not been for the unfailing love, affection and patience shown by my wife **Sharmila** and my daughters **Tanvi** and **Janhavi**, the three most important "ladies" in my life. I owe this thesis to them as well.

Finally I am thankful to all my colleagues, **Bala**, **Nandakumar**, **Sister Aradhana**, **Pradeep**, **Preeti** and **Purva** for their support and help at the "Saturday Meetings" in sharpening my focus for the thesis. I am also thankful to **Nikita**, our ever-smiling support staff at the department for her administrative help during my research period.

**“Tourism Attraction Development: A Comparative Study of the Development of Small and Medium Tourism Attractions in Goa and Portugal.”**

**Executive Summary**

The research focuses on the developmental aspect of small and medium attractions in the peripheral areas of a destination. The comparison between the developmental process of small and medium attractions (SMA) of the two destinations Goa, and Portugal, depicts certain similarities and differences. The contribution of this research is in the area of attraction development and it is observed that the similarities in the developmental process of SMA across the two destinations can be modeled. The research is organized into seven chapters. Chapter one deals with the introduction. Chapter two deals with the definition and classification of attractions along with the literature survey of attraction development process and theory. Chapter three deals with the methodology used for this research while chapter four contains the case studies of attractions that were studied. The within-case analysis of the attraction case studies forms the content of the fifth chapter while the sixth chapter comprises of the cross-case analysis. Conclusions and implications from the analysis form the seventh chapter along with the limitations of this research and pointers for further research.



To study these attractions the case method of research was adopted for two reasons. Firstly, it was an exploratory research that would generate primary knowledge in terms of development of small and medium attractions at a destination. Secondly, the development of attractions through small and medium enterprises could be mapped better by a case study approach as it would then capture many of the nuances of development that could not be captured by any other method. Four attractions were identified for case studies, two each from Goa and Portugal. This gave an added emphasis on the differences and similarities that could exist between these two destinations in terms of attraction development through small and medium enterprises. The role of an intervening agency in Portugal was also mapped thus enabling a better understanding of the development of attractions in peripheral areas.

These case studies were analyzed and following are the summarized

Conclusions:

1. Small and Medium Attractions in the peripheral do not grow beyond the "enshrinement stage" unless they become large attractions.
2. "Mechanical Reproduction " stage is with the owner/manager of the SMA and not in the public domain thus leading to lesser promotion/publicity.

3. Strong "Markers" are needed for the success of SMAs in the peripheral areas.
4. Intervening organizations such as TURIHAB, a heritage house owners' cooperative, are effective in organizing the efforts of the SMAs to develop a better product-market fit that is profitable for the members.
5. Role of such intervening organizations in the destination helps the product development process at the destination.

## **1. Introduction.**

### **1.1 Tourism: An Overview.**

Tourism as an economic activity has been gaining tremendous importance in today's world and is currently the fastest growing sector of the world economy. Tourism has grown over a period, both in terms of volume and monetary value.

The World Tourism Organization (WTO) preliminary tourism statistics for 2002 indicate international tourist arrivals at about 715 million with a 3.1% annual growth rate.

Tourism evolved over a period of time. In the ancient pre-industrial time, due to the pressures of ever-increasing empires, mobility became the focus of the emperors to facilitate the transportation of men and materials for military purposes. Better roads and increased road lengths and access also facilitated trade, which helped the growth and development of economies. The Greeks and the Romans then improved upon the transport systems, especially the waterways, to improve trade and commercial activities. In Greece, travel for pleasure was also indicated in three aspects, Religious travel, Sporting events and City travel, i.e. travel to various cities. Moreover the Greek language and

monetary exchange system facilitated wide travel. The rise of the Roman Empire and the beauty of Greece made travel an "in-thing" during those days.

After the fall of the Roman Empire, tourism evolved during the period of the Renaissance. There was a shift from the rural to the urban and the impact of the Renaissance on education gave a fillip to travel for learning purposes. As urban economies grew, the wealth that was generated induced travel. People with money, a strong facilitating monarchy and the desire to see places, set the pace for tourism to develop. Increased industrialization led to the development of smaller geographical areas and the concept of "**congestion**". Due to this people felt the desire to "**escape**" from this "**congested**" places. The development of steam engines gave an impetus to this desire in the form of flexibility of travel as both, steam locomotives and steam ships existed. The climatic conditions also helped people choose their destinations as most people started looking forward to sunny places, especially by the sea. The concept of regular holidays helped people travel even for shorter durations.

The seaside resorts were originally *considered* popular for "**health**" reasons. This was an offshoot from the concept of "spas" popularized by the Greeks in the earlier days. This phenomenon was also seen in the USA.

However the introduction of the Railroad in the US gave a strong boost to tourism and by the 1870s the Niagara Falls had become a "honeymoon" paradise. This continued till the World Wars.

The mass tourism boom was seen only after the World Wars. A host of reasons like double income families, incentive to travel overseas, cheaper rates of travel, development of passenger jets, convenience of time, etc., created the mass tourism that we know today. Tourism grew through the baby-boomers in the USA who were more financially independent as well as more in need of travel/tourism due to their work atmosphere and work hours. Today world tourism is still growing and hitherto unexplored areas such as the African countries, South-east Asia and China have been experiencing increased visitation in recent times. African countries recorded an annual growth rate in 1999 of 9% (WTO Website) while China recorded a 7.9% growth in the same period.

## **1.2 Definition of Tourism.**

The definition of tourism has been the subject of a long-standing debate between academicians. The concept of tourism as an industry, the concept of visitor and the approach to defining tourism have been discussed in academic journals, organizations such as the WTO and the United Nations and among individual researchers in their theses. Though

various definitions have evolved due to these discussions since the Committee of Statistical Experts of the League of Nations in 1937, more recent debates since 1990 have given rise to two major aspects of defining tourism. One aspect is the "Demand Side" definition and the other is the "Supply Side" definition.

### **Demand-side definition.**

The definition of tourism basically emerged out of the definition of a tourist. Answering the question "who is a tourist?" led to the definition of a tourist as *"any person traveling for a period of twenty-four hours or more in a country other than the one in which he usually resides"* (IUOTO: 1972). Over a period of time this definition has undergone a change and the "person" referred to in the definition of tourist is termed "VISITOR" and is defined as ***"any person traveling to a place other than that of his/her usual environment for less than twelve months and whose main purpose of visit is other than the exercise of an activity remunerated from within the country visited"***. (WTO: 2002) Two specific classifications of visitors are indicated:

- ❖ **Tourists (overnight visitors):** A visitor who stays at least one night in a collective or private accommodation in the country visited

- ❖ **Same-day visitors:** A visitor who does not spend the night in a collective or private accommodation in the country visited.

One of the most comprehensive definitions of tourism was given by Leiper (1979). He gave a "systemic" definition of tourism as *"the system involving the discretionary travel and temporary stay of persons away from their usual place of residence for one or more nights, excepting tours made for the primary purpose of earning remuneration from points enroute. The elements of the system are **tourists, generating regions, transit regions, destination regions and a tourist industry.** These five elements are arranged in spatial and functional connections. Having the characteristics of an open system, the organization of the five elements operates within broader environments: physical, cultural, social, economic, political, technological with which it interacts"*.

This definition is systemic and is wholesome in its ability to have an overall understanding of the entire gamut of activities that comprise tourism. A similar definition was given Matheison and Wall (1982). They define tourism as *"the temporary movement of people to destinations outside the normal home and workplace, the activities undertaken during the stay and the facilities created to cater for the needs of the tourists. The study of tourism is then the requirements of travelers, and the impact they*

*have on the economic, physical and social well-being of their hosts*". This definition is also holistic and includes tourism as an aspect or phenomenon that can lead to its study as an academic inquiry. The subject matter deals with the movement of people from their usual home environment to a destination environment and their activities there is the focus of such inquiry.

Jafari (1977) also has a similar definition in which he suggests "tourism is the study of man away from his usual habitat, of the industry which responds to his needs and of the impacts that both, he and the industry, have on the socio-cultural, economic and physical environment of the host".

Burkart and Medlik (1981) define tourism as "*... it denotes the temporary, short term movement of people to destinations outside their normal place of stay and work and their activities during their stay at these destinations*". Both the above definitions talk not only about the movement of people away from their normal place of work and stay but also take into account the gamut of activities that enable the tourists to spend their time at the destination. Jafari (1977) is far more explicit in terms of the impacts that such movement of people to destinations has on their socio-economic and geo-political environments. Both the definitions look at tourism as a study of tourists when they spend their time at a destination.



### **Supply-side definition.**

In contrast to the above definitions Smith (1988) proposes a supply-side definition of tourism:

*"Tourism is the aggregate of all businesses that directly provide goods and services to facilitate business, pleasure and leisure activities away from the home environment"*.

Leiper (1990) argued that though the definition talks about the supply side, the data necessary for measuring tourism has to come from the demand side. He further states that tourism may be identified as a "mixed industry," indicating that the tourists would be served by both "exclusive" tourism services providers as well as by those that provide service to the local population as well.

Taking a cue from Smith's definition The WTO in 1994 decided to develop **Tourism Satellite Account (TSA)** as a method to measure the tourism activity in a destination country. To develop the TSA the WTO defined tourism as follows:

*"Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited"*.

This is the definition that is now most commonly accepted in the operational and academic world although differences in defining the term "usual environment" will always exist in the academic world.

### **1.3 Tourism in Goa and Portugal.**

Tourism in Goa is mainly associated with "Sun and Sand". International tourists to Goa have increased in numbers from 0.08 million in 1991 to 0.28 million in 1998 (GOI: 2002). In contrast the international arrivals to India during the same period were 1.68 million and 2.37 million respectively, indicating the growing importance of Goa as an international destination in India. A closer look at what the tourists do in Goa as contained in a report to the Government of Goa in 1994 indicated that most tourists prefer to spend time on the beaches. Beaches are the single most important attraction for them to visit Goa. The resultant impact on the development in Goa has been the increased number of hotels in areas closer to the beach. This has led to increased congestion on the "beach belt" resulting in a lower quality of tourism experience for the tourists, both international and domestic. Due to this increased preference for the beaches by both the international and domestic tourists, the strain on the resources available at the beach areas has been tremendous. Understandably there has been very little development in the hinterland. Diverting the tourists to the hinterland has been the new "mantra" for the

government of Goa as indicated by the Master Tourism Plan for Goa 2001.

A similar situation exists in Portugal where the beach destination of Algarve in the South accounts for more than 50% of the international arrivals to Portugal. It also accounts for 384 establishments in 2001 that are oriented towards accommodating tourists as compared to 392 in 2001 for the entire North of Portugal (DGT: 2003). Interestingly the number of beds in Algarve is 86751 as compared to 29523 in the entire north of Portugal (DGT, Portugal: 2003). Understandably, as in Goa, the hinterland in Portugal is relatively virgin and untouched in terms of tourism. There has been a concerted effort by Portugal to bring the tourist to the hinterland by creating the Turismo Espacio Rural (TER) to give a boost to Rural Tourism. Several aspects of this have enabled many heritage houses to develop products that are catering to specific segments of tourists. The international tourist arrivals in Portugal have shown an increase from 18.4 million in 1990 to 28.02 million in 2001 (DGT: 2003). Given these conditions a probable comparison between the attraction developments in Portugal especially in the North could be made with those in the peripheral areas of Goa.

#### **1.4 Reasons for choosing this topic.**

The development of attractions in a destination gives it an added advantage over its competitors in terms of a better choice for the tourists. Given the intense international competition and the growing importance of tourism as a means to economic development, it is but imperative that economies take a closer look at the destination to reveal its attraction resource base. Tourists, both domestic and international, who have visited Goa, have been charmed/captivated by the 'sun and sand' beauty of the State. Apart from these attractions Goa does not have much to offer to tourists in terms of attractions. Most of the other attractions are not very well developed and have poor visitation. Since beaches form the mainstay of international tourism in Goa the hinterland has been relatively unexplored though being blessed with a lot of geographical features and potential attraction sites. Some efforts by entrepreneurs to tap these sources as well as start some man-made attractions have not met with success in the past. An inquiry into the development of these attractions is necessary to find out how they develop in order to understand the process and also to find out possibilities of intervention measures both by the public/government and by private industry.

It has been seen in tourism literature that the developmental process of a destination is gradual. Lundgren (1973) has identified a model for entrepreneurial development and hotel linkages which has three stages,

Initial, Intermediate and Advanced, indicating the developmental process. Similarly there has been a lot of writing on the Tourism Area Life Cycle (TALC) concept that gives an indication of the development of a destination. Starting from Christaller (1963) to Plog (1973) to Butler (1980) there have been numerous academic contributions in this area. Cooper (1990) talks about the six stage model of Butler (1980) as providing an integrated medium for studying tourism at each stage of the life cycle as it involves physical development, investment, capacity planning, market changes etc., basically all aspects of demand and supply. It is definitely a tool for planning as well as a means to benchmark the developmental process. The six-stage model by Butler (1980) indicates some features of each stage:

1. **Exploration:** Adventurous tourists, little infrastructure, natural attractions.
2. **Involvement:** Local investment in Tourism, tourist season, Advertisement, public investment in infrastructure and definite market.
3. **Development:** Growth in visitation, external investment leading to loss of local control, higher promotions, man-made attractions and rising antagonism of locals against tourists.

4. **Consolidation:** Tourism a major part of local economy, tapering/leveling growth rate, some attractions losing visitation, efforts to extend tourist season.
5. **Stagnation:** Capacity levels are seen, property turnover rate is high, repeat trade is seen.
6. **Post stagnation:** Either decline or rejuvenation.

Goa can be easily seen fitting into the development-consolidation stage of the life cycle. There has been an effort to introduce man-made attractions though it has not been in a very planned manner. Emergence of such attractions is also an indicator of the developmental stage of the destination. Tourism being a major part of the local economy in Goa could be seen as an indicator that the consolidation stage of the destination may have arrived.

It is this aspect of the stage that small and medium entrepreneurs thrive on. They enter the market in the hope that the development of tourism would enable them to participate in the process and economically benefit themselves as well as the industry. They have a major role to play in any tourism destination in terms of providing services. A study of how they develop was a logical step for me to research.

## **2. Attractions.**

A tourist attraction is the focal point for the tourist. It is the desire to experience an attraction that makes people choose particular attractions. Without attractions there would be no tourism (Gunn: 1972). Attractions have been the central point around which the development of a tourist destination hinges. It is so important that cities, regions, countries and regions try to develop distinct tourism attractions in a bid to draw tourists. The PASOLP model (Baud-Bovy: 1982) in fact models the tourism resources, the region's structure and the contemporary tourism market scenario to design effective tourism products. Given this strong focus on the development of tourism and also development of attractions one is but compelled to take a closer look at attractions. What are attractions after all? How does one define attractions? What are the different kinds of attractions? How do attractions develop? This chapter tries to look into the existing knowledge base on attractions.

## **2.1 Definition.**

A Tourism Attraction can be defined as anything that has the power to draw one towards it (Mill and Morrison: 1992). It is due to this drawing power that people feel compelled to go and visit the attraction. Attractions are the reason people travel and consume experiences of visiting attractions. Attractions are the focal point around which the destination develops. Destinations are constantly engaged in development of attractions in order to give a variety of experiences to the tourists and in the process increase inbound tourism to the destination.

Various authors have defined attractions. These definitions can be broadly classified into two types;

1. Organizational definitions
2. Experiential definitions

### **2.1 (a) Organisational definitions**

Organizational definitions concentrate on the development of attractions using organizational skills and authors recognize the development process through human intervention either in the form of planned development or through individual organizational involvement. One of the earliest definitions was from Jeffries (1971) who stated that



"most of the destinations offer scenery, beaches, folklore, monuments, sports, etc., and these may be regarded as raw materials to be developed in quite different ways in answer to the needs in quite different markets. In other words they would be made into distinct tourism products and are therefore not in themselves products". This definition identifies the natural as well as man-made resources and gives importance to the organizational intervention to make them into tourism products. The distinction of resources such as culture, events, landscape, heritage etc., and the concept of "tourism product" is the focus of this definition. In effect what Jeffries (1971) says is that the gamut of resources at the disposal of the destination need to be worked upon to provide distinct tourism products to distinct tourism markets. It is interesting to note that this definition indicates that all the resources at any given destination/region/area are potential attractions waiting to be developed into full-fledged attractions for tourism experience consumption. The definition underlies the importance of organizational intervention to create an attraction out of the available resources at a destination.

Another definition of an attraction is given by MacCannell (1976). He proposes that a phenomenon has to have the following three components to be considered an attraction.

1. Tourist
2. Site to be viewed
3. A marker or image, which marks the site as significant.

If one looks at this definition then one sees that there is a further qualification of Jeffries' definition in that, MacCannell has introduced the concept of a marker or an image at the site or near the site or away from the site which indicates the significance of the attraction. In that sense an attraction is one when it is acknowledged as an attraction. The acknowledgement may be either on-site or off-site through information. So here again one sees the human intervention for the qualification of an attraction. The marker acts as a signifier of the attraction. He identifies two stages of human intervention before the attraction is made known through the markers. These stages according to him are

- a) Naming: - when a site is considered worth preserving.
- b) Framing and Elevation: - when a boundary is identified around the attraction and visitation is permitted.

Lew (1987) defines attractions as consisting of all those elements of a non-home place that draw discretionary travelers away from their homes. They usually include landscapes to observe, activities to participate in and experiences to remember.

Gunn (1988) identifies attractions as having tripartite structure with a Nucleus, an Inviolable Belt and a Zone of Closure. This structure is furthering MacCannell's Framing and Elevation stage by actually focusing on the planning of the attraction by creating a boundary around it and also organizing it so that a higher satisfaction is delivered to the visitors. He defines attractions further as "those developed locations that are planned and managed for visitor interest, activity, and enjoyment. Even though a destination may have an abundance of resources that are attractors, they are not functioning as true attractions until they are ready to receive visitors". Here one sees the planning and managerial approach in defining the attraction.

Middleton (1988) defines a Tourist attraction as "a designated permanent resource, which is controlled and managed for the enjoyment, amusement, entertainment and education of the visiting public". This definition focuses on the permanency of the resource and the managerial intervention. While the definition is concise it overlooks "Events" as attractions due to the focus on permanency of resources.

Leiper (1990) defines a Tourist attraction as a "system comprising of three elements: a tourist or a human element, a nucleus or a central element and a marker or an informative element. A tourist attraction comes into existence when these three elements are connected". This definition is

similar to MacCannell's definition. Leiper further goes to identify a nuclear hierarchy for the nucleus element of his definition by dividing it into primary, secondary and tertiary nucleus. Here one can see the connectivity of the three elements as critical for the attraction to come into existence. The connectivity is ensured by organizational interventions. It could either be private or "market driven" or could be public or "Governmental".

Pearce (1991) gave an operational definition of Tourist attractions as "a named site with a specific human or natural feature which is the focus of visitor and management attention". This definition focuses on the managerial attention again and it is evident that an attraction to be called as a tourist attraction necessarily has to have a human intervention.

Mill and Morrison (1992) define attraction as... "Attractions, by definition, have the ability to draw people to them. Although attractions for the tourist concern the satisfactions perceived from various experiences, the task for the developer and designer is to create an environment made up in part of "attractions" that will provide an opportunity for the tourist to enjoy a visit. The addition at a site of factors other than attractions (services, transportation, and hospitality) will help ensure that enjoyment".

If one looks at the above definitions of tourism attractions one sees that there is a steady emphasis on the organization of resources to create an attraction thereby emphasizing the importance of organizational intervention.

### **2.1 (b) Experiential definitions.**

Boorstein (1992) states that the tourist is less interested in experiencing another culture than experiencing his idea of it. Boorstein also states that the tourist desires contrived events and is satisfied by them. A look at this definition indicates that the focus has been on the creation of experiences to satisfy the tourists. The experience in this case would be a contrived one.

Cooper, Fletcher, Gilbert and Wanhill (1993) identify attractions as a focus for recreational and, in part, educational activity undertaken by both day and stay visitors. The emphasis in this definition is on the recreational and educational activity undertaken by the tourist. These activities, undoubtedly involve experiences for the tourists, which is the focus of the attraction.

Another definition has been that of (Holloway: 1994). He states that, "perhaps it is easiest just to accept that any site that appeals to people

sufficiently to encourage them to travel there in order to visit it can be judged as a visitor attraction". He also quotes that "the attraction of a trip by car through the countryside is the scenery, but this will be heightened for some by the occasional stop at a village for a walk around and visit to a pub...". This definition of an attraction is interesting in the sense that it does not look at the creation of an experience of visiting an attraction but rather emphasizes the interaction of the visitor with the resources that creates an attraction for that tourist. The emphasis on the efforts to create an experience rests with the tourist who has the capability to interact with the resources available at a destination and create an attraction experience for herself.

Pretes (1995) says, "In post-modern society tourism becomes increasingly concerned with spectacle. Tourism sites, natural or man-made are "spectacular". In a land that has no natural spectacle, man-made ones must be created". He discusses the creation of the Santa Claus industry in Lapland in this context. Here again the focus or emphasis has been to create the "spectacle" in the sense of the attraction's ability to create an experience for the tourists. In fact Smith and Hinch (1996) go on to indicate that Casinos are manufacturing these experiences. They say that casinos are increasingly manufacturing an experience and an environment that is transportable. Saarinen (1999) states, "Attractions are

situated in a specified place and time and they have an "authentic" or "staged" history of their own. Both attractions and destinations are historically contingent processes in which the meanings and representations manifesting time and space, are attached through local and global institutional practices. Socio-spatial representations are mediated and become touristic experiences. From this point of view attractions are semiotic or textual meaning structures, which are connected reciprocally to larger cultural discourses. All these post-modern "categories" have a place bound history and meanings that are produced both locally and globally through the movement of Capital and the process of time-space compression".

When one looks at the above statements on attractions by Pretes, Hinch and Saarinen, one can see the emphasis on the creation of experiences at an attraction. Over a period of time attractions have been looked at from an experiential point of view rather than as mere objects. This has led to the increasing "management" of attractions to create these experiences. Given this one can define an attraction as basically any place or site, either man-made, natural or a combination of both, which involves the creation and consumption of experiences, both pleasurable and educative for the tourists and which is the focus for management, either private or public.

## 2.2 Classification.

Attractions have been classified in different ways. Most authors classify tourism attractions on the basis of their scope, ownership, permanency and drawing power, capacity and type. While looking at the scope of a tourism attraction Mill and Morrison (1992) distinguish between a primary attraction and a secondary attraction. They classify an attraction as a primary attraction if it has the potential to satisfy tourists for "several days or longer". They state, "Attractions at a primary destination have to have sufficient breadth of appeal to entice tourists to stay for many days. There have to be sufficient things to do and see to keep all members of the party occupied". A stopover or secondary attraction is defined as an interesting or necessary place to visit on the way to the primary destination. In terms of ownership Mill and Morrison (1992), Gunn (1994), Cooper, Fletcher, Gilbert and Wanhill (1993), identify the attractions as being owned either by the government and its agencies, or by non-profit organizations or by private organizations. Mill and Morrison (1992) indicate that the form of ownership has implications for tourism in terms of influencing the decisions relating to tourism. They say that the Federal Government owns approximately 85 percent of all outdoor recreation lands in the U.S. This huge ownership factor will definitely influence the recreation and tourism attraction decisions apart from influencing the



tourism developmental decisions at the destination. They also conclude that the non-profit organizations that are involved in work for social good such as historical site preservation have the potential to influence tourism in that region.

Almost all the above-mentioned authors classify attractions based on permanency. They classify them as sites and events, the former being permanent in nature and the latter being temporary in terms of their currency.

The classification of attractions by the type of attraction is quite varied. Swarbrooke (1995) categorizes attractions into four types, namely, Natural, Man-made but not originally designed primarily to attract tourists, Man-made and purpose-built to attract tourists and Special events. Cooper, Wanhill, Fletcher and Gilbert (1993), Peters (1969) and Holloway (1994) also classify types as man-made and natural, with Cooper (1993) further classifying the man-made ones as reproducible and non-reproducible. They argue that the reproducible attractions will ease the pressure off the non-reproducible attractions giving the example of "Foamhenge" to ease the pressure off "Stonehenge". This could be used in situations where the destination has non-reproducible attractions that need to be protected from the ever-increasing tourism to maintain the quality of the experience at the attraction. Clawson and

Knetsch (1966) have classified attractions on the basis of the focus/emphasis on user/resources.

They have come up with this tri-partite classification:

User Oriented	Intermediate	Resource based
<p>Based on whatever resources are available. Often manmade/artificial developments (pools, zoos, parks etc). Highly intensive developments close to users in large population centres. Focus on user pressure. Activities include, golf, tennis, picnicking, walking, riding, etc. Often highly seasonal activities closing off-peak.</p>	<p>Best resources available within accessible distance to users. Access very important. More natural resources than user-oriented facilities but experience a high degree of pressure and wear. Activities include swimming, camping, hiking etc.</p>	<p>Outstanding resources. Primary focus is resource quality with low intensity development and man-made facilities at minimum. Often distant from users, the resource determines the activity. Mountain climbing, fishing, Hunting, Scientific and historic interest are some of the activities.</p>

This classification polarizes the attractions on a continuum based on emphasis of activity to resource, of artificiality to naturalness and of high intensity of development to low intensity of development. User oriented

attractions are more activity emphatic, have more artificiality in terms of human intervention at the attraction and have a high intensity of development. This is in stark contrast to the resource-based attractions that are resource quality emphatic, have more naturalness and have very low intensity of development.

Inskeep (1991) identifies a three-point typology, Natural attractions (based on features of the natural environment), Cultural attractions (based on man's activities) and Special types of attractions that are artificially created.

Finally attractions are classified on the basis of spatiality. Wall (1997) and Holloway (1994) have classified attractions on the basis of their geographical location at a destination. Holloway (1994) identifies attractions as either Nodal or Linear referring to the nodal attractions to a city or a nodal point and liner to a set of attractions dispersed along a line / tour. Wall (1997) has further classified them into Points, Lines and Areas referring to the geographical location of the attraction. He identifies points as those attractions that are largely concentrated in if a small area. He suggests that there is a danger of congestion in such situations. He also identifies Lines as attractions that have linear properties to help some dispersion of tourists along a line. He also suggests that there could be a danger to resources in this type of attraction dispersal along a line. He classifies areas as attractions with spatial extent that permit larger

dispersal limits added with the ability to attract large number of tourists. Attractions in the long run will favour "areas".

### **2.3 Peripherality**

Another classification of attraction on the basis of geography is in terms of attractions located in core areas and attractions located in peripheral areas. The concept of "periphery" is identified by Dybedal (1998) and Wanhill (1997) as being located away from densely populated areas of a destination. Wanhill (1997) in fact gives a very clear definition of peripheral locations as being distant from the core and having difficult and / or costly access, sparsely populated in rural or coastal locations that are relatively isolated. He further says, "Geographically, peripherality is associated with distance from the core. In tourism terms, this is about distance from gateways and, given that leisure tourism is paid out of discretionary income, the cost of access". He further states that peripheral areas either lack modern transportation links with the core or are facing internal restrictive monopoly practices inhibiting competition. An analysis of the above classifications gives an idea of the problems of attractions located in such areas due to the aspects of higher costs of access and the resultant drag on the "pull factor" that is so vital for the success of any attraction in the peripheral areas.

### **3. Research Methodology**

Each research design is unique in the sense that it tries to ensure that the research questions are properly addressed through the collection and analysis of data to meet the research objectives. In this research the main objective was to understand the process of the development of tourist attractions, especially those in the small and medium enterprises, in the peripheral areas. In Chapter 1 we saw the need for the development of the peripheral areas and tourism being one of the vehicles through which the development could occur. Small and medium enterprises in any tourism destination form a large section of the supply side be it in the area of accommodation, transport, eateries or facilitating agencies such as tour operators, guiding services, etc. Attractions are no exceptions to this as one finds many attractions that are owned/managed by small and medium enterprises at a tourist destination. But just how do these attractions develop? This was the question that needed answers.

The case study method was found appropriate for this because of the nature of the inquiry of the research. Yin (1984) identifies that case study as a research methodological tool is better for studies that are

exploratory in nature where the emphasis is on contemporary events. Questions related to “How” and “Why” are best answered through the case-study method. Literature on attraction development had not particularly focused on the development of small and medium attractions but most research on the attractions was based on case studies. Moreover the small and medium attraction development in peripheral areas of a destination is not explored in research. This was an uncharted area and as such the case method was better equipped to identify the nuances that could exist in the development of Small and Medium Attractions (SMAs).

### **3.1 The objectives of the research were:**

1. To explore the development of tourist attractions in the peripheral areas of a destination.
2. To identify and highlight similarities and differences, if any, in the attraction development process across the two destinations, Portugal and Goa.

### **3.2 Organization of the research.**

Four attractions were taken up for studying in terms of Case Studies. Two of these were from Goa and two were from Portugal. In terms of the choice of an attraction to be taken up as a sample case study there was

no particular method. Precaution was taken to see that the attractions that were to be studied were in the peripheral areas, defined as, away from the core destination attraction, or involving time and money on the part of the tourists to access the attraction. 'Number of people employed' was taken as a measure of the small/medium nature of the attraction. All the attractions had less than 50 employees, which was the basis for measuring the size of the attraction. The comparison across the attractions in Goa and Portugal was from the point of view of their being peripheral, being small or medium enterprises and being man-made/nature-man-made combination.

Case studies from Goa were:

1. Ancestral Goa
2. Hydrosports Pvt. Ltd

Case studies from Portugal were:

1. Paco D'Anha
2. Casa do Ameal

Ancestral Goa depicts Goa as it was 100 years ago. It depicts the culture of Goa and provides educative as well as leisure value to the tourist. Hydrosports Pvt. Ltd is an organization that deals with adventure sports using the sea as a resource base. Paco D'Anha and Casa do Ameal are

ancient Manor Houses in North Portugal, which have been converted into places of residence for tourists. They have historical importance in that area and are exquisite. They come under the rural tourism ventures in Portugal and offer quiet, peace and rural life experience as added value.

### **3.3 Data Collection**

The Owners/owner-managers of these attractions were interviewed personally by me apart from observing the guests at the attraction. All the information given by the owner/owner-manager of the attraction was noted down and the facts from the attractions were taken. Unfortunately one of the limitations of the research in Portugal was that the owner-managers of the attractions did not provide me with the details of their sales figures or any other documents. However the owner of Paco D'Anha gave promotional material inclusive of the price lists that could corroborate the research data.



### **3.4 Questions**

The questions for which answers were sought through the process of case study analysis were:

1. How do small and medium attractions develop in the peripheral areas of a destination?
2. Do small and medium attractions in peripheral areas develop differently in two different countries?

### **3.5 Analysis**

The case studies were analyzed descriptively. This was done through the theoretical frameworks developed by three authors, MacCannell's (1976) Semiotic Attraction Development theory, Gunn's (1988) Tourism Attraction Design theory and Leiper's (1990) Tourism Attraction System theory. Each case study was analyzed through these three theoretical frameworks to find if they conform to these theories or there exist some differences in terms of the development process. Initially an analysis was done to identify any probable differences in the development process of each attraction when compared to the theoretical frameworks. This formed the Within-case analysis. Later on, a cross-case analysis was done

to identify whether there existed any similarities across the case studies in Goa and in Portugal. The cross case analysis was done across attractions studied in Goa and in Portugal. This was done to get answers to the second question identified above.

Both the case analyses were descriptive in nature and involved the process of in-depth analysis of the observations and the case study data. The findings and conclusions of the case-study analysis are given in Chapter Five and the implications are discussed in Chapter Six. The analysis was done using the theoretical frameworks. Yin (1984) identifies two strategies to analyze the case studies. One general strategy is to use the theoretical propositions or the existing theory that formed the lead to the case study research. The second one is the development of a descriptive framework for case study analysis. I have utilized the first strategy of analyzing the case studies from the theoretical frameworks. As this research was an exploratory one I had to rely on the existing theories of attraction development and then benchmark the case study analysis against them to identify any deviation that could exist. A scope to examine the existing attraction development theories using the case studies of small and medium attractions in the peripheral areas of a destination existed prior to the beginning of the research. The research was designed and carried out based on the above-mentioned aspect.

## **4. Case Studies**

### **4.1 Ancestral Goa**

Ancestral Goa is a tourist attraction that has been conceived, designed and executed by its creator Mr. M.J.A. Alvares. Since its inception in 1994 it has grown to have a visitation figure of 62,984 in 1998. This growth has not been without its share of problems. Mr. Alvares continues his efforts to make Ancestral Goa grow by making value additions to the different sites at Ancestral Goa.

#### **Introduction.**

Mr. Maendra Alvares graduated from the Goa College of Art and has an avid interest in art and sculpture. "Ancestral Goa" as an attraction was conceived by him when a tourist whom he met mentioned that Goa had nothing to offer but the beaches and the churches / temples. This statement made Mr. Alvares think about the different cultural aspects of Goa and he decided to design and recreate a village of Goa as it was 100 years ago under the Portuguese rule. This was the beginning of Ancestral Goa as an attraction. Today it gives employment to many

people and has become one of the few man-made attractions, in the peripheral areas of Goa, which is visited by a large number of people.

### **Organisation**

Ancestral Goa is a small venture and as such the organization structure is very simple. Mr. Alvares is the guiding force and has a manager who looks after the administration, planning and targets. Apart from this manager; a marketing executive who takes care of the marketing of the attraction assists Mr. Alvares. Currently Ancestral Goa employs around 25 permanent employees and a few more are employed seasonally. Guiding and maintenance are the major jobs at the site.

### **The Concept.**

Heritage tourism is quite prevalent in India. This is primarily due to the fact that India has a rich cultural past with a variety of traditions, languages, customs, etc. It also has a variety of distinct cultures that were nurtured during the rule of various kings in the past. Tourists who come to Goa generally visit the churches and the temples that are ancient, but there is no site that can depict Goa as it was during the Portuguese rule that ended in 1961. Keeping this in mind, Mr. Alvares spent about 2 years in research alone, to design "Ancestral Goa". He then set about to recreate an ancestral village of Goa, as it was 100 years ago, complete with

actual life-size sites and houses and statues. Mr. Alvares had his ancestral land at Loutolim, about 10 kms. from Margao, one of the major towns of Goa, where he decided to locate the project. The entire project was completed with raw materials as originally used 100 years ago, and created by craftsmen whose skills were handed down from generation to generation. He took trouble to locate such artisans and get them to, if not actually work, at least supervise the creations. This was because some of the artisans had become old and had not passed down their skills to their children as they did not see a bright future in those skills from the income generation point of view.

While Ancestral Goa was being created, Mr. Alvares found time to indulge in his hobby of sculpting and sculpted a horizontal statue of the Indian Saint Meerabai, which he has named "Natural Harmony". This statue is 14 metres long and 5 metres wide and is hewn out of laterite stone. It took him one month and five days to complete this monumental work. The statue has the record of being the longest horizontal statue in India and has been entered in the Limca Book of Records.

### **The Target segment.**

Most of the tourists who came to Goa were interested in the scenic beauty of Goa and enjoyed the beaches and the sunny climate as well

as the exotic seafood. According to a study, (Report on the Study of Tourism Industry in Goa: 1994) beaches were the main attraction (53%) followed by Cultural interests (24%) amongst the foreign tourists. Mr. Alvares directed his initial efforts towards attracting the foreign tourists staying in the five star hotels in Goa, more specifically those who were staying in and around the town of Margao, which is the town nearest to Ancestral Goa. Mr. Alvares personally contacted these hotels and apprised them of the attraction and the value addition that it would give to the tourists in terms of a cultural and traditional experience of ancestral Goa. Most of these tourists were Chartered Tourists who were brought to Ancestral Goa by the local tour operator or by the local tourist taxis. The Charter Tourists as well as Foreign Free Independent Travelers (FFIT) had money to spend on this kind of learning experience. Mr. Alvares had decided to target these customers as he thought that they had the paying capacity for the charges that he had levied. Most of the Charter Tourists were from the middle-income bracket and used to express a keen interest in knowledge about Goa's ancient culture and traditions. Mr. Alvares thought that it was a perfect product-market fit.

**The Original Product.**

The project "Ancestral Goa" got off to a flying start in 1995. Traditional customs and ways of life in the village were depicted by a live demonstration of trained artists during the visits of the tourists. These artists would involve the tourists in their performances in traditional folk dances as well as certain crafts that were of traditional nature. The whole idea was to give the tourist an experience of the ancestral Goan village. Mr. Alvares also designed and developed a "Light and Sound" show that complemented the experience at Ancestral Goa. The whole programme was structured in such a way that the tourists would have to spend an evening (approximately four hours) at the site. An interactive experience was created at Ancestral Goa for the tourists by making them take part in the traditional Goan dance and music, food, etc. apart from giving them a firsthand knowledge of the traditional art forms and handicrafts of Goa. Many tourists who were interested in knowing about the folk dances were actually shown the dance steps and quite a few of them tried to learn in that short span of time. The entire experience was one of interaction and visitor involvement.

**The Marketing Mix.**

There were few efforts to "promote" the product with heavy advertisement and publicity because the target segment was not spread

far and wide and could be contacted on an individual basis. The management of Ancestral Goa made efforts by contacting the various five star hotels and releasing a few advertisements in the local dailies. It also got a couple of outdoor hoardings on prominent roads that increased the visibility of the product. As the target segment was the foreign tourists, more emphasis was laid on the five star hotels for generation of tourist traffic to Ancestral Goa. The price for the entire four-hour experience inclusive of food was pegged at Rs.450 per person.

### **Teething Troubles.**

Ancestral Goa started generating tourist inflow and was patronized by many foreign tourists. However the initial momentum that was generated due to this new concept could not be sustained over a long period of time and very soon the visitation to Ancestral Goa started to diminish. In 1995-96 an interesting change took place in the visitor profile, particularly the Charter Tourists. This segment of tourists who used to come prior to 1995-96 was more financially well off and the tourists were from the middle/upper-middle class of the European society. The Charter Tourists who came in 1995-96 were from the lower-middle class and as such had a lower spending power. The change in the Charter Tourists' profile was due to a change in the international tourist preferences, which resulted in



some other charter destination becoming more sought after/, more value for money, than Goa.

Mr. Alvares and his staff found that the tourists who had come by taxi had to spend approximately Rs.600 for the taxi, Rs. 450 for the Ancestral Goa experience and a discretionary expenditure of about Rs.200 for mementos, trinkets, etc. This totaled to Rs.1,650, which, the tourists found was too steep a price to pay for the Goan village experience. Due to this the visitations to Ancestral Goa reduced drastically. With the visitation diminishing, Mr. Alvares was forced to take a hard look at the project itself, inclusive of its viability. Within a year of its establishment, Mr. Alvares refocused his efforts and modified the price as well as the product "Ancestral Goa" and targeted it to a totally different segment of the tourist population.

### **The Modified Segment.**

The tourists that came through the Charter flights from Europe and other countries exhibited distinctly different demographic and psychographic characteristics as compared with the Charter tourists in 1994-95. Due to this Mr. Alvares could not concentrate only on the Charter tourists to make his project viable. Realizing that he would need to generate more volumes for his venture by way of tourists, Mr. Alvares decided to promote

Ancestral Goa among the domestic tourist segment. This segment also exhibited different characteristics as compared to the foreign charter tourists. It was also a larger segment (See Exhibit 1 for tourist arrivals) as compared to the foreign tourists segment and had the potential to generate volumes for the business if the other marketing mix variables were in proper harmony.

### **The Modified Marketing Mix.**

The product, the price, the sales approach and the advertisement and promotion aspects of Ancestral Goa had to be changed in view of the modified target segment which the management had decided to pursue. The product was stripped off its interactive mode and the tourists were taken on a guided tour of Ancestral Goa. There were no live demonstrations by artists as in the earlier version. Moreover, the interactive aspect was limited to the questions that the tourists asked the guides. Accordingly the price (entry fee) was set at Rs.20 per adult and Rs.10 per child. This was more acceptable to the target segment as there have been very few adverse comments from the tourists regarding the entry fee. At this entry fee level it became imperative for the management of Ancestral Goa to have large volume of tourists visiting the site to cover the costs, which in turn resulted in a different approach to motivate the right target segment. Schools were targeted to help

organize Nature Camps for the children during the holidays in such a manner that Ancestral Goa would play a key role in imbibing certain values as well as knowledge in the young minds through these Nature Camps.

In order to target the domestic tourists Mr. Alvares approached the Department of Tourism to get his site enlisted in the conducted tours of the Department. It was after a lot of persuasion that Ancestral Goa found its way onto the itinerary of these conducted tours. All these activities resulted in an increase in the visitation to Ancestral Goa over the years from 1995-96 to 1998-99 (Exhibit 2).

#### **Re-experientializing the product.**

In the year 2000, Mr. Alvares decided to re-experientialize some of the exhibits at Ancestral Goa. One such exhibit was the Big-Foot Legend. The Big-Foot is actually an imprint of the right foot of a human neatly embedded in a rock. Legend has it that an extremely pious and generous man did penance there to obtain the grace of God. He had generously given away his wealth to all the villagers who were in need of money and had come to a stage when he himself did not have anything left. However those whom he had helped did not come to his rescue during his times of turmoil. He then decided to do penance to seek the favour of the Gods to help him. He had a vision of God who offered to

return all his wealth that he had given to the villagers and also punish them for their ingratitude. However the generous man prayed to God that those who had benefited from his generosity should not be punished for ingratitude as he had willingly given away his wealth because he loved the villagers dearly. God being pleased with the generous nature of the man helped him by granting his wish. The legend has it that any person who has a pure heart and steps on this footprint gets his wish granted. Initially this exhibit was an obscure point among the various exhibits in Ancestral Goa, but after the target market changed and a lot of domestic tourists started visiting Ancestral Goa and this exhibit, it started attracting those who wanted to have their wish granted by God. Mr. Alvares then decided to make the entire exhibit more experiential by adding aspects that one experiences when in a Hindu temple. He placed a set of bells at the entrance to this exhibit and also had the legend story depicted in picture form to enable people to know the story. Interestingly a few people have come back to Mr. Alvares to inform him that after praying for a wish at Big-Foot their wish had come true. In fact many visitors offer money in the form of coins at the Big-Foot, which is a custom among Hindus when visiting a temple.

Another exhibit that he has re-experientialized is the Village Potter. Mr. Alvares has requisitioned the services of a skilled potter to make pots at

this exhibit to enable the tourists to get a feel of how pottery is done in the traditional way. Mr. Alvares hopes to re-experientialize some of his other exhibits at Ancestral Goa in the near future. The entire tour of Ancestral Goa can be seen in Annexure 1

### EXHIBIT 1

#### **Domestic and Foreign Tourist Arrivals in Goa. (1991 - 1995)**

<b>Year</b>	<b>Foreign Tourists</b>	<b>Domestic Tourists</b>	<b>Total.</b>
1991	78,000	760,000	838,000
1992	120,000	770,000	890,000
1993	170,000	800,000	970,000
1994	210,000	850,000	1,060,000
1995	230,000	880,000	1,110,000

## Exhibit 2

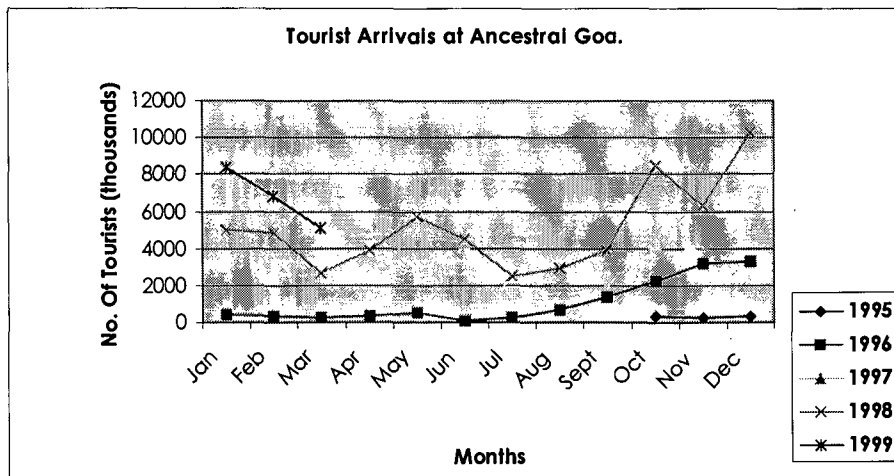
**Visitation at Ancestral Goa: 1995-**  
**1999.**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>1999</b> (Targete d)
<b>Jan</b>		460	3329	5041	8340	10850
<b>Feb</b>		340	2803	4828	6794	8400
<b>Mar</b>		250	2724	2711	5116	6200
<b>Apr</b>		310	2547	3849		12000
<b>May</b>		550	4795	5702		15500
<b>Jun</b>		100	4260	4500		7500
<b>Jul</b>		240	1570	2510		7750
<b>Aug</b>		680	1405	2951		7500
<b>Sept</b>		1404	2009	3875		9300
<b>Oct</b>	310	2280	4252	8491		12000
<b>Nov</b>	232	3173	3847	6295		15500
<b>Dec</b>	315	3241	5077	10233		18000
<b>Total</b>	<b>857</b>	<b>13028</b>	<b>38618</b>	<b>60986</b>	<b>20250</b>	<b>130500</b>

□ 1996-9 (Growth Rate): 296%

□ 1997-9 (Growth Rate): 158%

□ Growth Rate achieved in first three months over 1998 161% same period:



## ANNEXURE I

### **The Tour**

The guided tour at the Ancestral Village takes the customer through an interesting sequence of beautifully arranged and artistically molded caricatures and sculptures within their environment depicting the traditional Goan scenario. The full tour takes approximately 20-30 minutes. A detail of the tour is as given below.

### **THE MANAGER:**

This is a sculpture of a man dressed in Portuguese costume depicting that during the days of the Portuguese rule, managers were from Portugal rather than from the region since the locals were not trusted with any business by the rulers.

### **1. FISHERMAN**

This shows the traditional Goan fisherman who sells fish and is called the "Nustekar" in the local language, along with his basketful of fish, the delicacy of every Goan.



## **2. HUSK REMOVER**

The husk remover is a sculpture of a man shown husking coconuts wherein the outer covering of the coconut is separated from the shell. This shows the traditional ways of husking.

## **3. RAMPONKAR'S HUT**

This shows the traditional Goan fisherman called the "Ramponkar" in the local language mending his fishing nets in his boathouse covered with palm leaves.

## **4. KANJI HUT**

This is a hut depicting an old lady dressed in traditional clothes preparing Kanji, which is broth made by boiling rice for a long period in a clay pot.

## **5. CASHEW DISTILLERY**

The distillery shows the full process of distilling cashew feni, the favourite Goan drink, made from the cashew fruit.

**6.HOLY CROSS**

The place of worship of Christians where the devotees sing the Ladainhas Latin during the festival period.

**7.THE FOUNTAIN**

The place wherein water constantly flows from the spring and the local woman washing clothes.

**8.RAKHONDKAR**

Place of worship of travelers using the road who ask for the Almighty's blessings so as to protect them whilst on their long journey.

**9.THE POTTER'S HUT**

Shows a few people, whose basic occupation is pottery. The hut shows a lot of pottery items made of clay in different shapes and sizes.

**10. OLD GOAN HOUSE**

Depicts the Goan houses as they were, before the Portuguese.

**11.COBBLER**

The statue of the cobbler involved in stitching chappals and shoes and dressed only in a piece of cloth tied around his waist.

## **12.HINDU HOUSE**

The traditional Hindu house with the Tulsi in front and the floors delicately covered in dung is shown as elegantly as possible. Also the house is shown decorated with various types of fruits and leaves, which is prominently seen during the major Hindu festivals.

## **13.THE BASKET WEAVER**

Model of a person weaving baskets used for various household activities, made out of strips sliced from the bamboo tree.

## **14. ESCOLA DE MUSIC**

This is a house of music wherein the music teacher also popularly called as the "Mestre" gives music lessons to the youngsters from the village. Music books are also displayed in the house.

## **15. TINTO (MARKET PLACE)**

This is a place wherein three roads meet in the village and vegetables, fish etc. are sold. The messenger boy known to spread news around the village is also depicted in the form of a clay model.

**16. KHAMBE**

These are two big pillars meant for long journey travelers carrying luggage on their heads to keep them on and take rest.

**17. BARBER**

The traditional barber with his hair cutting equipment including the crudely designed shaver called the 'Akor'.

**18. DONA MARIA'S HOUSE**

This is a smaller version of the big Christian houses built during the Portuguese regime. The big resting chair called the "Volter" with the house-lady sitting on it is displayed as also the altar and the safe for keeping gold and other jewelry.

**19. DONA MARIA'S KITCHEN**

The kitchen shows the full range of equipment required for cooking with a well next to it. Traditional cooking utensils that are no longer used, are also displayed.

**20. TAVERNA**

The place where the local men meet after a hard day's work for drinks.

An old soda machine is also displayed.

This is the entire tour. The order may not be the same for all the tourists, especially when many groups are visiting at the same time.

## **4.2 HYDROSPORTS (GOA) PRIVATE LIMITED.**

### **Introduction.**

In December, 1998 Mr. Vincent Condillac, Managing Director of Hydrosports (Goa) Pvt. Ltd. was facing competition from local boat operators to the most successful product offerings of Hydrosports, v., i., z., Crocodile Dundee (A boat ride using the inland waterways of Goan rivers to see crocodiles), Crocs. & Spices (A boat ride along the rivers of Goa to see crocodiles and visit spice gardens along the river banks) and the Island Picnic (A boat ride to an island for a full day picnic inclusive of lunch). As these product offerings were from the stables of Hydrosports, Mr. Condillac was perturbed by the ease of multiplicity of such other product offerings from competitors and was thinking of measures to tackle the situation.

### **Tourism in Goa.**

Goa is considered to be a much sought after tourist destination both in the domestic market in India as well as in the foreign market, especially Europe. It is a beautiful small state of India on the Western Coast with an area of 3702 Sq.Kms and about 100 kms coastline with palm fronds lined beaches and beautiful waters. It has a tropical humid climate with an average temperature of 26<sup>o</sup> C and a very favourable calm wind. This feature of the weather is seen throughout the entire tourist season, which

is from October to May. Tourism in Goa has picked up of late and between 1991 and 1998 it has grown at 4.24% per annum on an average. The foreign tourist market saw a tremendous boom after the charter tours were started to Goa in 1992. The growth rate of foreign tourists visiting Goa was close to 50% in the year 1992 and 40% in 1993. In eight years from 1990 onwards the number of foreign tourists visiting Goa had increased from 104330 tourists to 275047, the Compounded Annual Growth Rate (CARG) being 12.88%. (Master Plan for Tourism 1998). Most of these tourists come by Charter Flights and stay at the starred hotels in Goa. International arrivals by Charter Flights into Goa increased from 5815 in 1990-1991 to 88817 in 1997-1998. An interesting fact here is that in 1990-1991 International Charter Tourists were only 6.3% of the total International Tourist Arrivals in Goa and by 1997-1998 this had risen to a whopping 33.9% showing the power of Charter Tourism! The Domestic Tourist Arrivals were, on the other hand, quite weak in their growth with the CARG between 1990 and 1998 pegged at 2.59%. The increase in international tourist arrivals therefore should have been capitalized upon by the local economy, especially, the Small and Medium Enterprises that offer various attractions / experiences for tourists. Unfortunately most of the SMEs are not in a position to cash in on this tourism growth in a proper manner and hence are not in a position to create a mutually beneficial exchange with the tourists.

Nature's gift to Goa in terms of its pristine beaches and a 105 kms long seacoast has not been utilized for Marine Adventure Sports in Goa in a big way. It was Hydrosports that gave the impetus in developing this tourist attraction for domestic as well as the foreign tourists by bringing in the necessary equipment and trained manpower to start water sports at a location on the sea coast at Cidade-de-Goa Beach Resort. Ever since its inception it has tried hard to maintain the high quality of service demanded by the foreign and domestic clients through its good quality equipment as well as safety measures indicating the concern for tourists. Most tourists who take up these activities are the foreign tourists who have at least some exposure to watersports. Those who do not have any exposure are given some training by Hydrosports to enable them to enjoy the activity.

The pioneering efforts of Hydrosports (Goa) Pvt. Ltd. have attracted the smaller players in the market who offer the tourists water scooter rides from a location called Dona Paula, which is an attraction point itself, close to the beach resort.



**Hydrosports (Goa) Pvt.Ltd.**

Mr. Vincent Condillac and Mr. Riaz Ismail started Hydrosports (Goa) Pvt. Ltd. in 1990 as a private limited company wherein they pooled their talents and experience of two decades to build up the most successful Watersports Company in Goa. When they started off they had a desire to bring in the best of equipment and talent to give this industry the necessary boost and promote the culture of watersports in Goa. Hydrosports operates from the lovely bay at Cidade de Goa Beach Resort. This was an ideal location from the viewpoint of calm winds, accessibility, central location, and proximity to areas of the sea where exciting sea life could be made use of and there existed an access to a good customer base in terms of the guests of Cidade de Goa Beach Resort.

**Services offered.**

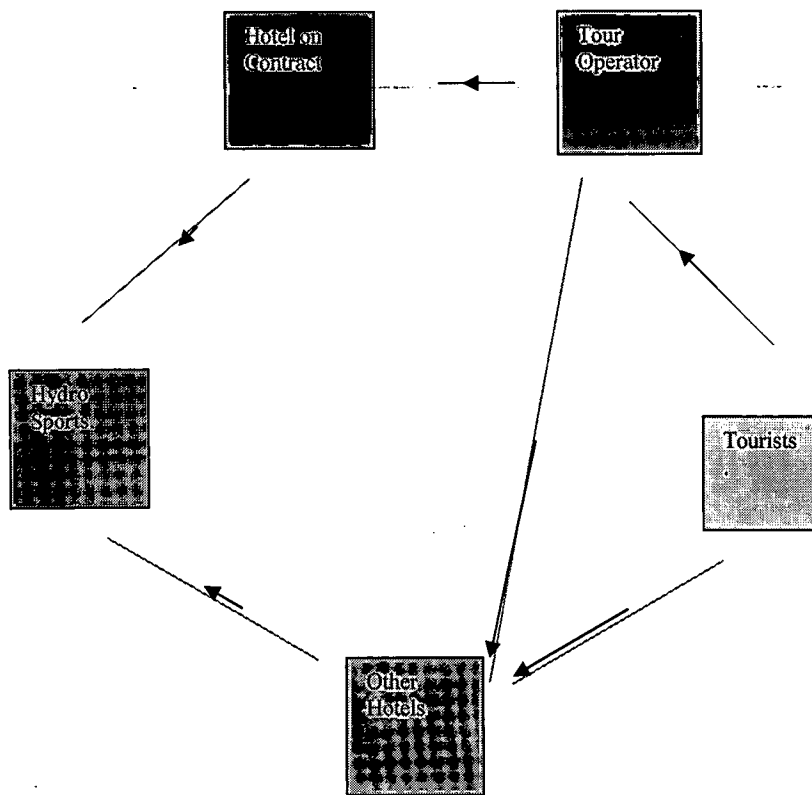
Hydrosports offers various services to its clients. These include speedboat rides, High Powered speedboat rides, Water skiing, Knee Boarding, Surfing, Parasailing, Banana Boat rides, etc. Apart from these water sports Hydrosports also offers boating excursions such as Dolphin Chases, Crocodile Dundee, Crocs & Spices and Birders Bounty.

**Marketing efforts.**

Hydrosports had started its operations keeping in mind the high-spending foreign tourists who used to come to Goa in the early 90's. These tourists who were well versed in handling the various equipment for watersports used to enjoy the services offered by Hydrosports at the Cidade de Goa Beach Resort. A majority of the clients were tourists residing at Cidade de Goa. However some of the clients also used to come from other hotels to avail these services. Due to the popularity gained by the organization in Goa, individuals started to offer single service of water scooters at the Dona Paula jetty, which is close to the Cidade de Goa Beach Resort. Many domestic tourists started using these facilities and thus the water scooter business became quite popular at Dona Paula. Slowly the competition started to flourish and it bloomed across Goa. The major players in the industry are Leela Beach Resort, Splash Watersports Pvt. Ltd, Banana Watersports Pvt. Ltd., and Thunderwaves Watersports Pvt. Ltd. apart from Hydrosports (Goa) Pvt. Ltd. The remaining players are operators of water scooters. All these are registered as water sport facilities with the Department of Tourism, Government of Goa. Hydrosports had identified its market segment quite early and they systematically started entrenching themselves into the market by taking necessary steps to ensure that they get their fair share of the market. The

marketing for the facilities starts at the beginning of July when the local representatives of the charter tour operators will be contacted. Along with this the local hotels are also informed about the existence of these facilities at the location. The tour operators (domestic and international) are then taken on a familiarization tour wherein most of the features of the facilities offered by Hydrosports are explained along with the trade structure of discounts and commissions. The range of commissions varies from 25% to 40% depending on the season and the tourist inflow. The International tour operators are usually paid around 25% of the price charged to an International customer. The Directors visit international tour operators in their countries, especially U.K., Sweden, Finland and Germany, as tourists from these countries form a bulk of the international tourists availing Hydrosports' facilities. Cidade de Goa Beach Resort that has a contract with Hydrosports as far as permitting it to operate from Cidade as a part of the in-house facilities, also promotes it at their welcome parties that are organized for the Charter Tourists once the season starts and the charters arrive.

The overall Sales efforts network looks like this:



Hydroports has an agreement with Cidade de Goa Beach Resort wherein the clients of the hotel are offered these services by the hotel as a part of its service portfolio. This results in an almost captive audience for Hydroports though they also get clients from other hotels. Over the years due to a change in the profile of foreign tourists coming to Goa and also due to a change in the Domestic tourists, Hydroports was forced to take

a look at its functioning in terms of its product portfolio. While the foreign tourists earlier used to rent out the boats and other facilities, they have almost stopped doing it now and the most popular facility they enjoy is the Crocodile Dundee or the Dolphin ride, which are boat rides. Other facilities such as Surfboards, Parasailing, Knee boarding etc. have not been so popular with the foreign tourists though they are either individual tourists or couples. This resulted in much of the capital investment not getting used effectively. The change in the domestic tourist market brought about a change in the way Hydrosports looked at the market. The average Indian tourist family who stayed at the hotel comprised two adults and two children. Most of the time of the family was spent at the hotel or on the beach. Though water sports are not popular in India as in the West, these families have a desire to enjoy the same but with a lot of safety! Mr. Condillac saw this aspect and he decided to diversify the offering of Water sports to these families by having sailboards that had a sail and an area large enough to accommodate five people. The idea was to let these families enjoy the sailing experience along with an experienced person who could help them in sailing. Similarly Hydrosports helped the domestic tourists to enhance their experience in Goa using the water sports facilities, which they offered. Hydrosports as of year 2001 had 75% of its revenues coming from 25% of the tourists who are domestic tourists and 25% of the revenues coming from 75% tourists who are

international tourists. This is exactly opposite to the earlier revenue-generating pattern in the early 1990s.

Hydrosports employs 15 people and most of them are expert swimmers and are trained on the outboard motor working. They are also provided basic customer handling training as well as training on the various facilities that it offers. The employees are given an annual holiday from May to August and employees with more than two years' service with Hydrosports are given half month's salary during this period. The others are not paid any salary for this off-season period. Every customer is insured for a substantial amount and this accounts for a big marketing point for Hydrosports in their ability to tap the international market. Hydrosports organizes for the safety equipment for their customers such as life jackets, first-aid kits on the boats while on the excursions and also provides for a stand-by OBM (outboard motor) for emergencies.

### 4.3 *Paco d'Anha*



The Quinta do Paco d'Anha belonging to the d'Agorrete d'Alpuim family is truly exquisite. The Quinta has belonged to this family since 1503 and was given to them by the 4<sup>th</sup> Duke of Braganca. It has been called as "Paco D' Anha" as the King of Portugal D. Antonio took refuge in this Manor House in 1580 A.D. Spread over more than 50 hectares, its vineyards, green parks and pristine forests are a delight to anyone interested in Nature. The Paco D' Anha white wine (Vinho Verde) is from the vineyards here and is branded after the Manor House itself. It is bottled and packed at the Manor House itself and the wine is stored in the cellars. This Manor House was introduced to Agro-tourism by Dona Laura Ashman who urged its owners to look at the commercial

possibilities of making it a Heritage Attraction for tourists visiting Portugal. It was thus that Quinta do Paco d'Anha became a part of Agro-tourism and tourism in rural areas of Portugal.

### **The Product.**

Paco d'Anha is a working farm and vineyard near the village of Viana do Castelo. It has a beautiful 17<sup>th</sup> Century Manor House and its surrounding gardens where independent cottages built of stone and wood have been modified and equipped with modern facilities to accommodate guests who wish to stay there. These cottages have been modified out of the existing structures that date back to the 17<sup>th</sup> Century. Most of the interiors are designed to be of that period but with the modern amenities suitable for people to stay. Three such independent cottages are "Casa das Oliveiras", "Casa do Quinteiro", and "Casa do Terreiro".

### ***Casa das Oliveiras***





This is an adaptation of the old distillery where the famous Marc of the Farm was made. It has a front grass area of 600 sq. mtrs., and has a number of Olive trees around it.

**Casa do Quinteiro** is an adaptation of the animal house that has a fine central yard open to the sky. It was formerly used to dry corn. The stables have been converted into very comfortable living quarters comprising of two bedrooms with twin beds and a kitchen, toilet and living room.

**Casa do Terreiro** is the old winepress of the Manor house. It has a wonderful long balcony that opens to the gardens and has a very fine view. It is also designed to have twin beds in the bedroom, a living room, kitchen and toilet.

Paco d'Anha as it is today, came into existence when Jose D'Alpuim, the owner of Paco d'Anha, discussed with his close friends and well wishers the prospects of making the best use of Paco d'Anha for the purposes of making it a tourist attraction. He took keen interest in the fact that Portuguese Heritage should find a place in the 'Agroturismo' that Portugal was trying to promote. It is one of the first houses to join TURIHAB (Turismo de Habitacao) as a member. It joined TURIHAB as it would then have access to a coordinated marketing programme that would enable it to reach out to customers from far and wide. It does not have any specific attraction to offer other than the wineries, forests and the

beautiful Manor house. In terms of activities most of the people who come here prefer to go for a walk in the forests and also go out of Paco d'Anha to the beach of Viana do Castelo. It also offers an unique opportunity for the guests to undergo a "wine-tasting course" after which it certifies the guest as a professional wine taster after a "ceremonial" process of giving the certificate.



Paco d'Anha does not have any linkages with any other attraction in the area or with any local tour operator.

### **The Markets:**

Most of the tourists who stay here are Portuguese, British, Germans and other Europeans. German and British visitors formed the primary market for Paco d'Anha in terms of number of guests. Of late, i.e., since 2001 there has been an increase in the Portuguese visitors though if one takes into consideration the total room nights it is still the British and German

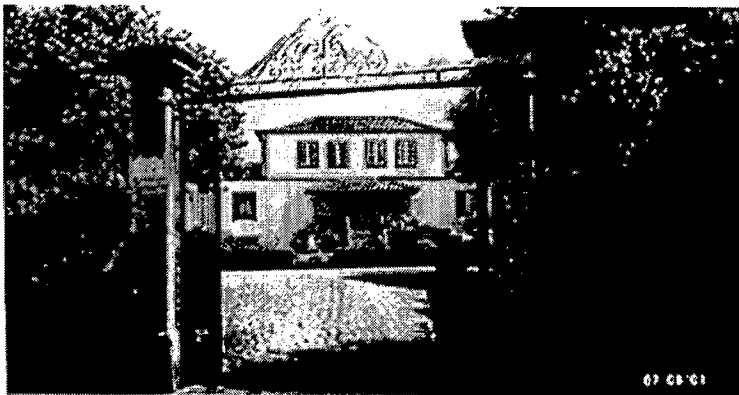
markets which dominate. This is because the Portuguese visitors are weekend visitors whereas the British and Germans stay for a period of about one week to a fortnight. A large percentage of these are through tour operators that TURIHAB associates with. Approximately 60% of the tourists are through TURIHAB while another 20% come through travel agents. About 20% come directly to Paco d'Anha. This includes the Portuguese who usually stay here over the weekend as compared to approximately 5 nights that the other foreign tourists spend. Interestingly Bank of Portugal uses this throughout the year for its employees. Approximately 10% of the annual tourists are from the Bank of Portugal. Most of the tourists who stay here tend to use the greenery and serene surroundings for peace and quiet. Relaxation seems to be the most important aspect experienced by the tourists apart from going to nearby places on short visits. These visits are not arranged by Paco da Anha but are organized by the guests themselves. The owners help the guests in terms of information regarding the places to visit nearby if the guests wish to do so.

### **Price**

The price that is charged by Paco d'Anha is regulated by TURIHAB on a yearly basis. All the members of TURIHAB adhere to this price. It varies from year to year and is generally around 14,000 escudos per night during

peak season for Category A houses (Categorisation of the TURIHAB Houses is in the case study on TURIHAB)

#### **4.4 Casa do Ameal.**



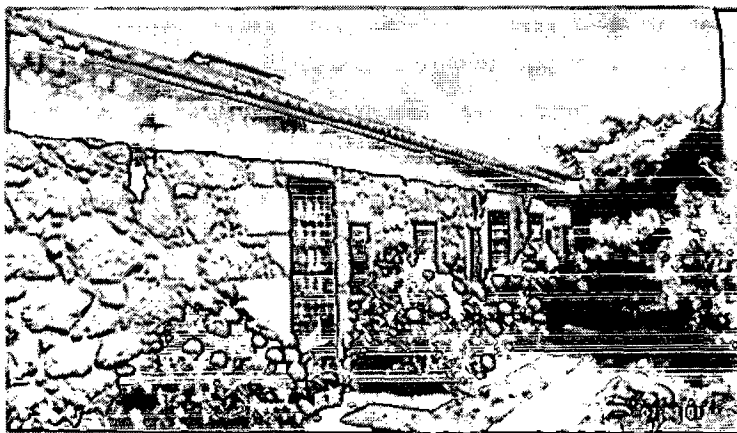
Casa do Ameal is a beautiful Manor House classified as a "Casa Antiga" and is categorized under "B" class of Solares de Portugal. Its history dates back to the 16<sup>th</sup> Century and the Faria Araujo Family purchased it in 1669 for 3,500 shillings. The family resides there even today and four sisters of the family look after the entire management.

**Origin.**

The Araujo family had farms and a farmhouse and the activities of the farm were not all that very profitable. The family then decided to venture out into getting its Manor House associated with TURIHAB after a friend of theirs mentioned it to them. This was also one of the early heritage houses that TURIHAB associated itself with. After joining TURIHAB the owners were able to get incentives from the government as a part of TURIHAB's activities to help its members to restore their heritage manor houses to their pristine beauty. TURIHAB also advised the owners of Casa do Ameal regarding the architecture etc. that needed to be maintained during the restoration process.

**Product.**

As a result of TURIHAB's help and the owners' initiative Casa do Ameal was restored to its past glory and now has eight rooms that can accommodate 20 adults. An outside view of its rooms is given below;



A breakfast service is provided to all guests and lunch or dinner is available on request. The guests have the facilities of a swimming pool and table tennis as a recreation facility. Most visitors enjoy these facilities or visit the town of Viana do Castelo that is situated nearby. The owners feel that there is very little variety in the activities that are available to the guests, both at the Manor house as well as in the nearby areas. They expressed their view that there could be greater co-operation with TURIHAB in developing various activities / attraction points for the tourists. Almost 95% of the guests who stay at Casa do Ameal are through the TURIHAB bookings. The owners expressed a keen desire to work closely with the TURIHAB in increasing the visitation and stay at their Manor House. They were quite content with the marketing efforts that TURIHAB was exerting to sell the "Solares de Portugal" brand. Casa do Ameal does not have any formal linkages with any other attractions around it like golf courses, horse-riding, etc. They however give an indication to the guests of the existence of such attractions through literature or through personal interaction.

**Markets.**

Casa do Ameal has been getting most of its guests from Portugal, Germany, France and Holland. They are mostly couples with children. The average stay here is for a week, although the Portuguese families tend to stay for the weekend only. The owners felt that the guests would probably enjoy more if there were some attractions nearby. Currently most of the children enjoy the swimming pool and the games while the adults enjoy the quiet and reading rooms available at the Manor House.

Casa do Ameal has a peak season in June, July and August of every year and during the off-season they have very few guests. They have two gardeners and one farm hand apart from 5 maids to do the work. Three maids are full time and the additional two are hired only during the peak season.

#### 4.5 TURIHAB (Associação do Turismo de Habitação)



The region of Algarve in Portugal accounts for 53% of the national tourism bed-nights. The high concentration of tourists in a small coastal area poses problems associated with congestion, deterioration in quality of services and environmental problems. Tourism accounts for about 8% of Portugal's GNP. The natural and cultural beauty of Portugal along with its remarkable variety of geographic resources can be used to create a "pull factor" in tourism towards the hinterland. One such effort was pioneered by TURIHAB, a co-operative organization of the owners of various heritage houses in Portugal.



## **Origin.**

TURIHAB was founded in 1983 to coordinate and organize the rural tourism "Turismo no Espaco Rural" (TER) effort into a viable entity. Tourism in rural areas was seen as a promising aspect for the development of the rural economy apart from giving the tourists a closer contact with the local life, culture, traditions, gastronomy and festivals. TER comprises of three types of tourism, "Turismo de Habitacao", "Turismo Rural" and "Agroturismo". Turismo de Habitacao was identified as the starting point by TURIHAB and comprises of traditional Manor Houses or Houses that are magnificent and having a well-known historical background. The Government of Portugal has now legislated that each of these houses should have a maximum of ten rooms, all having a private bathroom. Turismo Rural and Agroturismo were added on later as types of rural tourism in TURIHAB in the year 1987 / 88.

TURIHAB held its first meeting in Ponte de Lima in 1983. It was a culmination of the efforts of likeminded individuals who owned these Manor Houses and also some of the individuals who were in the field of tourism and hospitality. TURIHAB has many objectives, one of which was to enable a proper and scientific approach to the renovation,

maintenance and management of the Manor Houses that depicted the culture and tradition of Portugal. Though these are private houses owned by individuals / families, TURIHAB has succeeded in creating a brand "Solares de Portugal" which depicts these houses as the cultural ambassadors of Portugal.

Another major objective of TURIHAB was to bring the House owners together so that competition among them could be eliminated. TURIHAB also was sure that co-operation between the house owners would be beneficial to the entire tourism movement in the northern and rural parts of Portugal. Some of the other objectives of TURIHAB were;

1. To preserve the region's magnificent "Solares de Portugal" and its traditions and culture.
2. To provide accommodation in the rural areas of Portugal where it would otherwise be difficult to get accommodation.
3. To represent the members of the Association as one body, with the Government and other interactions with trade partners, tour operators etc.

Arranged below in chronological order are the major milestones in TURIHAB's progress.

- 1983:- TURIHAB started with headquarters at Ponte de Lima.
- 1985:- Agreement with Upper Minho Regional Board of Tourism.

- 1987:- TURIHAB presentation at ITB- Berlin.
- 1988:- TUTIHAB constituted at the National Level.
- 1990:- European Tourism Award for TURIHAB.
- 1991:- TURIHAB and ADRIL (Lima Valley Rural Development Association) strongly associate. Agreement signed with Galician Junta (Spain)
- 1992:- Creation of Dataprocessing of the Booking Center.
- 1993:- Creates "Solares de Portugal" brand for the Portuguese Manor Houses.
- 1994:- Member Adriminho (Association for Development of Minho Valley)  
  
Agreement with Ponte de Lima Municipal Council.
- 1995:- European Prize for Tourism and Environment.
- 1996:- Setting up of Europe of Traditions, a consortium of Associations from France, Belgium, UK and Ireland.
- 1998:- Institutional agreements with ICEP, Portuguese Investment, Directorate of Tourism Portugal.

If one looks at the above developmental map of TURIHAB one can easily find that the major events have been associated with either recognition to TURIHAB's efforts or its efforts at networking with the local , regional, national and international institutions. The emphasis on the networking is vindicated in the market that TURIHAB has developed and to which it

caters its products. It is also helpful in adding value to the tourism product in the local and regional areas as the local and regional institutions are committed through the agreements with TURIHAB to enhance the tourist's experience in that region.

Over a period of time TURIHAB has created CENTER, an organisation that looks at centralised bookings of the houses as accommodation for tourists.

The reasons for organising a central system of booking were;

- The Manor House owners found it difficult to deal with tour operators on an individual basis due to the fact that they could offer few rooms individually but could offer more than 1000 beds collectively. This could lead to stronger bargaining power for TURIHAB as well as for the Manor House owners.
- One of the main functions of TURIHAB is to enhance the positioning of "Solares de Portugal" brand of TURIHAB, to increase the visibility of the houses across the country as well as other parts of the world. This centralized booking would then be an added advantage as the booking from different parts of the world would be more efficient. It would also help TURIHAB in projecting the image of "Solares de Portugal" brand across the globe using the Internet. Further the tour operators having contracts with TURIHAB would find it easy to book the rooms for their clients making the process more convenient.

- It is convenient for all to have a central point of contact for reservations for TURIHAB houses. A centralized system of reservation is far more flexible, efficient, amenable to the usage of technological advantages such as Internet, Fax, etc... Its central booking – CENTER (Central National de Turismo no Espaço Rural) caters to a national network of 97 houses offering 1100 beds spread all over the country including Açores and Madeira.

### **The Product.**

TURIHAB has classified the Manor Houses into three distinct classes. The classification is based on the type of the Manor House (either a rural rustic house or a Farm House or An Antique House). This classification is further sub-divided into categories A, B and C based on the facilities offered. This is beneficial to TURIHAB in terms of the wider choice that it can offer tourists. It also enables TURIHAB to price its products varyingly depending on the facilities offered and the type of the house selected by the tourist. These Houses branded "Solares de Portugal" offer peace and tranquility to the tourists who choose to reside there. These Solares are family homes as opposed to hotels, offering a very different kind of holiday experience with that 'personal touch'. Just a decade ago many of these houses were facing decay, but with government support and now currently with support from ADRIL they have been painstakingly restored to their former

glory and have now opened their doors to receive guests. Special attention is paid to the décor, such as the use of antiques and fine art. They have since been individually inspected to ensure the highest standards of quality and hospitality. Many TURIHAB homes have played host to the same family for hundreds of years and often date back to the 16th and 17th Centuries. The owners of the houses are expected to stay at the houses all the time. Embracing Portugal's finest antiques, fine art and furniture, the houses represent Centuries of Portuguese history and culture. Owners eagerly share knowledge about local places of interest to visit, festivals, local gastronomy and traditions. Every owner speaks a minimum of one foreign language, many of them two or three. The owners help the tourists in terms of offering them guidance on what to do when staying at the Manor Houses. Some of the activities that guests indulge in, when at the Manor House, are cycling, hiking, taking long walks on Trails, Wine tasting, experiencing the culture at the nearby villages etc. Though the guests indulge in these activities the Manor Houses do not organize these activities leading to very little value addition to the product that they offer. Some of the Manor Houses have the facilities of a Swimming Pool and Table Tennis / Tennis courts. TURIHAB has not got into any formal arrangement with any attraction / event managers to enhance the experience of the tourists, except for an

agreement with a Golf Course in the Lima Valley for which the TURIHAB guests get a 20% discount.

When houses are classified TURIHAB looks for the following details that apply to varying degrees, according to the group classification.

- the building's architectural style and locality
- interior décor, furnishings and preservation
- historical value of the house
- infrastructure/facilities, eg. Swimming pool, tennis courts, golf, hunting, fishing, etc.
- enthusiastic proprietors: local knowledge, language skills, etc.
- atmosphere, hospitality, tranquility.
- Service: well trained staff, Quality, well-presented food, Daily change of linen, towels, etc.

### **TURIHAB Houses**

*TURIHAB houses fall into 3 different categories for which the prices vary accordingly.*

**Category A** houses are the finest manors and palaces, luxuriously furnished with antiques and family heirlooms, often surrounded by

beautiful gardens. Some of their names are preceded by the word 'Paço,' a term used to indicate that a King has stayed there.

**Category B** incorporates the country houses and smaller manors, many of which date from the 18th Century and carry on the farming traditions of their ancestors.

**Category C** establishments are largely rustic cottages and farmhouses, which have been converted into comfortable apartments.

"Casas Antigas" are elegant manor houses and country estates most often originating from the 17th and 18th Centuries. Their architecture is of great heritage significance, the various styles reflecting the distinct chapters in the history of Portugal. "Casas Antigas" are replenished with period furniture, family heirlooms and several well-known and valued works of art. Guests may stay in the main house with the host family, or if preferred, some houses have adjacent cottages where visitors may still enjoy the family atmosphere.

The following are the number of Casa Antigas that belong to TURIHAB.



Region	No of houses	Categories		
		A	B	C
Minho	24	5	19	-
Douro	5	2	3	-
Beiras	5	1	4	-
Lisbon & Vale do Tejo	5	2	3	-
Açores	2	-	3	-

Region	No of houses	Categories		
		A	B	C
Minho	19	1	9	9
Porto	3	1	2	-
Douro	1	-	1	-
Beiras	5	1	4	-
Tras os Montes	4	-	4	-
Lisbon & Vale do Tejo	1	-	1	-
Alentejo	1	-	1	-

"Quintas" and "Herdades" are agricultural farms and estates, with a rural atmosphere, whose main houses encompass architectural styles from the classic to the rustic. "Casas Rusticas" are distinguished by their type of construction, being of simple architectural style and utilising regional materials. Generally of smaller dimensions, they contain simple and practical, but comfortable furnishing. Located in the heart of rural villages or within farms, they offer an excellent opportunity to appreciate the peace and tranquillity of country life.

Quintas and Herdades:

Region	No of houses	Categories		
		A	B	C
Minho	11	-	2	9
Lisbo & Vale de Tejo	1	-	-	1
Algarve	1	-	1	-

Dinner is available at several houses at some extra cost. Those requiring an evening meal are expected to give their host adequate notice. All apartments provide the necessary utensils and equipment for preparing

meals on a small scale. Breakfast is included. Several houses have facilities for meetings/seminars, some of which will also provide lunch, dinner or light refreshments. Besides this other facilities provided to the guests include swimming pool, horse riding, wine tasting, gardening, library, tennis, golf, fishing, bicycling, handicrafts, etc. Most of these houses are open throughout the year. Some of them close only during the Easter and Christmas holidays. Other houses are open from either March to November or May to October. Prices are per room/apartment per night, and include a private bathroom and traditional breakfast. Extra beds are available only for children up to twelve years of age.

**Funding:**

TURIHAB's funding is mainly through the membership fees and also the commissions on central reservations. Commercial sponsorship and co-financing from LEADER (A programme for funding the tourism business firms) are also avenues of funding for TURIHAB.

TURIHAB also collaborates with other public institutions. It does not receive any direct financial help from them, but for example RTAM (regional tourist board) offer services (staff, office, etc.), which help relieve the financial burden of the fixed costs. Additionally, RTAM facilitates attendance at promotional fairs with TURIHAB paying a contribution towards the costs of their stand for its use. There is also the

more intangible support of contacts with the national tourist offices placed in various countries, and with journalists, tour operators, travel agencies, etc. Thus, TURIHAB's development up until now is partly due to the continuing support from RTAM, demonstrating the importance of such collaboration between the public and private sectors. Rather than being informal, its association with public institutions is institutionalized by way of representation of TURIHAB on the board of the local Municipalities and vice versa. This enables a strong networking of local and regional institutions thus facilitating a better service product potential for TURIHAB. It also helps stimulate tourism development in a planned manner.

Further public sector assistance comes from the "Câmara de Ponte de Lima" (the town council), and the central government, which is largely of a supportive and advisory nature. For example, in the National Plan of Tourism, the Secretary of State for Tourism states that one of the objectives of tourism in Portugal is to contribute to a better quality of life for the Portuguese. A part of the strategy is to increase "Turismo de Habitação" in rural zones. The planned strategy is borne out by the fact that in the year 2000, the Portuguese were the highest number of tourists staying at the Solares de Portugal followed by the British.

## **The Structure of TURIHAB**

There are 4 small working committees within TURIHAB: all but one of which (the Comissão Consultiva), are comprised of, and elected by, the house owners themselves, thus ensuring a high level of co-operation and representation for the houses. The following is a brief description of the various committees.

1. Direcção – this committee comprises of 5 elected members: a president, vice president, accountant, secretary and one other member. This group oversees the day-to-day organization and marketing of TURIHAB. Additionally, they are sometimes called upon by the government to give lectures at conferences concerning “Turismo de Habitação”.
2. Assembleia Geral – this committee sets down the rules, which all houses are to abide by. Within it are a president, vice president and secretary, also elected by TURIHAB members.
3. Conselho Fiscal (Fiscal council) – there are 4 people in this council who oversee the accounts, and regularize budgets, etc.
4. Comissão Consultiva – this comprises of 3 members, who are chosen by the Direcção: an architect, an engineer, and an interior decorator, who are generally among the best in their respective professions. This group offers advice to the house proprietors on

interior décor, refurbishments, renovations etc., ensuring that the houses remain in the authentic local styles during any re-developments. In addition, this committee assists in the classification of new members.

### **Promotion.**

One of TURIHAB's main promotional tools is the TURIHAB Brochure. This gives out the concept of TER (Turismo Espaço Rural) as well as a few photographs. The brochures are the main contact points for TURIHAB with the potential guests through the tour operators.

TURIHAB runs a very effective marketing campaign and has developed good contacts with journalists from quality publications in the major markets, often initiated by the NTO (National tourist office) of that country. TURIHAB offers tour operators and journalists free accommodation in the manor houses as part of educational tours of the region. They have established contact with 125 tour operators who now produce 62% of the bookings.

TURIHAB also participates in Travel-Tourism Fairs in Portugal and abroad and has been successful in marketing the brand "Solares de Portugal" internationally. The fairs provide an ideal opportunity for TURIHAB to contact tour operators and travel agents. World Travel Market

(London), ITB (Berlin), FITUR (Madrid), BTL (Lisboa) are some of the travel fairs that TURIHAB attends/participates in. This results in a good amount of publicity for TURIHAB as well as the brand "Solares de Portugal". TURIHAB also participates in trade fairs in Europe, USA, Canada and Brazil where it also act as ambassador of the country rather than just seeking trade benefits. Currently TURIHAB is involved in the "Europe of Traditions", a concept involving Britain, Ireland, Holland and Portugal. The booking for the next year starts in October of the current year. The contracts with tour operators and travel agencies for tours of the next year are signed in June – July of the current year. TURIHAB also does direct marketing for "Solares de Portugal" in Portugal only. Its annual marketing expenditure is around 38,000 contos in Escudos (approximately 190,000 Euros), which is about 80% of its total expenditure.

### **Major markets**

The majority of TURIHAB customers in the recent past were the British, followed by the Scandinavians, Portuguese, Germans, Dutch, French, Canadians and Americans – roughly in that order. But last year there has been a significant increase in the Portuguese visitors itself. They form the largest segment of tourists to have availed of TURIHAB's offers of Solares de Portugal. Most of the guests other than the Portuguese and Spanish comprise of families. These are largely families or couples, approximately

40-60 years old. This is also a trend that has been seen in the recent past. The Portuguese and Spanish tourists tend to be younger and are about 30-40 years in age. Because of the Portuguese and the Spanish markets increasing their presence in TURIHAB's clientele the average age is getting lower every year with the current average being around 40 years. Most of the guests at TURIHAB houses want to experience a "rural life" and also enjoy the peace and quiet that the countryside can offer. Most of them also prefer locations of TURIHAB houses that are near the beach or a river. The houses offer the guests the requisite privacy and independence through the annexes that the houses develop. The guests also have the facilities like Horse riding, Wine tasting, Fishing etc. which are there at most of the TURIHAB Manor Houses. Apart from this the guests usually like to experience the village and rural life in terms of handicrafts, local customs and traditions. None of these are organized by TURIHAB and the guests themselves experience the rural life through enquiries and some help from the owner of the TURIHAB houses. There is no formal arrangement between TURIHAB and any of the event organizers, or rural bodies to enhance the experience of the guests, unlike in the case of addressing the markets abroad. TURIHAB essentially organizes itself to promote TURIHAB houses and the exquisite Solares de Portugal apart from promoting Portugal itself. TURIHAB is focusing its efforts in terms of co-operation between itself and the local bodies as well as different



organizations abroad to forge a strong brand such as "Europe of Traditions". This is done with a view to strengthen TURIHAB in terms of its image and its ability to be a strong force in terms of a Flagship Attraction in the peripheral areas of Portugal. However the supply side of the TURIHAB houses in terms of experience enhancement is left to market forces and TURIHAB does not involve itself in development of the experience enhancement for the guests other than the TURIHAB houses. One other aspect of these Manor Houses is that the younger generation has to necessarily take interest in the continuation of their "Solares de Portugal". As the older generation that is currently residing at these houses is past the age to take active interest, the younger generation of the family has to don the mantle of the "Host" of their "Solares de Portugal". It remains to be seen in the coming years how the changes in peoples' expectations of rural Tourism will bring about reactions from TURIHAB.

## 5. Within-Case Analysis of the Case Studies

Theoretical frameworks for tourism attraction development are few. Notable amongst them are the ones proposed by MacCannell (1976), C. Gunn (1988), N. Leiper (1990), G. Wall (1997). Most other authors look at tourism attractions from an analytical point in terms of analyzing them from their functioning / marketing point of view rather than a developmental point of view. The case studies are being analyzed from the developmental frameworks proposed by the authors mentioned above except Wall (1997), as his framework is more geographically oriented in terms of spatial expansion of attractions.

The objectives of this within-case analysis are:

- a) To see whether there is any deviation from the theoretical frameworks in so far as the attraction development is concerned.
- b) To identify patterns, if any, in the developmental process of the attraction.

### 5.1(a) Analysis of the Case Study on “Ancestral Goa”, using MacCannell’s attraction development framework.

According to MacCannell (1976) a tourist attraction has basically three components, viz. Tourists, Site and a Marker. He further goes on to elaborate the process of development of an attraction using the “Site Sacrilisation” process. He identifies five steps to site sacrilisation.

1. **Naming:-** Occurs when a site is differentiated from similar objects as worthy of preservation.
2. **Framing and Elevation :-** Occurs when a boundary is identified around the site and visitation is permitted.
3. **Enshrinement :-** Occurs when on-site markers are venerated or given importance
4. **Mechanical Reproduction:** - Occurs when acceptance by visitors is exhibited by mechanical reproduction of the site in terms of artifacts / souvenirs.
5. **Social Reproduction:** - Occurs when society recognizes the importance of the attraction from a social point of view and gives it recognition by naming societal aspects after the attraction. E.g. Roads, Places, Buildings, Parks, etc.

Ancestral Goa is a man-made attraction at Loutolim, a village in the peripheral areas of Goa. It was conceived and designed by Mr. Alvares

who is the owner of the attraction. He graduated from the Goa College of Art and has an avid interest in art and sculpture. "Ancestral Goa" as an attraction was conceived by him when a tourist whom he met mentioned that Goa had nothing to offer but the beaches and the churches / temples. This statement made Mr. Alvares think about the different cultural aspects of Goa and he decided to design and recreate a village of Goa as it was 100 years ago under the Portuguese rule. Tourists who come to Goa generally visit the churches and the temples that are ancient, but there is no site that can depict Goa as it was during the Portuguese rule that ended in 1961. Keeping this in mind, Mr. Alvares spent about 2 years in research alone, to design "Ancestral Goa". He then set about to recreate an ancestral village of Goa, as it was 100 years ago, complete with actual life-size sites and houses and statues. It depicts a typical village of Goa as it was during the Portuguese rule in Goa. The depiction is done in seemingly natural surroundings and comprises of sites that show the typical socio-economic village life. The entire concept development-execution aspect of this attraction can be analyzed using MacCannell's framework of attraction development. The analysis shows that the first two steps of "site sacrilization", Naming and Framing & Elevation physically took place simultaneously as this attraction was conceived and designed, rather than identified as worth preserving. One may argue that the "Naming" for a "Heritage Attraction" is

something that has been identified earlier as in the concept of "Heritage". Ancestral Goa is a depiction or morphological development of that concept. As the theoretical framework basically looks at the physical development of an attraction through the process of site sacrilization, one can say that the first two steps simultaneously occur in this case. There is a certain delay that is presupposed between the first and second stage of site sacrilization. This is because MacCannell's framework pre-supposes a potential attraction that is waiting to be identified as worth preserving. The framing and elevation occur only after activities such as mapping, photographing, preserving etc are done to permit it to be "visited" by tourists. In case of Ancestral Goa the only delay between the first and the second stage as per the framework is due to the fact that "Ancestry" as a concept is already "Named" in the sense of a "quest" for the authentic or a "nostalgia" of the past and "Ancestral Goa", as a physical depiction of that abstract "Naming", came into being after the framing and elevation stage occurred. There is evidence that the site sacrilization process need not necessarily show a particular chronological path according to the stages. In a case of the development of North Cape the stage of "Mechanical Reproduction" was the second stage itself (Jens Jacobsen: 1997).

The third stage of "Enshrinement" in Ancestral Goa took place when the Limca Book of Records recognized the 14-meter long horizontal statue of

the Indian saint Meerabai, as the longest in India. This was sculpted by Mr. Alvares himself and is an onsite marker at Ancestral Goa. Moreover the "Big Foot" legend is also gaining ground and Ancestral Goa is creating a more interactive aspect for this on-site marker. The "Big-Foot Legend" is an imprint of the right footprint of a human being who performed penance seeking the grace of God. He was a generous person who donated all his wealth to the needy villagers and was, over a period of time, reduced to a penniless person. He then sought relief from God as no one whom he had helped in their hour of need came to help him in his hour of need. After performing the penance and seeking God's grace he refused God's offer to punish the ungrateful people whom he had helped and restore his past glory. The legend is that anyone with a "pure heart" after stepping onto this footprint will have his or her wish granted. The legend is redesigned as an interactive point / site for creating an experience for the tourists. One of the aspects of creating this experience is a "temple-like" situation complete with brass bells and a small shed with the pictorial depiction of the story of the "legend". Some tourists offer coins of small denominations at the "legend" which is a sign of the experiential nature of the site. In Hindu tradition money is offered at temples, as a symbol of surrendering one's material desires.

The fourth stage of "Mechanical Reproduction" has been started by the attraction itself as a part of the process of promotion rather than as a

separate economic activity by the market forces. One reason for this could be that the attraction is a privately owned one and "Mechanical Reproduction" of the attraction may be considered the domain of the attraction itself rather than a public domain. No other firm is currently engaging itself in an economic activity such as mechanical reproduction of Ancestral Goa, probably because it is privately owned. In the case of Public Attractions such as Beaches, Waterfalls, etc. there could be economic activity of mechanical reproduction by entrepreneurs who could utilize the opportunity, resulting in the Mechanical Reproduction stage being advanced in the "site sacrilization" process. The fourth stage of "Social Reproduction" has not as yet occurred.

The framework as proposed by MacCannell fits natural attractions more as compared to man-made ones. The first two stages are part of the discovery of a natural attraction and the subsequent visitation that occurs due to the initial adventuring tourists who visit the site. Alternatively, on a planned approach, a site may get noticed or discovered and then the naming and framing/elevation stages could occur. This again reveals that the attraction is either a nature based one or one wherein the attraction potential is envisaged. e.g., excavated ruins, archeological sites etc. The framework does not seem to identify very well with man-made attractions in the "site sacrilization process". Moreover when one considers tourist attractions in peripheral areas like

where Ancestral Goa is situated, the framework offers no explanation to the developmental process. Attractions in peripheral areas by their very nature are attractions away from the central attraction at a destination. This increases the burden on the attractions to pull the tourists towards it as well as to push it through alliances with other players in the markets to explore possibilities of capturing a larger segment of the target market. It is imperative that the attractions in peripheral areas offer a more intense attraction consumption experience to the tourists or make them spend longer hours at the site with a variety of experiences that need not necessarily be intense in terms of experience. One can see such an exercise at the Ancestral Goa initially, wherein tourists had to spend about three hours for the "Ancestral Goa" experience.

MacCannell's framework of attraction development looks at the development of the attraction from the viewpoint of "visitation increase". The framework does not look at the kind of interventions that go into the increase of visitations that lead the attraction development through the various stages. The framework is more of a "post-facto" analytical tool rather than a planning tool for understanding attraction development. Organizational interventions, be they public or private, planned or emergent, forced or spontaneous, are not commented upon in the developmental framework by MacCannell. An attraction in the peripheral areas can reach the stages of Mechanical Reproduction and

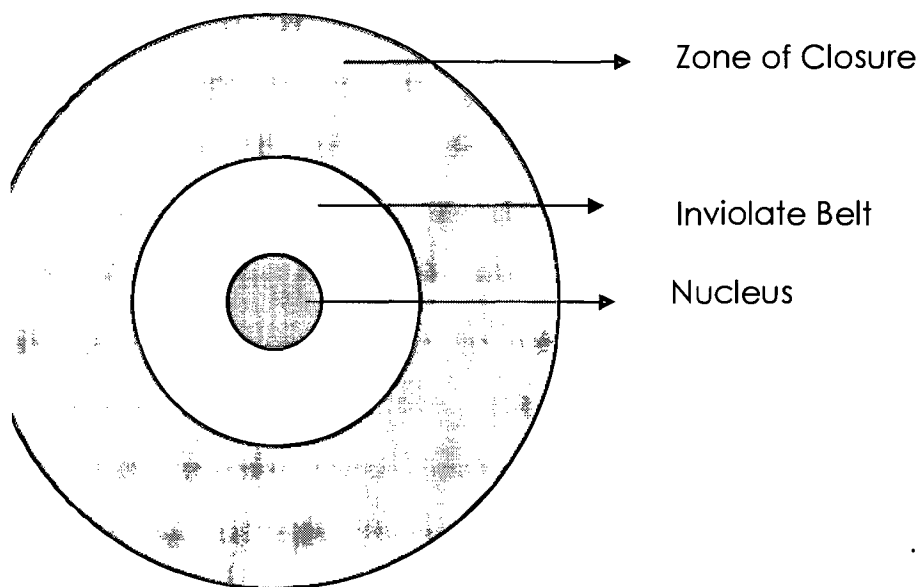


Social Reproduction only if there is high visitation at the attraction. In MacCannell's framework, the concept of Mechanical Reproduction and Social reproduction come into the public domain after the attraction has gained sufficient exposure in terms of visitation. It is usually so when the attraction is "owned" by the public in terms of either management control with the public sector organizations or through the symbolic "ownership" of the attraction due to its "public" image, even though the management control rests with private organizations. The other attractions that do not have a "public" image and are not owned by public sector organizations end up with having the Mechanical Reproduction stage dominated by the management itself in terms of creation and sale of mechanical replicas of the attraction. This restricts the MR stage to the private owner/managers of the attractions. In order to create the "public image" of the attraction the attraction owners need to turn the attraction from an attraction in the peripheral area to a "flagship attraction" in the peripheral area. For an attraction in the peripheral area to attain a flagship status higher organizational inputs are needed. These could be in the form of alliances across various functional areas of organizations or could be collaborations with other players in the tourism industry. This was evident in the kind of linkage that Ancestral Goa has sought from the Tourism Department of Goa by way of getting enlisted on their guided tours as it became necessary for Ancestral Goa

to have a higher visitation number to make the attraction viable. This aspect of getting listed is quite important as it ensures a steady stream of visitors from the packaged tour. Such efforts are needed in the case of attractions in peripheral areas to enable them to succeed in terms of commercial viability. As the attraction is yet to gain popularity in the region in terms of higher visitation and renown, the stage of "Social Reproduction" would be far off in terms of time.

### 5.1(b) Analysis of "Ancestral Goa" using Gunn's attraction development framework.

Gunn (1988) has identified a three-part structure of a tourist attraction. This structure is basically a physical structure of an attraction but the development of the entire attraction is envisaged within this framework. It has a structure like this;



Here one can see that the core attraction is the Nucleus. It denotes the actual area occupied by the core attraction. An inviolable belt that denotes the setting or the theme of the attraction surrounds this. The Inviolable belt is the setting within which the attraction is situated. The visitor reaches the nucleus only after passing through this setting / buffer space which basically conditions him / her to receive the attraction in the right frame of interpretation. The zone of closure denotes the limits of the

attraction and includes the surrounding commercial areas and local service areas. The development of an attraction takes place along these lines with the inviolate belt and the zone of closure expanding to allow for an expansion of the core attraction. Here we see a more physical developmental structure and hence only the physical developmental analysis of Ancestral Goa is discussed.

If one looks at the structure of Ancestral Goa, it has the core attraction spread over a landmass that enables the village scenario to be depicted. This becomes the core attraction with smaller statues/scenes becoming individual sites for experience consumption. The inviolate belt is the entire setting of the attraction itself. The theme of "Ancestry" is depicted well through the setting / inviolate belt within which Ancestral Goa is embedded. All individual sites such as the "Fisherman's hut", "Dona Maria's Kitchen" etc., can be experienced through the inviolate belt. This belt has the strength to help the visitor to better appreciate the attraction i.e. the "core attraction". In this case it is the details of village life in Goa as it was a century ago. Creating an inviolate belt that helps to experience the village life enhances this experience. In the earlier version of the product wherein Ancestral Goa entertained the visitors for a three hour visit to the various individual sites through a series of varied experiences that were associated with the individual sites helped the visitors understand the nuances of the village life much better. The

strength of such an inviolate belt increases the attractiveness of the attraction and also helps the product to differentiate itself from similar products. The Zone of Closure extends to the boundaries that Ancestral Goa has and there exists a dance floor, a restaurant and a gift/souvenir centre within this. This zone of closure has also been blended with the Attraction as the dance floor is in the shape of a "Big Foot" and is so named.

An analysis of this case from Gunn's framework of development reveals that the inviolate belt as it exists now is less effective in terms of its ability to enhance the appreciation of Ancestral Goa as compared to the earlier version of the product. The role of the inviolate belt in the earlier version of the product increased the visitor's experience as well as interaction with the core attraction in a better way as compared to the current version. The current version came about as a result of the changed market conditions and also to the owner-manager's realization to the commercial compulsions of managing the attraction. The decision to reduce the experiential value to fit the product to the changed market/ visitor profile was at the cost of the changed value of the attraction itself. To a large extent the development of Ancestral Goa conforms to Gunn's structure but there are issues that indicate that weak links in the structure can reduce the value of the attraction. This seems like a contradiction, wherein to increase the visitation at an attraction in the

peripheral areas by creating the pull factor an attraction has to develop stronger links in the attraction structure such as a strong inviolate belt and a strong zone of closure. This in turn increases the investment on the part of the entrepreneur disturbing the economic calculations of managing the attraction. It is evident from the case that the entrepreneur had reduced the strength of the inviolate belt to accommodate the changed visitor profile. Attractions in peripheral areas have to use experience creation in order to draw visitors. Walk-in visitors are far and few in between as the attraction is situated in a peripheral area. Hence the structure for such experiential attractions would have to emphasize two parts, v.i.z., The Inviolate belt and the Zone of Closure. As Ancestral Goa is a high tourist involvement attraction, value addition to its existing product structure can be done either by adding more individual sites to depict the ancestral Goan village life or to increase the experientialisation of the existing product. This is now the developmental path that Ancestral Goa is envisaging to take. Some individual sites have been more experientialised already (the Big-Foot legend). One approach to increase the experience at an individual site is to increase the strength of the inviolate belt. In the case of Ancestral Goa the staged experiences or potential for staging experiences for the visitors using the attraction / site as the base is high.

### **5.1(c) Analysis of "Ancestral Goa" using Leiper's attraction development framework.**

Neil Leiper (1990) identifies three elements that constitute a tourism attraction when their connectivity to each other is established. These are;

- 1. A Human Element or the Tourist**
- 2. A Nucleus Element or an Attraction**
- 3. An Informational Element or a Marker.**

This framework looks similar to MacCannell's framework but differs in the sense that Leiper looks for a connectivity of the three elements to identify an attraction and also goes into the organizational aspect of attraction development by stating that a connection between these three elements would constitute an attraction. This essentially means a strong organizational input to create the connectivity between the tourist and the nucleus or central element by a proper product-market fit. The informational element is also a part of organizational input resulting in the information available to the tourists about the Central element. A connection between the Tourist element and the Central element is a prerequisite for an attraction to exist. This indicates that a product-market fit is needed for an attraction to exist. The organizational effort that goes into creating this product-market fit may be different for different stages

of the destination's life cycle resulting in either an emergent or planned product-market fit. Ancestral Goa has had to struggle with the right product-market fit in order to garner a higher visitation figure. A peripheral attraction like Ancestral Goa does not have control over the tourist market and has to take necessary steps to identify the right kind of market within the tourist inflow to make the "connectivity" work.

Leiper has categorised the second element (Nucleus Element) into primary, secondary and tertiary nucleus basically to identify a hierarchy of attractions based on ability to attract tourists and the awareness level of the attraction. A primary nucleus element is one that is the main reason for the tourist to visit the destination (E.g., Beaches in Goa). The tourist is aware of the primary nucleus element prior to his arrival at the destination. The secondary nucleus element is one wherein the tourist is aware of its existence prior to her arrival but is not the main reason for visiting the destination (E.g., the Churches / Temples in Goa). The tertiary nucleus element is one wherein the tourist is unaware of the attraction till she reaches the destination and then becomes aware of it either through on-site or off-site markers.

Most attractions in peripheral areas are either secondary or tertiary attractions and as such are not in a position to draw larger visitation when compared to the central attractions/ primary attractions. Hence designing of the product-market fit becomes a very important part of the



developmental process of a peripheral attraction. Since secondary and tertiary attractions are not well known awareness, if any, gets created amongst tourists only after their arrival. This results in a situation wherein no preferred market segment can be targeted by the attraction. Evolution of the attraction system at a destination based on this framework has to be hierarchical. This hierarchical evolution is also based on the Tourism Area Life Cycle (TALC) concept wherein the attractions and other players in the tourism industry display a spatial expansion away from the primary attraction.

It is seen from the case that the creation of the attraction was a result of the consumption of the creator's own ideas about what Goa should offer to tourists. This idea was then put up for public consumption through the creation of the attraction, which in turn was also a consumption process for the creator himself. This blurring of the consumption process of the creator's own idea of the attraction and the public consumption of the creator's idea through the attraction resulted in a mismatch of the product-market fit. This was not evident when visitation was permitted at the attraction but was more prominent when the focus of the creator shifted from his own consumption of the attraction to its commercial viability. It is at this juncture that the product changes take place along with the changes in the approach and market segment. Moreover the creator/entrepreneur would now be more concerned with the

commercial viability of the product rather than the consumption process and to whet his/her consumption appetite would look towards creation of other attractions. Mr. Alvares at this point was thinking of sculpting a vertical structure as another attraction after the success of his horizontal "Meerabai" statue at Ancestral Goa.

## **5.2 Analysis of the Case Study on “Hydrosports Ltd.”**

### **5.2(a) Analysis from MacCannell's framework.**

Mr. Vincent Condillac and Mr. Riaz Ismail started Hydrosports (Goa) Pvt. Ltd. in 1990 as a private limited company wherein they pooled their talents and experience of two decades to build up the most successful Watersports Company in Goa. When they started off they had a desire to bring in the best of equipment and talent to give this industry the necessary boost and promote the culture of watersports in Goa. Hydrosports operates from the lovely bay at Cidade de Goa Beach Resort.

In the case of Hydrosports Ltd., MacCannell's framework of attraction may not really be applicable, as the stages that he spells out are not seen in the development of man-made attractions. Neither the stages of “Naming” nor “Framing and Elevation” are exhibited here as the entrepreneur bases the attraction on the utilization of a natural resource with active managerial intervention. No “Mechanical reproduction” is seen nor is any “Social reproduction” seen in relation to the attraction. The argument could be that the attraction has not as yet reached any state of recognition to enable the last two stages of MacCannell's framework of attraction to be exhibited by it. Moreover the Mechanical

and Social reproduction possibilities in the public domain are diminished as the attraction is in the private business domain and both the stages mentioned above cannot occur if the attraction is privately managed and not highly successful and accepted by the public as a national or regional attraction. Usually natural attractions and heritage attractions are accepted as public property. This acceptance of the attractions as public property leads to a symbolic public ownership and hence mechanical reproduction and social reproduction seem to occur, both, for economic reasons in the case of the former stage and social acknowledgement in the case of the latter stage.

#### **5.2(b) Analysis using Gunn's framework of attraction development.**

Hydrosports exhibits the core product or attraction of adventure sports using water / Sea as the base resource. It enhances the adventure / watersports experiences for the tourists using a variety of tools such as speedboats, jet-skis, surfboards etc., which forms the core of the attraction.

A very weak inviolate belt exists in this case. As the nucleus is the experience of watersports using a variety of tools / facilities it is intensely activity oriented. There is no inviolate belt designed in this case as the interaction of the tourists with the resource base is the major attraction to the tourists. There exists a very weak inviolate belt that enhances the

experience of the visitors. The only thing that is probably a mechanism to allow a better experience is the dissemination of specific skills needed to experience the attraction. The beach in itself as well as the other enthusiasts of watersports may to some extent fine-tune the experience. That in itself cannot be taken as a precondition to experience the attraction nor can it be designed due to the time constraints. Inviolable belts that are usually found in Museums, Heritage sites, etc. where one can better interpret the experience of viewing and cognition if one goes through some "conditioning" which is provided by the inviolable belt. Nature based interactive attractions that dwell on the experiences created by the interaction of the tourist and the resource cannot have a strong inviolable belt as it negates the process of "experience creation". The addition of tools to create the experiences for the tourists by Hydrosports was in fact a method of systematically taking the tourists closer to the resource for experientialising the product offering. Hydrosports steadily created a market for themselves through the increase of its product offerings that gave the tourists a variety of experiences to enjoy.

There is no "Zone of Closure" in this case as the attraction uses the sea as the resource base and most of the attraction activity is on the sea itself. Hence there is no scope of any kind of "zone of closure" in the sense of the limits of that attraction. Technically however, Hydrosports regulates its

activities on the sea within a specified geographic limit or area limit as going far away into the sea could be dangerous to the guests in terms of the perils of the sea. Having said this the concept of the zone of closure enclosing the core attraction and having in its ambit the other developmental aspects such as restaurants, play-areas, parking lots etc., are seen at Hydrosports Ltd., as a part of the hotel Cidade de Goa. As the attraction is more activity based and needs little time to experience and enjoy, Hydrosports offered boat rides and boat excursions that lasted for either half a day or a full day from 9.a.m. to 5.00 p.m., thus enabling guests to spend a longer time in experiencing the attraction of a boat ride as well as by augmenting the attraction experience with some aspects covered under the zone of closure such as food etc., which was bundled as a part of the product offering itself. One can say that the concept of Zone of Closure though physically present can be shifted from one geographic location to another depending on the type of the attraction. In cases such as Theme Parks etc., where the geographic location of the attraction is fixed the zone of closure is also geographically fixed though it may exhibit an outward shift over a period of time during the life of the attraction.

**5.2(c) Analysis using Leiper's framework of attractions.**

Analyzing this attraction from Leiper's framework one can see that the attraction can be categorized as a secondary or tertiary nucleus. The entire marketing activity of the organization is focused towards making the potential guests aware of its existence and thereby creating a secondary nucleus status for itself. The organization uses the beach resort, where it is located, as the "information element" of the three-point attraction analysis proffered by Leiper. Hydrosports makes it a point to join the beach resort in its marketing efforts abroad thereby establishing the connectivity between the Tourist Element (guests) and the Nucleus Element using the beach resort as the Informational Element. In doing so Hydrosports is tending to restrict its market to potential international guests who may have the beach resort in their "consideration-set" when choosing their vacation destination. This need not necessarily be by choice or design but by lack of networking with the other players in the market. Though Hydrosports has the necessary marketing network existing for it to tap customer bases outside the beach resort where it is located, it does not have very strong ties. This leads to a very few tourists, from other hotels, who choose to use Hydrosports' facilities. The Entrepreneur here is utilizing the water resource in terms of the sea for the guests to increase their experience consumption. The sea being a public resource is open

for competition, which is what happened to Hydrosports in terms of water scooters gaining popularity at a nearby attraction point (marker) called "Dona Paula". The marker element utilized by these water scooter operators was a much better known attraction as compared to the marker used by Hydrosports. The role of a marker indicates a strong influence especially where the attraction is either secondary or tertiary. In the case of the competition from the water scooters it is seen that the water scooters though tertiary in terms of their status of the nucleus attraction, could garner tourists for its rides as the marker that they used was a very strong secondary attraction having been extensively made known through popular "Hindi" cinemas as a point where movies were shot. The strength of the marker for a tertiary attraction seems to be an important factor in terms of drawing tourists towards itself. Hydrosports seems to lack this strength of the marker and hence is that much more handicapped in getting the "walk-in" tourists which tertiary attractions thrive on.



### **5.3 Analysis of "Paco D'Anha" Manor house.**

The Quinta do Paco d'Anha belonging to the d'Agorreata d'Alpuim family is truly exquisite. The Quinta has belonged to this family since 1503 and was given to them by the 4<sup>th</sup> Duke of Braganca. It has been called "Paco D' Anha" as the King of Portugal D. Antonio took refuge in this Manor House in 1580 A.D. Spread over more than 50 hectares, its vineyards, green parks and pristine forests are a delight to anyone interested in Nature. The Paco D' Anha white wine (Vinho Verde) is from the vineyards here and is branded after the Manor House itself. It is bottled and packed at the Manor House itself and the wine is stored in the cellars.

This manor house is a member of TURIHAB (Association of owners of Manor Attractions in Rural areas) and is termed as a "Quinta" meaning "Garden" in Portuguese. It is classified as a Category "A" manor house under the categorization scheme of TURIHAB. Its serene surroundings are a perfect product-market fit for the markets that TURIHAB seeks to develop.

#### **5.3(a) Analysis of Paco D'Anha from MacCannell's framework.**

This ancient Manor House has been turned into an attraction after TURIHAB helped in developing it to its present status. It is a Heritage

attraction and fits into MacCannell's framework of attraction development. The first stage of "naming" the attraction occurred when the attraction was considered worth preserving and restoring it to its former glory. The "framing and elevation" started after the intervention of TURIHAB and the attraction was thrown open for visitation. Interestingly the "enshrinement" stage of the site sacrilization process did not take place after the attraction was opened for visitation but had occurred earlier. The "marker" in this case was the fact that the former King of Portugal D. Antonio had taken refuge in this very Manor House in 1580 and hence the Manor House had become famous. It has now become a marker for the attraction. In that sense an on-site marker such as the fact mentioned above need not be necessarily after the attraction has been created / developed but may exist as a marker even before the attraction has been recognized as an attraction. It only does not exist as a marker in the "tourism" sense due to the fact that the attraction was not thrown open for visitation to the public earlier. The existence of the Manor House's brand of local White Wine (Vinho Verde) earlier than the attraction was used as a Mechanical Reproduction by Paco d' Anha for the purpose of creating awareness. The grapes used for the wine are grown in the vineyards of the Manor House. The wine is also named as "Paco D'Anha (Vinho Verde)". As far as the Social Reproduction stage is concerned, it is yet to be seen in this case.

### **5.3(b) Analysis from Gunn's Framework.**

The entire attraction being protected by a boundary wall creates a zone of closure within which the attraction opens itself to experience consumption for the guests. The Manor House being an attraction along with the farms and the vineyards exhibits a phenomenon wherein the guest has to experience the attraction by living there and hence the inviolate belt has been built into the attraction itself. The theme creation in the inviolate belt to enable the guest to interpret and experience the attraction better is consciously created by the team of architects from TURIHAB as a part of its activities. The attraction is not staged and experiences for the guests are not created / staged. On the other hand the guest is allowed to enjoy the peace and quiet of the farm along with the vineyards and wine tasting experience if the guest wishes to do so. This is certainly not seen in many attractions that are resource based. Here the resource is "Heritage" and is depicted by the old Manor House and the architecture and yet the core attraction is experienced through an inviolate belt. The restoration of the Heritage House itself is done with a view to enable the guest to experience the "Heritage" factor. As such there has been no other interpretational area / space which is evident in an inviolate belt according to Gunn. As there is no staged authenticity, the role of interpretation is left to the guest who does it according to his / her experience at the heritage house. However the owners are always

there to explain the heritage / lineage of the attraction to the guests if they wish to know. The development of the attraction itself was designed for the guests to experience the ancient / "period" life by making it available in the contemporary lifestyle of the guests. The attraction being situated in a village does not make itself amenable to the peripheral features of an attraction such as play areas, snack bars, parking lots, shopping areas, and souvenir shops etc. which depict the Zone of Closure according to Gunn. If one looks at the attraction from Gunn's point then the entire village becomes a Zone of Closure as it encompasses all the features that are associated with the Zone of Closure. The visitor's experience of the Manor House is heightened by the thematic setting of the attraction in terms of its architecture, period furniture / antiques, family heirlooms as well as the fact that the family is still residing in the very Manor House. The interaction of the visitor with the Manor House owners also increases the authentic experience of the visitors.

### **5.3 (c) Analysis from Leiper's framework.**

Leiper's framework of analyzing attractions looks at the concept of primary, secondary and tertiary attractions, indicating the pulling capacity of the attraction at a destination. If one looks at Paco D'Anha as an attraction from Leiper's viewpoint then one can identify it as a primary attraction, though similar such attractions would also be giving

similar benefits at different places in Portugal. The product / experience that is bought at such Manor Houses is basically the peace and quiet that guests seek from tourism in rural areas. The product is very well defined in terms of experiences and matches the market perfectly. The guests come to the destination with a view to enjoy the rural life and quietitude and as such it can be designated as a primary attraction or the nucleus, though the product is in peripheral areas rather than in the honey-pot areas of tourism in Portugal such as Algarve. The market for this kind of experiences is very focused. There seem to be no linkages between the product offered by Paco D'Anha and other honey-pot areas of tourism indicating that more than one primary nucleus of attractions can exist at a destination. The interesting thing here is that the demand for these kind of attractions is essentially created by TURIHAB, a cooperative of many such attractions who come together to strengthen their marketing and bargaining base. The marketing of Paco D'Anha is done by TURIHAB and the effective marker used by Paco D'Anha is the fact that the King of Portugal had taken shelter in that very "Manor House" in the 15<sup>th</sup> century. The marker probably increases the saleability of the attraction as compared to other attractions of similar types in Portugal. One fact that emerges out of this analysis is that an attraction like Paco D'Anha has created, through the cooperative organization TURIHAB, a market (60%) for itself outside Portugal. This has created a primary market for Paco

D'Anha outside Portugal and has thus become a primary nucleus attraction to such markets. At the same time it is still considered a secondary nucleus for the Portuguese even though they happen to experience the attraction increasingly. A captive clientele from the Bank of Portugal has also helped in increasing visitation to this attraction by the Portuguese. Thus an attraction, though offering the same experience base to different guests, may not necessarily be termed "primary" or "secondary" exclusively and can exist in more than one state simultaneously. This is more so in the case of the Portuguese guests as they visit the attraction on weekends rather than for longer periods like the foreign guests. There has been an increasing awareness amongst the Portuguese of these kinds of attractions leading to their becoming a primary attraction for the weekend. It is here that one notes the difference in the approach towards the attraction of the Portuguese guests and the foreign guests. The Portuguese enjoy it as a weekend getaway whereas the foreign guests view it from the point of agro-tourism / rural tourism and for peace and quiet. The attraction did not do anything to promote any secondary attraction around it nor did any market for such attractions exist except for some forays by the guests to the beach nearby.

#### **5.4 Analysis of Casa do Ameal.**

Casa do Ameal is a beautiful Manor House classified as a "Casa Antiga" and is categorized under "B" class of Solares de Portugal. Its history dates back to the 16<sup>th</sup> Century and the Faria Araujo Family purchased it in 1669 for 3,500 shillings. The family resides there even today and four sisters of the family look after the entire management.

Casa do Ameal is one of the first heritage houses to be associated with TURIHAB.

##### **5.4(a) Analysis using MacCannell's framework.**

The heritage house has been through the site sacrilization process described by MacCannell (1976). The naming, framing and elevation stages of this attraction were very strongly supported by TURIHAB wherein the team of architects, engineers and the history experts helped restore the past glory of Casa do Ameal. One of the interesting features of this heritage house development is that the house owners saw this as a potential for earning after their other activities like farming etc, did not give them adequate returns. As there was no passionate desire among the owners to reinstate the glory of the house for its own sake, they very readily followed TURIHAB in their quest for commercial value out of the heritage house. TURIHAB, due to its objectives of maintaining the heritage of Portugal undertook the restoration after Casa do Ameal owners joined

TURIHAB. This was a mutually beneficial decision as the heritage house would gain from TURIHAB through its marketing and other connections and TURIHAB in turn would add a valuable member to the association to further its cooperative and developmental agenda.

Mechanical reproduction of this attraction does not exist either, from TURIHAB or from the owners of the house. It is quite interesting that although there are more than 100 TURIHAB heritage houses, mechanical reproduction that can be a sort of competitive / advertising tool has not been a recourse for the owners of Casa do Ameal. This is all the more interesting as the owners were primarily interested in the commercial value of the heritage house and get close to 92% of their visitors through TURIHAB's central reservation system.

Social reproduction stage has not as yet been seen in this attraction.

#### **5.4(b) Analysis from Gunn's Framework.**

The attraction is designed in a manner to cater to the needs of the guests who stay there. The design and the interiors are done such that the heritage factor is prominently "visible", both, in terms of tangibility as well as in terms of "abstractness". The guests can appreciate the grandeur of the heritage through the ancient artifacts that the family owns and which are displayed in the different rooms as well as in the common dining hall



where traditional breakfast is served. This forms the core product that Gunn's framework talks about. The other two levels / areas surrounding the core attraction are conspicuous by their absence in a physical sense. The guests do not have any mechanism by which they can appreciate the heritage factor other than through their own experience. There are no interpretation areas / buffer spaces that Gunn talks about in the design sense, which enable the visitor to better appreciate the attraction. The guest has to necessarily experience the attraction and interpret the attraction as well as his / her experience on his / her own. The owners do help the guests with answers to their queries regarding the history of the house as well as the history of the "period artifacts". Beyond this there is no formal structure so as to enable the guests to appreciate the heritage house better. The argument put forth by TURIHAB is that while designing the heritage house and while formulating the policies for its members the requirements of the target market were taken into consideration. As such a rule was made ensuring the owners' compulsory stay at the heritage house during the season. One of the requirements of the target market was that they wanted peace and quiet and a rural atmosphere. The target market was not comfortable with any kind of intermediary to mediate the process of consumption of the real experience of the rural atmosphere that Turismo Espaco Rural (TER) basically wanted to promote. Hence at activity based attractions such as the "Solares de Portugal"

there cannot exist a physical setting that enables the interpretation of the attraction experience other than the design of the attraction structure where the core product is experienced.

The zone of closure also is not within the purview of the attraction as the other factors such as restaurants, parking space for the guests etc. is available within the attraction itself. The zone of closure then is the entire village surrounding the attraction.

#### **5.4 (c ) Analysis from Leiper's framework.**

Analysing this attraction from Leiper's framework one can see that it depicts a secondary attraction. If one were to go by the fact that TURIHAB has created a market for this heritage house then one can see that it is a primary attraction and visitors have chosen this house primarily because they want to live in a rural atmosphere and enjoy the main benefit of the product i.e., peace and quiet in a rural setting. The attraction individually may not seem to be the primary attraction as compared to the generic attraction of rural countryside tourism. It is more of a secondary decision by the guest to choose this attraction in particular to satisfy the need for peace and quiet. In that sense it is TURIHAB that has created this primary status of the attraction called "Solares de Portugal" that has enabled the manor houses to capitalize and benefit.

The attraction is also exhibiting secondary status when one considers the domestic tourists in Portugal. These tourists come down to the manor houses only as a weekend getaway and do not consume the attraction's intrinsic product offering.

### **Conclusion.**

The analysis of the four attraction case studies is in consonance with the general theoretical frameworks but has a few deviations that have been observed in the case studies. There also seems to be a distinct pattern in the development of attractions studied above.

1. MacCannell's (1976) framework presupposes a growth path for the attraction that is based on the attraction's ability to draw tourists towards it and gain popularity. Small and Medium Enterprises (SMEs) in the attraction business do not have this ability as seen from the case studies. As such they do not progress beyond the "Enshrinement" stage.
2. The concept of Mechanical Reproduction according to MacCannell (1976) is more promotion oriented. He states "It is the Mechanical Reproduction phase that is most responsible for setting the tourist in motion on his journey to find the true object" (p.p. 45). This is under the assumption that the process of Mechanical

Reproduction is widely spread across the society where the attraction is located or even beyond the geographical location of the attraction. This aspect of Mechanical reproduction is not found in the case studies studied indicating that the process is limited to the entrepreneur and is done for promotional purposes. As the attraction is in the private domain there seems to be no public "ownership" of the mechanical reproduction process and hence society does not participate in the mechanical reproduction phase. The role of the mechanical reproduction as a promotional tool gets severely reduced due to the non-participation of society in this process. Society will probably participate when the attraction becomes very big and almost becomes synonymous with the destination area. At this juncture society would have "public ownership" of the attraction in terms of its wide acceptance and would then help in promoting the attraction by way of commercial activities that would encompass the mechanical reproduction phase.

3. Attractions in peripheral areas are either large (flagship attractions) or are owned and managed by entrepreneurs of small and medium enterprises. In order to increase the experience at the attraction for visitors the necessity of a strong inviolate belt was strongly felt in the attractions of Ancestral Goa and Hydrosports.

Theoretically the inviolate belt serves as an interpretational medium through which the visitor better appreciates the attraction. The attractions of Ancestral Goa and Hydrosports having weaker inviolate belts were at a disadvantage to increase visitation that is so much more important to the secondary and tertiary attractions at a tourist destination. These attractions exhibit an authentic experience due to an active interaction of the visitor with the attraction resource. It is because of this experiential interaction that the existence of a strong inviolate belt is necessary. Such attractions probably would benefit by creating a variety of experiential situations / offerings for the visitor in the form of a wider product portfolio and utilize the inviolate belt to enhance the experience.

4. Zone of Closure is a concept that can be associated with "static attractions", i.e., attractions where the experience is created or experienced in a given geographic location. In case of Hydrosports Ltd., all the activities are in the sea and as such the attraction is more dynamic. Even in the static attractions such as the "Solares de Portugal", the zone of closure was omitted from the design as the visitors' need was to experience rural tourism. This would mean the entire village as the zone of closure as compared to a designated space in other attractions. The existence or

absence of a zone of closure is dependent on the type of attraction and the needs of that specific market to which the attraction caters. In the case of peripheral attractions it may be prudent to allow a zone of closure to emerge rather than plan it, as this will help the developmental process of the peripheral area. Moreover it may not be necessary to have the zone of closure geographically close to the attraction in a peripheral area as is exhibited in the case of the heritage houses in Portugal.

5. Secondary and tertiary nuclei as per Leiper's (1990) framework seem to exist in peripheral areas. Attractions in peripheral areas seldom have a primary nucleus status. As a secondary nucleus, these attractions need to have strong markers, which act as the informational component to draw visitors towards them. The development of attractions in peripheral areas necessitates this to enable them to create the pull factor that is vital for their growth. In the case studies this aspect is seen in the case of Ancestral Goa with its sculpture of "Meerabai" and with Paco D'Anha with its "abstract" marker of the refuge of king Antonio in that heritage house.

## **5.5 Analysis of the Case study on TURIHAB.**

TURIHAB as an association of owners of "Heritage Houses" in Portugal has been effectively functioning to meet its objectives of preservation of the heritage, tradition and culture apart from providing accommodation in the rural areas of Portugal through its "Solares de Portugal" and representing the members at international events. Since its inception in 1983 it has tried to bring tourism to the rural areas of Portugal and has succeeded in terms of visitations to its Solares de Portugal.

Tourism resources are both in the private as well in the public domain which are shared by stakeholders at the destination for business purposes, as well as by the local residents for consumption purposes. The effective use of these resources is determined by, both, the private as well as public institutions. TURIHAB, though a private cooperative organization has integrated the local communities that are in the public domain to effectively enhance the resource utilization at the destination. The question is not of the initiative of the public or private investors but the efforts to coordinate to develop the region as a tourism destination. This challenge is taken up by TURIHAB, which has successfully pioneered the development of tourism in the northern part of Portugal.

**Concept creation.**

TURIHAB created the concept of a brand of heritage houses called "Solares de Portugal". The reason why I call it the creation of a concept of a brand is because of the fact that TURIHAB has consciously organized the development of TER (Turismo Espaço Rural). If one looks at the approach taken by TURIHAB one can see that the developmental process has involved the Government of Portugal in terms of soft funding for restructuring and renovating the Heritage houses, the local bodies such as the municipalities and local tourism boards in terms of either funding of staff or coordination in developing the region/locality or area. These efforts of coordinating with various bodies, both local government and national government have paid rich dividends to TURIHAB in terms of developing TER and bringing it to the stage that it is today in Portugal.

Jefferson and Lickorish (1991) contend that product development in tourism must be marketing oriented, since tourism is a demand or market force. They argue that the marketers can also shape development in a region by innovating and creating new services and attractions. It is this aspect that is vital for the well being of any destination. The marketers using the product development strategies that cater to specific market segments can create an image of the destination. This product-market fit enhances the potential to create strategically strong and competitive



images of the destination. A destination, based on its inventory of resources is in a position to innovate and create better and competitive stages for the tourism experiences to unfold.

The required investment is usually uncoordinated and is made in a haphazard manner, as there are conflicting interests among the players in the market including the government. Keeping in mind all this TURIHAB has very clearly laid out its goals and has gone about systematically organizing itself to take on the competition as well as the role of developing rural tourism in the peripheral areas of Portugal. It may not be wrong to state that TURIHAB is a pioneer in this field and has created a flagship attractions status for its brand "Solares de Portugal" in the peripheral areas of Portugal. This is evident from the visitation to its member houses by international tourists as well as by the Portuguese. In fact in the year 2001 a larger number of Portuguese visited the heritage houses of TURIHAB as compared to international tourist arrivals to the houses from any individual country. This indicates the preference of the Portuguese for the brand "Solares de Portugal".

TURIHAB, at a very early stage, understood the potential of a cooperative organization in tourism. They realized the immense power that a cooperative organization can have with the other players in the market, be it the government for support, the financiers for finance or the tour operators when it comes to induce visitation to the "Solares". Alliances in

marketing of such attractions in a destination are not uncommon. Most alliances are usually mutually beneficial. Palmer and Bejou (1995) argue that stakeholders may perceive little potential for tourism development and therefore little benefit from investing in an alliance. In contrast the honey-pot areas may witness little need for an alliance given that there is already a mass market for the players. They further state that the motivation for creating a tourism marketing alliance is greatest when the potential for tourism development is perceived as being large and within the competitive environment. In the case of TURIHAB it was exactly the same as it envisaged the heritage attraction potential as well as the rural "quiet and peace" need of the tourists to create the brand "Solares de Portugal". The alliance, which turned into a cooperative organization, helped in not only organizing the product and creating the brand but also facilitated in the marketing of such a brand. Once the product development process was standardized through the committees of TURIHAB they turned their attention to developing the marketing network and introduced CENTER, the centralized booking for TURIHAB houses on the Internet.

The role of TURIHAB in the development of rural tourism in Portugal is quite strong. It provided the necessary platform for tourism in rural areas to grow. All this did not come without proper planning. Moutinho (1990) states that many factors contribute to the failure of small businesses,

including poor marketing execution and inconsistent service. They need to know where the opportunity exists and how to make the most out of it. It is in this area that TURIHAB first came into the picture. TURIHAB organized itself as a bargaining power with the government of Portugal to get the much-needed financial subsidies for the reconstruction of the "Heritage Houses" that belonged to the members of TURIHAB. These funds were utilized to create the product i.e., the "restored" heritage house so that it conformed to the standards set by TURIHAB. These standards were acceptable standards in the industry as is evident from the high visitation to these facilities.

A major aspect that is seen in the development of tourism destinations is the lack of initiative taken for its development in the hinterland. In many cases there is very little enthusiasm, both commercial as well as artistic, to help promote and develop tourism in the region. It is here that the leadership of TURIHAB is very well seen. It provided the necessary fillip to keep the "flock" of heritage house members together and continued to encourage the development of rural tourism. This indicates that the role of a mediator or an intervening organization is a must, especially, in the case of the development of rural / hinterland tourism. It is very interesting to see that the very weakness that is inherent in peripherally located attractions has been turned into an advantage by development of the brand "Solares de Portugal". The cost of access to the peripheral

locations being quite high TURIHAB went into the "niche-marketing" strategy and decided to have exclusively "peace and Quiet" seeking tourists as its customers. This led to the better bargaining power of TURIHAB with the tour operators for Rural/ Hinterland tourism. The planned product-market fit of TURIHAB ensured a better deal regarding prices etc. as well as a better-managed image of rural tourism.

## **6 Cross Case Analysis of the Case Studies.**

### **6.1 Objectives:**

1. To find out whether any similarities / differences exist across the developmental process of tourism attractions in Goa and Portugal
2. To find out the intervening factors, if any, which influence the developmental process of tourism attractions in Goa and Portugal.

Analysis of the case studies on attractions in Portugal and Goa can be based on three aspects.

1. Entrepreneurial aspect.
2. Theoretical aspect.
3. Interventional aspect.

### **6.2 Entrepreneurial aspect.**

The two case studies in Goa exhibit similar developmental aspects that are related to the owner-entrepreneur. One can see in these case studies that the evolution of the attraction was a result of the owner-entrepreneur's idea of what the destination should offer in terms of the "real" experience of the destination, which, in the entrepreneur's opinion was not being offered. This stems from the owner-entrepreneur's own

consumption of his/her own idea of what the destination should offer to the tourists by way of attractions and the creation of the attraction therefore was basically a consumption process of the owner-entrepreneur's own concept of what the destination should offer in terms of attractions. The attractions studied in Portugal were motivated, in terms of creation, by the opinion of others who influenced them whereas the motivation for creating the attractions came through to the entrepreneurs in Goa due to their own passion for their art/talent. This was seen in Ancestral Goa and Hydrosports in Goa and the Manor Houses that were studied in Portugal. It was more pronounced in the Case study of Ancestral Goa and Paco D'Anha in Portugal.

### **6.3 Theoretical aspect.**

Analysis of the attractions from the three theoretical frameworks discussed in the previous chapter indicates that similarities exist in the developmental process of man-made attractions. In both, Portugal and Goa, the attractions when analyzed from MacCannell's (1976) framework exhibited the stage of Mechanical Reproduction, which was restricted to the owner-entrepreneurs themselves. In the attractions analyzed in Portugal and Goa, it was evident that Ancestral Goa & Hydrosports in Goa and Paco D'Anha & Casa do Ameal in Portugal utilized the stage of Mechanical Reproduction for promoting their attraction. This is true even in other cases as described by MacCannell

but the difference is that in the case of man-made attractions the Mechanical Reproduction stage gets restricted to the Owner-entrepreneurs as compared to the entire market as is seen in the case of attractions that are owned by the public organizations or Government.

Another similarity that can be seen in this case is the absence of strong markers when analyzed from Leiper's (1990) framework. The existence of strong markers helps draw the visitors towards the attraction thus enabling the development of the attraction in particular and the region in general. In the case of attractions in peripheral areas it is difficult for strong markers to exist unless one creates them. The entrepreneur in the attraction "Ancestral Goa", who sculpted a huge horizontal sculpture from a single laterite stone, created an attempt of this type to draw in the visitors to the attraction. When analyzing it from Gunn's (1988) framework one can see that the inviolate belt design in the case studies of attractions in Goa was relatively weak as compared to those in the case studies of attractions in Portugal. The weakness of the inviolate belt results in a weakened position of the attraction in terms of its ability to draw tourists towards itself. It is crucial for attractions in peripheral areas or for attractions that are secondary and tertiary as per Leiper (1990) to draw visitors towards themselves. The inviolate belt was much better designed in the attractions studied in Portugal due to the fact that the intervening organization TURIHAB took keen interest as it was looking at the attraction

from a commercial point of view due to its organizational commitment to its members. It can be seen that in case of small and medium enterprises in the attraction business which are located in peripheral areas, it becomes imperative to have mechanisms by which the flow of tourists is directed towards them. This is evident in an organized form in the case of attractions studied in Portugal as compared to the unorganized approach in the case of attractions studied in Goa. The lack of an organized approach in the case studies of attractions in Goa could also be stemming from the lack of mutually beneficial alliances, either strong or weak, between the various players in the tourism market. There is evidence of attempts made by the owner-entrepreneur in both the attractions studied in Goa to increase visitation as well as an attempt to get fairly stable levels of visitation. These attempts are not very organized and create a tendency on the part of the attraction to be at the receiving end in a bargaining situation. However in the case of the attractions that were studied in Portugal it was evident that a strong bargaining base was created by the intervening organization, TURIHAB, to enable it to get a better deal for its members who happened to be the owner-entrepreneurs of the attractions.

This can also be seen in the Framing and Elevation stage of MacCannell's (1976) framework of attraction development. Stronger inviolate belts help the attraction in developing a competitive edge over other attractions



that vie for the same markets. This is not seen in the Case studies of attractions studied in Goa.

When analyzing all the attractions in Portugal and Goa from Leiper's framework one can see that attractions in both, Portugal and Goa, are basically in the peripheral areas, i.e., in areas that are not the "honey-pot" areas of tourism in the destination. Attractions in such peripheral areas tend to have lower visitation due to the geographic disadvantage of the location of the attractions. Despite this disadvantage in the case of the attractions studied in Portugal one can see that they have been able to draw a higher number of tourists to visit them each year. If one looks at the organized efforts to bring tourists to these attractions then one realizes that a focused marketing effort has been sustained and the markets have been chosen so as to carve a niche position for the attractions. This has resulted in a market for Rural Tourism being developed in Portugal that is quite different from the traditional "Sun-Sand-Sea" tourism that Portugal offers.

#### **6.4 Interventional aspect.**

When one looks at the efforts of the attractions to organize themselves to be able to create better experiences for the visitors, one can see similarities in the efforts in attractions in both the destinations. Ancestral

Goa and Hydrosports Ltd., had agreements with tour operators within Goa to increase the visitation to the attraction. Similarly the co-operative effort of TURIHAB in Portugal ensured a market for the Heritage Manor Houses. In both cases the intervention helped in increase the visitation as seen from the case studies. The major difference in the case of Portugal and Goa in terms of the intervention was related to the role of TURIHAB and an intervening organization. It is interesting to see that there has been a very concerted effort on the part of TURIHAB and other governmental organizations such as the Municipalities and local bodies to create the brand of Solares de Portugal to enable it to survive the tough competitive market conditions. This concept of cooperation has been extended to the concept of "Europe of Traditions" by TURIHAB and other European organizations to enable the member organizations to be more competitive in the world tourism market. The interventionist role of such organizations, either private like TURIHAB, or public, such as the governmental agencies goes a long way in creating an image of the destination in the minds of the visitors. A conscious effort of such interventions has resulted in brand creation like "Solares de Portugal" which strengthens the marketing efforts of the destination marketers. A structured approach such as TURIHAB is not seen in the case of small and medium attractions in Goa.

## 6.5 Conclusions.

In conclusion one can say that:

1. There exist similarities in both the sets of attractions in Portugal and Goa entrepreneurial spirit which is motivated by the personal desire / passion for their creativity. This passion for their own idea of real experience of the destination made them create the attraction and manage it initially without being wise to the market. This was seen in the attractions studied in Goa but was not pronounced in the attractions studied in Portugal due to the intervention of the cooperative organization, TURIHAB. One can conclude that intervening organizations can influence the creation of an attraction in the peripheral areas by small and medium enterprises to the extent of ensuring commercial viability through cooperation and advice.
2. There exist similarities in the stages of development of attractions when considered from MacCannell's framework of analysis. One can conclude that man-made attractions in peripheral areas, such as the ones studied in Goa and Portugal have very little chance to progress beyond the stage of Mechanical Reproduction. In fact even the stage of Mechanical Reproduction is weakened due to its getting restricted to the owner-entrepreneur only.

3. When analyzing from Gunn's framework of attraction development one can conclude that the presence of a better inviolate belt in designing the peripheral attractions gives a better value to the visitors in terms of experience. This is of utmost importance especially to attractions that are based in the peripheral areas.
4. Analyzing it from Leiper's framework one can conclude that the presence of strong markers is a prerequisite to help increase the visitation to the attractions in peripheral areas. The lack of strong markers was observed in all the attraction cases that were studied, both in Goa as well as in Portugal. Strong markers help increase visitation to the destination area thereby increasing the chances of the attraction to have higher visitation.
5. When analyzing the intervening organization such as TURIHAB in Portugal it is evident that the role played by it in promoting the region as a rural destination and promoting the heritage of the region / country among the world market is prominent. One can conclude that the efforts of such intervening organizations, be they private or public organizations, lead to the better development of the region in terms of tourism. It is also influential in creating an image of the destination, which would not have been possible for the individual attractions to create. This not only increased the potential of the region in terms of tourism but also helped in

competing with other destinations that offered a similar experience.

## **7. Implications and further research.**

### **7.1 Implications.**

The central aspect of this thesis has been the attraction development process and the deviations from established theory that have been observed through the case studies both in Goa and Portugal. The observations through the case studies lead us to conclude that there are certain aspects that are peculiar to man-made attractions especially in the peripheral areas and those that are in the realm of small and medium enterprises. The observations relating to the theories of attractions development and the case studies revealed that some aspects of the theory become more critical in the case of small and medium enterprises in the peripheral areas of a destination. These observations have certain implications, both, for Goa and Portugal.

One of the major implications is associated with planning the destination development. As the entrepreneurs, due to their passion for their work, become blind to commercial realities, a proper framework of support has to be identified for them to enable them to generate the commercial viability that is essential for the survival of the organization. This gives rise to the role of the government as well as the public and private enterprises in the tourism business to support the attraction development

activity in a destination. The decision of how much of planned activity of support will lead to emergence of attractions through opportunity identification by the entrepreneurs is an issue that can be researched further. An intervening organizational supportive framework such as the one developed by TURIHAB in Portugal can be a starting point for attraction development in Goa. One of the most important implications would be the relevance of a well thought out approach to attraction planning to optimize the resource utilization at the destination.

Another implication of this research is in the area of stages of the attraction development. The mechanical reproduction stage of an attraction development is the one that has the greatest potential to draw visitors to the attraction. The intervening organization can take up this work to create and promote the mechanical reproduction of attractions it represents. Theoretically, an attraction in the peripheral areas which is managed / owned by a small or medium entrepreneur cannot handle the mechanical reproduction on a large scale. The involvement of the public or any other organization will provide a larger canvas for the entrepreneur to promote his/her attraction. Any intervention approach either through a co-operative like the TURIHAB in Portugal or a public organization such as the local government can undertake the exercise to help promote the mechanical reproduction.

A third implication from a planning point of view is that peripheral attractions being away from the honey-pot areas of tourism, have a built-in disadvantage which can be overcome by proper planning of attractions. Due care has to be given to the development of attractions in order to ensure that there is increased visitation to the region. A planned approach to attraction development in the peripheral areas will reduce the risk faced by the entrepreneurs.

A fourth implication is that effective "markers" might have to be developed using the region's resource to enable people to relate to it and visit the attraction. For example, Dona Paula is a very strong marker to tourists who visit Goa though it does not have a high attraction value. The marker is in a position to draw visitors to the water scooter attraction, which gets a higher visitation though it is a tertiary attraction according to Leiper (1990). Similarly the experience of "peace and quiet" in Portugal has led to the development of attractions such as the Solares de Portugal in the areas of agro-tourism as well as rural tourism. Rural tourism incidentally has become the main reason for visiting the Solares de Portugal and as such has moved from a tertiary attraction to a Primary attraction. The geographic distance between the honey-pot area of beach tourism in the Algarve region of Portugal and rural tourism in North



Portugal also has facilitated a clear-cut distinction between the markets for both these products. This however is not the case in Goa where geographic distances are not large between the beach attraction and the hinterland/peripheral attractions. However the cost of access becomes a barrier to attraction visitation in the peripheral areas of Goa. This would mean a better transport network in the peripheral areas, better networking with the tour operators and better management of attractions.

In destinations that have the dominance of a single attraction type such as a beach destination, it becomes difficult to entice visitors away from it. In such a situation the creation of attractions becomes a paramount concern. In the absence of newer attractions the destination starts losing its clientele. The slow rate of change in the visitor preferences masks the need for attraction development. This leads to a sluggish growth of the attractions industry without the presence of a catalyst. A catalytic organization is needed for the healthy growth and development of the attractions industry, more so in the peripheral areas.

Flagship attractions in the peripheral areas have the potential to draw smaller attractions around them to create an "attraction zone". The implication of helping create an attraction zone would be in terms of

development of flagship attractions in peripheral areas. This could be either done through efforts of the industry or through the government or through some joint venture by both the private and public enterprises.

## **7.2 Further Research.**

The thesis basically tries to identify the developmental process of small and medium attractions in the peripheral areas of a destination. One of the market drawbacks that have been observed in this research is the lack of any kind of meaningful alliance/cooperative effort/mutually beneficial agreement between the attraction owners/entrepreneurs and the travel and accommodation sector of the tourism industry. This is observed even though the need of having such kind of alliances would be meaningful given the disadvantageous situation for the attractions in peripheral areas. From a strategic angle also it seems logical that a cooperative effort would help overcome the consequences of size-deficiencies that are commonly seen in the small and medium enterprises. One area where further research can be undertaken would be the presence/absence of mutually beneficial alliances in the attraction industry, especially in the peripheral areas.

The thesis shows that the process of attraction development in Goa indicates ad-hoc decisions leading to the "emergent" nature of the attraction development. This is in contrast to the planned approach

taken by the cooperative TURIHAB in developing the attractions branded "Solares de Portugal". Further research can be conducted on the kind of model that is suited for peripheral area development using tourism as a vehicle.

## **Bibliography.**

### **Baud-Bovy, M. (1982)**

"New Concepts in Planning for Tourism and Recreation", *Tourism Management*, Vol 3., No. 4, pp. 308-313

### **Boorstin, D. (1992)**

*The Image: A Guide to Pseudo-Events in America*. New York. Vintage.

### **Burkart, A.J. and Medlik, S. (1981)**

*Tourism: Past, Present and Future*, Heinemann, Oxford, 2<sup>nd</sup> Edition.

### **Butler, R.W. (1980)**

"The Concept of Tourist Area Cycle of Evolution: Implications for Management of Resources", *Canadian Geographer*, Vol. 24, No. 1, pp. 5-12

### **Christaller, W. (1963)**

"Some Considerations of Tourism in Europe: The Peripheral Regions-Underdeveloped Countries-Recreation Areas", *Regional Science Association Papers' LUND CONGRESS: 12*, pp. 95-105.

**Clawson, M and Knetsch, J. (1966)**

The Economics of Outdoor Recreation. Baltimore Md: John Hopkins University Press. as quoted in Cooper,C.P., et.al (1993).

**Cooper, C.P. (1990)**

" The Life Cycle Concept and Tourism", a paper presented to "Tourism into 1990s" Conference, December, University of Durham.

**Cooper, C.P. Fletcher, J., Gilbert, D. and Wanhill, S. (1993)**

Tourism- Principles and Practice. Pitman Publishing. pp. 5

**DGT. (2003)**

DGT website, [www.dgt.pt](http://www.dgt.pt)

**Dyebedal, P. (1998)**

Theme Parks as Flagship Attractions in Peripheral Areas. Bornholms Forskiningscenter, Denmark.

**GOI. (2002)**

Report of the Working Group on Tourism for The Ninth Five-Year Plan, (1997-2002) Government of India.

**Government of Goa. (1994)**

Report on Study of Tourism Industry in Goa. December 1994.

**Gunn, C.A. (1972)**

Vacationscape: Designing Tourist Regions. University of Austin, Texas.

**Gunn, C.A. (1988)**

Vacationscape: Designing Tourist Regions. New York. Van Nostrand Reinhold. 2<sup>nd</sup> edition.

**Gunn, C.A. (1994)**

Tourism Planning. Taylor Francis. New York. 3<sup>rd</sup> edition

**Holloway, J.C. (1994)**

Business of Tourism. Pitman Publishers. 2<sup>nd</sup> edition

**IUOTO, (1972)**

International Travel Statistics, Madrid.

**Jacobsen, J. (1997)**

"The Making of an Attraction: The Case of the North Cape",  
Annals of Tourism Research, Vol. 24, No. 2, pp. 341-356

**Jafari, J. (1977)**

As quoted in Leiper, N. (1979)

"The Framework of Tourism: Toward a definition of Tourism, Tourist and the Tourist Industry", Annals of Tourism Research, Vol. 6, No. 4, pp. 390-407

**Jefferson, A. Lickorish, L.J., Bodlender, J. and Jenkins, C.L. (1991)**

Developing Tourism Destinations: Policies and Perspectives.  
Longman Group. U.K.

**Jeffries, D.J. (1971)**

"Defining The Tourist Product: Its Importance in Tourism Marketing". *Tourist Review*, Vol. 26, pp. 2-5.

**Leiper, N. (1979)**

"The Framework of Tourism: Toward a definition of Tourism, Tourist and the Tourist Industry", *Annals of Tourism Research*, Vol. 6, No. 4, pp. 390-407

**Leiper, N. (1990)**

"Tourist Attraction Systems", *Annals of Tourism Research*, Vol 17, No. 3, pp. 367-384

**Lew. Alan.A. (1987)**

"A Framework of Tourism Attraction Research". *Annals of Tourism Research*, Vol 14, No. 4

**Lundgren, J. (1973)**

"Tourist Impact / Island Entrepreneurship in the Caribbean", conference paper quoted in Mathieson and Wall (1982)

**MacCannell, D. (1976)**

*The Tourist: A New Theory of the Leisure Class*. London. Macmillan

**Mathieson, A. and Wall, G. (1982)**

*Tourism: Economic, Physical and Social Impacts*, London: MacMillan.

**Middleton, V.T.C. (1988)**

Marketing in Travel and Tourism. Heinemann, Oxford.

**Mill, R. and Morrison, A. (1992)**

The Tourism System: An Introductory Text, Prentice Hall, 2<sup>nd</sup> edition

**Moutinho, L. (1990)**

Strategies for Tourism Destination Development: An Investigation of the Role of Small Businesses in Marketing Tourism Places, Ed: Ashworth, G. and Goodall, B., Routledge. London

**Pearce, L.P. (1991)**

"Analyzing Tourist Attractions", Journal of Tourism Studies, Vol. 2, No.1, pp. 46-55

**Peters, M. (1969)**

International Tourism: The Economics and Development of International Tourist Trade. Hutchinson & Co., London. U.K.

**Plamer, A. and Bejou, D. (1995)**

"Tourism Destination Marketing Alliances", Annals of Tourism Research, Vol. 22, No. 3, pp 616-629

**Plog, S.C. (1973)**

"Why Destination Areas Rise and Fall in Popularity", Cornell H.R.A. Quarterly, November, pp. 13-16.



**Pretes, M. (1995)**

"Post Modern Tourism: The Santa Claus Industry", Annals of Tourism Research, Vol. 22, No. 1, pp. 1-15

**Saarinen, J. (1999)**

"Tourist Destinations and Attractions–Interpretations of Spatiality of Tourist Motives",

Website [www.kultgeog.uu.se/webnst000616/saarinen](http://www.kultgeog.uu.se/webnst000616/saarinen)

**Smith, G.J. Hinch, T.D. (1996)**

"Canadian Casinos as Tourist Attractions: Chasing the Pot of Gold", Journal of Travel Research, Vol. 34, No. 3, pp. 37-45

**Smith, S.L.J. (1988)**

"Defining Tourism: A Supply-side View", Annals of Tourism Research, Vol.15, No.2, pp. 179-180

**Swarbrooke, J. (1995)**

The Development and Management of Visitor Attractions. Butterworth-Heinemann.

**Tourism Master Plan. (2001)**

Master Tourism Plan for Goa, Government of Goa, 2001.

**Wall, G. (1997)**

"Tourism Attractions: Points, Lines and Areas", Annals of Tourism Research, Vol. 24, No. 1, pp. 240-243

**Wanhill, S.† (1997)**

"Peripheral Area Tourism: A European Perspective", Progress in Tourism and Hospitality Research, Vol. 3, pp. 47-70

**World Tourism Organization (WTO). (2002)**

Website. [www.worldtourism.org/statistics](http://www.worldtourism.org/statistics). Madrid

**Yin, R.K. (1984)**

Case Study Research: Design and Methods. Sage Publications.  
London