The World Heritage Program and its marketing implications*.

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1. *Introduction*

The paper aims at analyzing whether the inclusion of a cultural site in the WHL (World Heritage List) can be considered a strategic factor in the process of creating value for the whole destination and its stakeholders. Since one of the main objectives of heritage tourism is protecting and preserving the past, marketing goals have a double function: on one hand to promote appreciation for heritage sites, and on the other, to increase public awareness of them. From this point of view, the insertion of a site in UNESCO heritage represents a form of promotion both in strategic and marketing terms, as it calls tourist attention towards more or less known places which are characterised by relevant touristic- cultural resources.

The research tries to verify how much impact inclusion in the World Heritage List has on the competitiveness of tourist destinations and the main steps of this process in strategic and marketing terms. The basic assumption of the research is that for the development of a tourist destination, where there is a heritage site, insertion in the WHL is not enough in itself and there must be policies of sustainable local and territo-

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rial development addressed to specific targets. This approach allows the issue to be analyzed in an innovative and modern key, in order to obtain some useful information for the management of these sites, and increase tourism in a sustainable way.

Heritage tourism development and the insertion of a cultural site in the WHL can, in fact, accelerate social change and the cultural needs of a destination, contributing to widespread territorial identity and culture within a community. However, specific actions are necessary, leading to fruition in a sustainable way, in order to make the destination more competitive in touristic terms and, at the same time, to safeguard the living conditions of its residents and retain the values of its heritage. In fact, travel is characterised by tourists' desires to learn as much as they can about the history, customs, habits and culture of a specific destination (Craik, 1997; Weiler and Hall, 1992; Williams, 1998). At first glance, the exploitation of local resources can be seen as a threat to cultural heritage preservation. With socially and ethically correct management, however, they can be used and still preserved. From this point of view, by analyzing the collected data, the research aims at understanding which marketing and local development policies to adopt for the correct management of heritage sites in a sustainable way.

2. *Research Methodology*

The research starts with an analysis of the main literature on heritage tourism, as a strategic resource for destination development. At the same time, the research focuses on the UNESCO role, in relation both to the sites that belong to the WHL which have to implement specific action being part of it, and to potential candidates that have to respect certain principles to be on the list. The research examines Naples' cultural offerings with particular reference to the historical centre, which belongs on the UNESCO heritage list. The main reason for the choice of this case study is that Naples as a destination has wide and diverse cultural offerings that make it potentially a natural UNESCO destination. However, this is not a

strategic asset in itself for the development of the city as a tourist destination, if not adequately promoted in terms of tourism.

The adopted research methodology is developed applying both deductive and inductive approaches. According to deductive logic, research hypotheses are defined. The main assumptions are analyzed through theoretical framework, further demonstrated through case study analysis.

The starting hypotheses are: 1) insertion in the WHL can increase the destination's international reputation; 2) insertion in the WHL can even become an opportunity to improve the competitiveness of the destination, if skillfully exploited. In the opposite case, it can determinate a negative effect on the city's image.

The following step concerns an inference analysis, from general principles up to specific solutions. More explicitly, hypotheses are provisional explanations, defined in some core concepts, to be tested in order to verify the truth of the assumptions. From this perspective, hypotheses cannot be confirmed by experience: they result valid until the emergence of negative factors.

On the other hand, inductive logic is based on the observation of some particular phenomena, from which some generalizations are developed that allow a theoretical framework to be reached, which can be applied to other cases.

In our mixed inductive-deductive approach, this research is developed starting from background knowledge, in order to define the hypotheses. From this direction, research moves toward a Resource-based Theory (RBT), in order to highlight the strategic cultural resources in a destination. The last phase is the definition of a framework, in order to match specific image and brand with destination development. Moreover, this framework, proposed for the city of Naples, can be further applied to other cases.

The main results should provide interesting information both for research agenda and for their managerial implications in terms of local policies.

3. *Heritage tourism: definition*

The concept of heritage is not easy to define because it is a term that implies broad and articulated interpretations and with multiple meanings, as it refers to everything that concerns the past, in a concrete and, at the same time, intangible sense.

Heritage studies have analyzed, over time, all aspects related to the concept of cultural heritage that can have a social, scientific, economic and political meaning.

Herbert (1997) defines heritage as "that which is inherited from the past". Heritage is, therefore, the assets that the new generations receive as an inheritance from the past; it represents all that is preserved, protected and collected so as not to be lost with the passing of time.

Specifically, Lowenthal argues that the function of heritage studies should be that of analyzing the past and updating it, in order to make it understandable and usable both for present and future generations (Lowenthal D., Binney M., 1981). Along with the "sense of past", other authors have attributed to heritage a broader meaning, particularly with reference to a territorial dimension. Bowes (1989) talks about the "sense of place", where heritage includes both the main sites, or institutions, and the whole landscape that consists of a multitude of local factors and traditions. The recognition of these "cultural signs" in a temporal frame (sense of past) develops the "sense of place", that is the sense of belonging to a place, the recognition of its values and the importance of preserving it.

Other scholars, such as Harvey, in defining heritage, move away from a definition related to the sense of belonging and of accuracy about the past and emphasize the role of preservation as a power tool for the future. Heritage conservation is regarded as a necessary action, fully developed at present, that sees the past continually subjected to reworking in order to make it understandable and transmit it to new generations. In fact, Harvey underlines that "to heritage" is primarily a verbal predicate, with reference to the human action of taking care of and preserving.

Other authors (Tunbridge and Ashworth, 1996) define heritage

as referring to all the connotations that this term can assume. According to the temporal dimension, heritage is seen as a product that affects the present and as a synonym for past treasure. Meanwhile, according to the social dimension, it is considered as the whole cultural and artistic production of the past. On the other hand, the economic dimension is justified by the consideration of heritage as an economic activity identifiable as a "heritage industry". Tunbridge and Ashworth also consider heritage as a political tool. Therefore, heritage becomes a set of all these factors.

According to these perspectives, heritage tourism represents a specific branch of tourism, oriented towards cultural heritage. As stated by the concept of heritage, heritage tourism is articulated in different branches that all have a common denominator: culture, that, developed in different directions, creates many tourist markets.

Today, in many European contexts, if properly managed, tourism has a key role in the economic performance of all countries, because of its ability to generate a considerable induced effect. Territorial cultural richness, including that in rural areas that are full of history and natural resources, represents an opportunity to develop tourism activities.

Therefore, growing and diversified culture and nature demands exist, and local policies have to respond by offering proposals that are be compatible with the cultural heritage.

First of all, the implementation of local tourist policies should ensure the future of heritage identity in order to develop effective management in a sustainable perspective.

In this overview, different approaches have been proposed in literature in an attempt to define Heritage Tourism. Poria (2001) moves away from those who believe that heritage tourism is a subcategory of tourism, based only on the historical heritage site (Peleggi 1996, Seale 1996). Rather, he argues that heritage tourism is a phenomenon based on the subject that interacts with the heritage site: the focus is on tourist perceptions and motivations rather than on heritage site attributes.

These definitions have focused exclusively on the demand side

without taking into account the participants that make tourist experience possible, namely the tourism industry engaged in the construction of cultural offers. Garrod and Fyall (2001) consider those definitions as limited if related only to tourist perceptions.

The debate is broad and it's difficult to distinguish between cultural and heritage tourism. In fact, cultural tourism and heritage tourism share many aspects. For example, in an attempt at defining both aspects, Richards (2001) argues that the term "culture", when it refers to the tourist market, has taken on an inflated meaning, often referring both to cultural resources and to tourism. Indeed, according to this author, "heritage tourism" is a subset of cultural heritage.

In our view, it is not only a subset of cultural heritage but also of tourism, with an overlapping perspective that requires specific actions to promote and evaluate cultural resources also in terms of tourism.

4. *Unesco and the whl*

The concept of heritage was conceived and brought about through the mediation of some specific international organizations such as UNESCO, that initiate programs aimed at the preservation and enhancement of cultural heritage monuments, with the intention of facilitating international relationships and reducing conflicts among different countries. To this organization the birth of the concept of universal cultural heritage is due.

In particular, the Convention concerning the Protection of the World Cultural and Natural Heritage (WHC) was adopted by the General Conference of UNESCO held in Paris in 1972. Since ancient times, in Europe and the Middle East a need to legitimize the existence of the "wonders of the world", which consist of monuments constructed by man, the common denominator of which is a strong visual impact and the ability to arouse great emotion in the observer (the Pyramids of Egypt, the Colossus of Rhodes).

The principle behind the WHC is that cultural sites are "treasures

and riches" that are "properties and assets" of the host countries, safeguarding should actually be a common objective of all states.

Therefore, this Convention was adopted as a legal instrument able to protect and classify World Heritage, preserving both natural and cultural factors. The Convention consists of 38 articles that constitute the founding principles and objectives that UNESCO considers as priorities: to ensure continuity and to adopt a more structured policy of the conservation of cultural heritage (Slatyer 1984).

UNESCO works with the help of different organizations such as ICOMOS (*International Council of Monuments and Sites*) and NGO (*Non-Governmental Organization*), which are institutions that help identify cultural properties to be included in the World Heritage List (WHL).

The Convention defines the kind of cultural or natural sites that may be included in the World Heritage List and establishes the duties of the countries that have signed and accepted the Convention. That is, namely, the identification of valuable, potential sites within their territory and their engagement in the protection of all the national sites. Every two years, the General Assembly of Member States elects the committee members and decides on their responsibilities in the whole decision making process, with reference to the implementation of all aspects of the Convention.

The committee consists of 21 member states and carries on three main functions:

1. The examination and selection of resources to include in the WHL, assisted by the advisory bodies;
2. The financial management of the World Heritage Fund, which provides financial support to member states for studies, specialized human resources, provision of equipment and granting of loans;
3. An analysis of the state of the art of the heritage of the WHL and eventual requests to member states to take specific actions to improve their management.

The insertion process of a heritage site in the WHL occurs gradually; the World Heritage Committee compiles and updates the World Heritage List from lists of nominations submitted by each member state. Inclusion in the list, however, can also occur without the approval of the state. An additional list of World Heritage in Danger exists specifically for the sites which, although already included in the WHL, may undergo changes in conditions or have their safety threatened because of conflicts, disasters, or illegal operations.

The parameters and standards under which the candidate resources may be included in the WHL are contained in the World Heritage Convention, which sets as the first essential condition that the state which submitted the application undertakes to protect and enhance the proposed site by funding, legislation and management plans. In addition, the Convention establishes a distinction between cultural, natural and mixed sites.

In this sense, inscription to the WHL entails not only the application for candidacy with a detailed description of the proposed "site", but also drafting the management plan, in which the main actors of the system, both public and private, are involved. This plan represents a strategic instrument, essential and imperative, because it contains the main short and long term objectives, preservation, enhancement of the promoted site, with the aim of demonstrating and assuring the feasibility, implementation and operation of the overall process, and then preservation for posterity of the "site" in a sustainable way.

The World Heritage Centre helps to organize the exact documentation that must accompany the nominations, then transmitted to the Committee. This board examines nominations on the basis of fixed criteria. These are organized around defined *operational lines* starting from evaluations expressed by the advisory bodies. Moreover, the WHC can decide to either include an asset or require the state concerned to provide more information about the strategies of protection, or even reject the application.

5. *Criteria for inclusion in the* WHL

From a comparative analysis by the Convention and the Heritage List, it appears that the values on which the evaluation parameters are founded are general and sometimes arbitrary. These criteria reflect an elaboration which is probably insufficient, and certainly outdated.

In fact, in the case of so-called "cultural" sites, the number of which is predominant, the site is judged as possible to include in the list only if it answers the principle of authenticity; in the case of natural sites, the principle of integrity is applied. These value criteria have been strongly questioned by contemporary critics (Clifford, 1999; Urry, 1995; Aime, 2000), both at an anthropological–sociological level and at a cultural and touristic level.

Moreover, the UNESCO evaluation principles probably reflect a concept of cultural value which reveals a rather Eurocentric canon, which can be easily disputed. In fact, it is easy to notice that most of all UNESCO sites are located in the West, above all, Spain, Italy and France, which are the three nations with the greatest number of sites written in the list.

Therefore, it seems difficult to find homogenous principles of judgement and to understand the main choices that lead to the inclusion of some sites or places rather than others. Without doubt, the management activity of local government organizations seems to be of great importance. Therefore, in spite of the limitations of criteria imposed by subjectivity, it is certain that UNESCO destinations are, in some way, compelled to manage the territory according to some specific, strategic guidelines. According to these, cultural resources, when proposed to the public for a different use, have to be preserved, and that a strategic and operational planning process is necessary. The specific political party in power is unimportant; the process has to be conducted by whichever political party is elected to manage the territory.

6. *The role of* UNESCO *in the promotion of a destination*

Concerning the tourist sector, inclusion in the UNESCO heritage of

monuments or sites represents a powerful attraction factor, and also for this reason, tourism plays a fundamental role in the protection and enhancement of UNESCO sites.

This approach can help destinations to become candidates to host big events, to attract investments and increase the flow of tourism.

Most of all, UNESCO heritage sites are also important tourist destinations. Precisely UNESCO, in line with the most recent and advanced tourist marketing studies, states the necessity of an integrated approach to tourism and preservation of cultural goods, and the close relationship between touristic development, economic growth and heritage preservation.

The link between the promotion of tourism and the WHL is explicitly recognized. The UNESCO World Heritage Center, responsible for managing the list, received, in 2008, the World Tourism Award, which recognizes those companies, organizations, destinations and individual initiatives, who have distinguished themselves in the tourism industry[1] at an exceptional level in various ways.

Considering the current tourist trend, with specific reference to an increased interest in cultural and exceptional sites, the authenticity and universal value of the recognition of cultural goods can only be a plus for the destination. In this perspective, "Places of Wonder Discovery" contributes to the promotion of tourist sites that have entered the WHL. Inscription in the World Heritage List, therefore, provides a strong promotional tool and a recognizable brand (Buckley, 2002; Hall and Piggin, 2002), able to determine a differentiated positioning in the market (Hall, 2004).

In this direction, there is wide literature on tourist branding (Hankinson, 2004; Morgan, Pritchard and Pride, 2004; Kotler et Gerner, 2004).

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1. As late as 2008, Unesco Word Heritage Center, with the cooperation of the editor of "Our Place", published a series of ten books (Places of Wonder Discovery). This edition includes 350 original photos of 50 World Heritage sites in 35 countries.

Brand represents a guarantee when it is an expression of the origin and quality of the asset. Tourism, characterized by strong heterogeneity and the intangibility of service, through this guarantee, can reduce the impact of these same aspects (De Ruyter, Wetzels and Kleijnen, 2001). Then, brand can encourage the consumer and influence tourist choices, simplifying their decisions (Stern, Zinkhan et Grandfather, 2001; Morgan, Pritchard and Piggot, 2003). Considering these characteristics, the inclusion of a site in the WHL is similar to a process of branding. This branding is a distinctive sign, reassuring tourists of the value of a destination. The prestige associated with WHL credibility is assured by Unesco and its experts and by the fact that these sites must meet specific quality criteria, such as uniqueness, exceptionability and universal value. These qualities are excellent in promoting tourist attraction to recognized sites (Hall and Piggin, 2002).

However, even if inscription in the WHL represents a promotional tool for a destination which hosts the heritage site, in practice, only a few western cities use this tool in their promotional strategies and very few companies refer to it in their trade policies (Beck, 2006; Hall and Piggin, 2002; Marcotte and Bourdeau, 2003).

Some research underlines a correlation between enrollment in the WHL and an increase in the flow of tourists (Lazzarotti 2000, Thorsell et Sigaty 1997). However, the ability of a destination's resources to attract before and after WHL insertion is often difficult to evaluate (Morris, 1997; Kuhn, 1999). Then, also brands associated with intangible factors, the distinction between the intrinsic attractiveness of a site and that resulting from the attribution of World Heritage Status sometimes remains obscure. This issue is not applicable to small sites, not so well-known, which are included in the WHL and use it as a strong promotional tool (Beck, 2006). In fact, in recent years, the trend of Unesco indicates a steady increase in the sites listed in the WHL, with the risk of losing the unique character of inserted sites.

7. *Empirical results: the Case of Naples*

In 1995, Naples was declared by UNESCO as a "World Heritage site" and inserted in the list of monuments to preserve with the following motivation: Naples is one of the most ancient European cities, its actual town-planning retains the factors of its special path, rich in events. Its roads system, the richness and variety of its historical buildings, constructed in different time periods and its location on the gulf of Naples, give it a special and unique value, which spreads its influence in Europe and beyond. In 2006, the city risked being cancelled from the list, since the World Heritage Committee periodical report indicated weak protection and non enhancement of the site.

Actually, it has not been long since urban and territorial marketing concepts have begun to gain more importance in public administration activities, given the growing competition between territories that contend for the best positions in attracting investments, a flow of tourists and big events.

It becomes fundamental for the participants in a local system to be informed, be able to make decisions and identify resources and skills, increase their value by innovative projects, and evaluate, in this way, land marketing as an indispensable instrument to offer and use.

Hence, with reference to this field, particularly considering the sphere of heritage resources, last year's analysis could be considered useful. This study was executed by the Land Marketing Area of Naples and is based on the initiatives of the actual urban plan focusing on the potentialities of the site related to its historical centre. In particular, it proposes a restructuring project of the core area for the fruition of the Neapolitan heritage. It foresees:

1. The elimination of degraded places: the demolished buildings in the historical centre will be re-constructed by private citizens;
2. The recovery of "attics": using the attics of buildings in the historical centre for residential purposes becomes possible by lowering the floors and opening windows directly onto the roofs;

3. The placing of building shingles. This plan provides for re-covering terraces with materials aimed at making them practicable. This objective, beside converting degraded surfaces into precious and panoramic settings, contributes to improving the overall look of the historical area;

4. Changes in destination the usage of real estate in the historical centre. For instance, it will be possible to convert the buildings in this area into hotels or to provide incentives for other entrepreneurial activities, particularly in behalf of the tourist trade.

Moreover some programs with a cultural perspective could evolve into heritage tourism if better promoted and inserted into a context, regarding the whole cultural background of the city with an emphasis on the concept of identity.

The fundamental factor that is missing for the attainment of this goal is the organization of supply into an integrated system involving especially the local authority (that is interested in validating the heritage) and the population in order to contribute to a new placement of the brand "Napoli" in tourist imagery. This objective is viable considering land marketing policies which can implement the whole production circuit characterized by intangible but relevant aspects, such as folk-lore, and urban revaluation, in the fruition of cultural heritage. Cultural marketing, on the other hand, is considered as a methodology to be developed along with cultural heritage with more attention on promotion.

During "Welcome Ferragosto – Itineraries in the Historical Centre", an initiative in the 2nd edition, held from the 13th to the 17th of August, 2009, realized by the City Tourist Department with the cooperation of the Department of Trade, 100 interviews were given to tourists asking about conditions of the historical centre. The interviews indicates that the Naples historical centre is appreciated by tourists, although they underlined some degraded conditions in the area.

Also public and private tour operators were asked to complete an

articulated questionnaire. Experts involved followed the Delphi method: a qualitative and participatory analysis, comparing various points, a sort of "virtual debate" among the selected experts about the object of research. Those interviews had virtually the same viewpoint and they all agreed on the need for an adequate policy of heritage site management, so as to maintain inscription in the WHL and to improve the promotion of the destination.

Particularly, the interviews indicated that territorial development policies had been implemented in the historical center but had not ensured good usability of the heritage site in according with the WHL standard. In addition, interviewed operators believe that the image of the historical center of Naples reflects the expectations of tourists only with reference to its historical, artistic and cultural resources. The organization of these resources is still not adequate.

The parameters used established some connection between insertion in the WHL and the development of tourism. In spite of a little marketing action at inducted level, such as "Welcome Ferragosto" or "May of Monuments", promoted by the Municipality of Naples, which are undoubtedly useful initiatives, the results have not been so satisfactory because of difficulties at the organic level, that is, in the phase of the provision of services. In fact, the problems of supplying services go along with difficult management of the area, which should be supervised continually. Surveillance and supervision could prevent the defacing of walls caused by graffiti and dirtying in some parts of the centre, as highlighted by interviews with tourists and operators.

The model is based on parameters depicted in the following figure (fig. 1). The relation among these three parameters can provide important implications for territorial development.

Fig. 1 -

INSERTION IN THE
WHL

TERRITORIAL
MANAGEMENT

MARKETING
ACTION
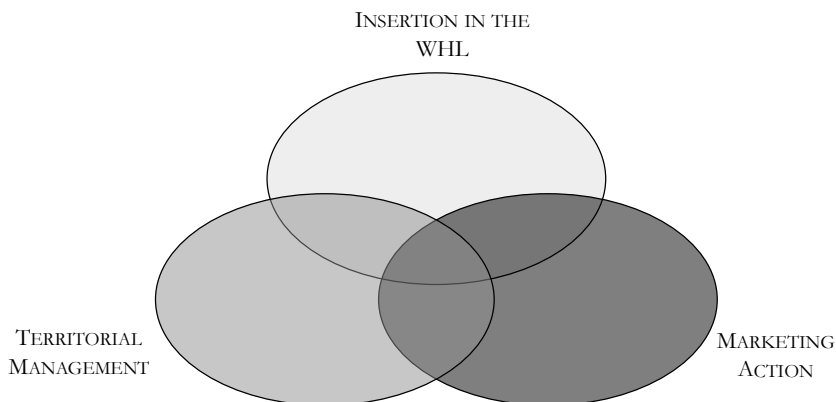
Source: personal elaboration

Then, by applying SWOT analysis (Strength, Weakness, Opportunities and Threats) in the RBT perspective (Resourced-Based Theory), through VRIO framework (Value, Rare, Inimitability, Organization) to the area, our research has shown the following results (tab. 1-2):

Tab. 1 - Opportunities and Threats

OPPORTUNITIES	THREATS
possible development of low cost transportation for the whole Region	high price competition in the global market
european and national funding for the development of tourist firms and projects	markets crisis
	environmental crisis of the region and loss of a positive image

Source: elaboration from Della Corte (2000, 2009) and Sciarelli (2006)

Tab. 2 - The VRIO framework and Strengths and Weaknesses in the RBT perspective of the area

| RESOURCES	V	R	I	O	COMPETITIVE IMPLICATION	ECONOMIC PERFORMANCES	STRENGHTS OR WEAKNESSES
Cultural heritage	Y	Y	Y	-	potential sustainable competitive advantage	above normal	potential strenght
Climate, enviroment, landscape	Y	Y	Y	-	potential sustainable competitive advantage	above normal	potential strenght
Traditions, folklore, artistic craft	Y	Y	Y	-	potential sustainable competitive advantage	above normal	potential strenght
Food and wine	Y	Y	Y	Y	sustained competitive advantage	above	strenght and long-term distinctive competency
Projecting capabilities	Y	Y	N	-	competitive parity	normal	weakness or strenght
Coordination capabilities	Y	Y	N	-	competitive parity	normal	weakness or strenght
Trustworthiness, relation capabilities	Y	Y	N	-	competitive parity	normal	weakness or strenght

Source: elaboration from Della Corte (2000, 2009) and Sciarelli (2006)

The application of the VRIO framework to an analysis of the historical center of Naples demonstrates that different sources of competitive advantages exist because of the presence of valuable, rare and inimitable resources. There are important and relevant resources, however, that should be better organized in a systemic view.

Therefore, critical issue is more related to the capabilities of planning, coordination and reliability that exist but are rare and not adequately used in organizational terms.

The importance of these management skills represents the key issue for inclusion in the WHL. After insertion, consistent and significant marketing strategy should be planned and applied, with control considered as a fundamental step of the process (fig. 2).

Fig. 2 - Development of the model

CONTROL

| Territorial Management | Insertion in the WHL | Marketing Action |

CONTROL
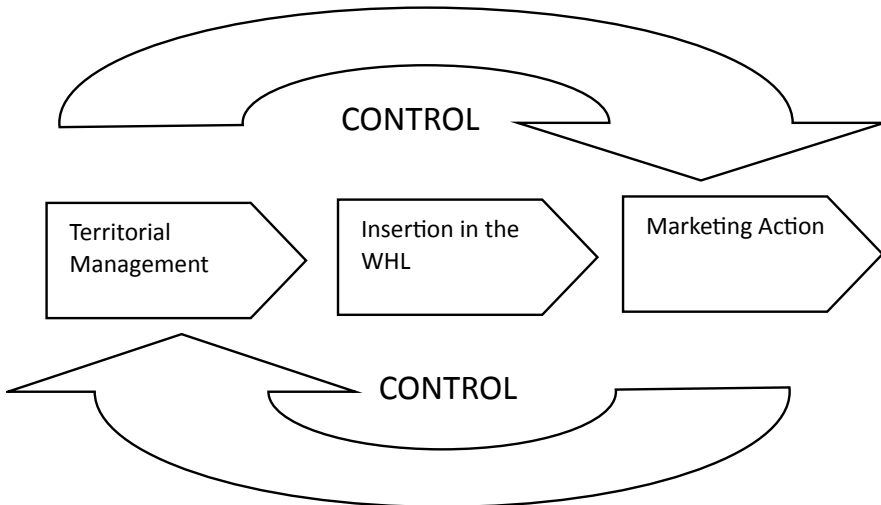
Source: personal elaboration

In the case of historical center of Naples, the problems underlined by operators refer to the implementing of planning action that may produce improvements and preserve the historical center.

A model of heritage site management has to take into account the sequence of action, moving from *Territorial Management* to *Insertion* in the WHL to *Marketing Action* with the activation of concurrent and subsequent control.

8. *Conclusions*

Strategic integration and the coordination of all the actors involved in both the preservation and the promotion of UNESCO sites, and also the involvement of tourist operators in the process is of extreme importance in starting a planning program that can ensure heritage continuity over time and the consequent fruition of the local community and tourists in a sustainable view.

Inclusion in the UNESCO heritage represents a form of the promotion of tourism.

In fact, the organization develops safeguards and the protection of culture and cultural heritage. This takes place through the active politics of heritage protection and spotting new managerial tools able to conciliate the need for the preservation of sites with socio-cultural dynamics, which can transform heritage into a usable and "consumable" resource. Moreover, UNESCO can prime favourable reactions from actors that can create an integrated heritage system, on the basis of a systemic logic of offer (Della Corte, 2000, 2009). In this perspective, the activities of private and public actors are of fundamental importance for both the plan of interventions and the subsequent status of Human World Heritage, and confirmation of the expectations of quality of cultural tourists.

The management of the historical centre of Naples has got some structural problems due connected to a lack of coordination and cooperation in the creation of all dimensions deriving from being inscribed in WHL.

Considering the lack of integration and collaboration between the public and private bodies involved their different natures and the fact that they are mostly small and medium enterprises, local actors cannot easily live up to the requirements of UNESCO in order to enable Naples to maintain the status of WHL member and to be a shuttlecock for local economy. However, a systemic approach to the management of knowledge, preservation, valorisation and communication of cultural heritage is necessary.

In fact, cooperation among different public and private actors,

can contribute to long term development of sustainable tourism and the area can realize an economic advantage at the local level. This, however, requires the participation of organizations of a very high level, both in entrepreneurial and managerial terms.

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Riassunto

Il turismo è un settore ipercompetitivo (D'Aveni, 1994, 1998; Della Corte, Sciarelli, 2003), caratterizzato da repentini cambiamenti della domanda e da una concorrenza che si gioca sempre più su scala globale. In tale prospettiva, il patrimonio culturale può rappresentare una risorsa strategica per lo sviluppo di una *destination*. L'obiettivo della ricerca è quello di analizzare il turismo culturale da un punto di vista strategico-aziendale, in ottica sistemica, come fonte di creazione di valore di una *destination*, approfondendo l'interazione tra gli attori del sistema culturale e turistico. In tale ottica, l'inserimento di un territorio nel patrimonio Unesco rappresenta una forma di promozione in termini strategici e di marketing perché richiama, inevitabilmente, l'attenzione dei turisti verso luoghi talvolta tenuti poco in considerazione o addirittura sconosciuti, caratterizzati da rilevanti risorse turistico-culturali.

La ricerca intende, quindi, verificare quali sia l'impatto in termini di competitività turistica di quelle *destination* che sono inserite nella WHL (World Heritage List) e quali siano i risvolti in termini strategici e di marketing (Della Corte, 2009) sia a livello indotto (nel processo di scelta del turista di una destinazione) che a livello organico (nella fase di erogazione e fruizione del servizio).

Pertanto sarà analizzato il doppio ruolo del patrimonio culturale del territorio: come origine dell'identità luoghi e come priorità dello sviluppo locale. L'intero territorio può infatti essere concepito come un sistema culturale, come il risultato dei processi stratificati nel tempo, oltre che come un'opportunità di generare uno sviluppo sostenibile (Carta 2006, Pedrazzini 2005, Timothy e Boyd, 2002). Questo aspetto è testimoniato dalla presenza di un paradosso nel caso dei siti culturali aperti al pubblico: gli obiettivi dei manager sono la promozione, la fruizione e la trasmissione di valori culturali, ma questo sforzo si scontra spesso con la salvaguardia dello stesso patrimonio. Una risposta concreta è data dalla applicazione di corretti strumenti di pianificazione e controllo, nonché di informazione/ educazione/ partecipazione del pubblico (Silberberg 1995).

L'ipotesi di base della ricerca è che per lo sviluppo di una *destination*, all'interno della quale è presente un sito *heritage*, non basta ottenere l'inserimento nella WHL ma sono necessarie delle politiche di sviluppo territoriali sostenibili e di marketing rivolte a target specifici. Ciò al fine di verificare in chiave innovativa e moderna, la gestione dei suddetti siti per migliorare la fruibilità in ottica sostenibile.

La ricerca approfondirà il caso del centro storico di Napoli, entrato a far parte nella WHL nel 1995.

Résumé

Le secteur du tourisme est hyperconcurrentiel (D'Aveni, 1994, 1998, Della Corte, Sciarelli, 2003). Il est caractérisé par des changements brusques de la demande et par une concurrence qui devient de plus en plus globale. Dans cette perspective, le patrimoine culturel peut être une ressource stratégique pour le développement d'une destination touristique. L'objectif de cette recherche est d'analyser le tourisme culturel d'un point de vue stratégique d'entreprise, comme une source de création de valeurs d'une destination touristique, en analysant l'interaction entre les acteurs du système culturel et touristique. Dans ce contexte, l'inclusion d'un site dans le patrimoine de l'UNESCO est une forme de promotion en termes de

stratégie et de marketing. Un site inscrit sur la liste du Patrimoine Mondial est en mesure d'attirer les touristes dans des endroits parfois peu connus mais qui sont caractérisés par des ressources touristiques et culturelles très importantes.

Cette recherche vise donc à voir quel est l'impact en termes de destination touristique concurrentielle pour ces biens qui sont inclus dans la WHL et quelles sont les implications en termes de marketing stratégique (Della Corte, 2009) soit au niveau induit (dans le processus de choix d'une destination touristique) soit au niveau organique (lors de la livraison et l'utilisation du service).

Par conséquent, on analysera le double rôle du patrimoine culturel du territoire : source d'identité et priorité pour le développement local. Tout le territoire peut en effet être conçu comme un système culturel, à la suite des processus de stratification dans le temps, ainsi que la possibilité de générer un développement durable (Carta 2006, Pedrazzini 2005, Timothy et Boyd, 2002). Cela est témoigné par la présence d'un paradoxe dans le cas des sites culturels ouverts au public : les objectifs de gérance sont la promotion de l'utilisation et la transmission des valeurs culturelles, mais cet effort se heurte souvent à la préservation du patrimoine culturel. Une réponse concrète est donnée par l'application d'une planification conforme et des outils de contrôle et d'information / éducation / participation du public (Silberberg 1995).

L'hypothèse de base de la recherche est que le développement d'une destination où il y a un site culturel, n'est pas suffisant pour l'inclusion dans la WHL, mais des politiques durables de développement et de marketing visant aux utilisateurs spécifiques sont nécessaires. Il s'agit de vérifier la gestion de ces sites d'un point de vue innovateur et moderne pour en améliorer la facilité d'utilisation de façon durable.

Cette recherche permettra de comparer une analyse des entreprises à l'égard de cet objet.

Resumen

El turismo es un sector muy competitivo (D'Aveni, 1994, 1998; Della Corte, Sciarelli, 2003), caracterizado por cambios repentinos de la demanda y por una participación cada vez más importante a escala global. En esta perspectiva, el patrimonio cultural puede representar un recurso estratégico para el desarrollo de un destino turístico. El objetivo de esta investigación es analizar el turismo cultural desde un punto de vista estratégico-empresarial, con una visión sistémica, como fuente de creación de valor de un destino, profundizando la interacción entre los actores del sistema cultural y turístico. En dicha óptica, la inserción en el patrimonio Unesco de un territorio representa una forma de promoción en términos estratégicos y de marketing porque llama, inevitablemente, la atención de los turistas sobre lugares a veces tenidos en poca consideración o incluso desconocidos, caracterizados por relevantes recursos turísticos-culturales. La investigación pretende, por lo tanto, verificar cuál será el impacto en términos de competitividad turística de aquellos destinos que son inscriptos en la WHL y cuáles son las implicancias en términos estratégicos y de marketing (Della Corte, 2009), sea a nivel inducido (en el proceso de elección de un destino por el turista) como a nivel orgánico (en la fase de suministro y utilización del servicio).

Por lo tanto se analizará el rol dual del patrimonio cultural del territorio: como origen de la identidad de los lugares y como prioridad del desarrollo local. El territorio entero puede de hecho ser concebido como un sistema cultural, como el resultado de los procesos estratificados en el tiempo, además de cómo una oportunidad de generar un desarrollo sostenible (Carta 2006, Pedrazzini 2005, Timothy e Boyd, 2002). Este aspecto es ilustrado por la presencia de una paradoja en el caso de los sitios abiertos al público: los objetivos del manager son la promoción, el uso y la transmisión de valores culturales, pero este esfuerzo choca frecuentemente con el resguardo del patrimonio cultural. Una respuesta concreta está dada por la aplicación de correctos instrumentos de planificación y control, así como también de información / educación /participación del

público (Silberberg 1995).

La hipótesis de base de la investigación es que para el desarrollo de un destino turístico, dentro del cual está presente un sitio cultural, no basta obtener la inserción en la WHL, sino que también son necesarias las políticas de desarrollo territorial sostenible y de marketing apuntadas a objetivos específicos. Lo cual tiene como finalidad verificar de forma innovadora y moderna, la gestión de los nombrados sitios para mejorar el aprovechamiento desde una óptica sostenible.

La investigación consistirá en comparar algunos análisis publicados considerando el tema.