

TOURISM DEVELOPMENT FOR TAMAN WISATA CANDI BOROBUDUR (TWCB)

Komang Ratih Tunjungsari

Sekolah Tinggi Pariwisata Bali Internasional

Diterima 07 Januari 2020 / Disetujui 16 Februari 2020

ABSTRACT

As one of the iconic Buddhist temple and touristic site in Central of Java, Indonesia, Borobudur has developed its status into UNESCO World Heritage since 1991. This means the project for Borobudur's development become in continuity with the number of tourists visit each day. In one side, the development should not harm the site otherwise, it should be conserved the site and rethinking about carrying capacity of the tourists. The main concept of this paper used for development of Borobudur is as visitor attraction management, four realms of visitor experience that should be counted when developing a visitor attraction, namely entertainment, education, aesthetic and escapism. Literature review mostly used for the methodology of this paper and also explorative description from some sources. The author will develop the temple compounds of Borobudur and the image of the temple compounds will be seen as historical, religious and cultural values that can be enjoyed as the quality tourism toward the international visitors. The objectives of developing the temple compounds' are not only to pursue the number of the visitors but also to expand the value of sustainable cultural to enhance the visitors' experience. From the concepts, development should be delivered in the way of marketing, in dealing with the competitors, bringing the sustainable concept toward visitor's experience and working with the ethics of UNESCO.

Keywords : development, stakeholders, visitors attraction management

*Korespondensi Penulis:

E-mail: ratih.tunjung@stpbi.ac.id

INTRODUCTION

Research Background

Borobudur is one of the greatest Hindu-Buddhist temple located in the central of Java island, Indonesia. The temple was built from the 8th centuries within total covering 2520m² areas. It was built in Syailendra dynasty and the style of it is influenced by the Indian Gupta and post-Gupta art. Nowadays, the temple compounds was under the protection of UNESCO as a world heritage site since 1991. The first development of the Borobudur temple compounds after the it was first found in colonialism era, was the development by the Japan International Cooperation Agency (JICA) in 1979. As cited in Hampton (2005), the development of temple compounds divided into five zones. By the government of Indonesia, each zones have it owns

'manager' that should be responsible for the specific tasks.

Identification Research Problem

As stated in Brockwell, O'Connor and Byrne (2013), the JICA's zoning system provided the first zone is assigned by the conservation office, who have to maintain the temple compounds from the damage of the physic building and the second zone, is managed by the management of the Borobudur, PT. Taman Wisata Candi Borobudur (PT. TWCB). While the third, fourth and five zones developed by the local government. As the multi-management system, Taman Wisata Candi Borobudur should generate innovation to some small development in the way of managing the temple compounds. Under the supervision of UNESCO, the management of Borobudur

should obey the regulations of the World Heritage Site due to the standard established by UNESCO. The future development of the temple compounds have to comprehend the value of the ethics set by UNESCO, while expanding the other potential values of Borobudur.

The Relationship of the Stakeholders

Describing Taman Wisata Candi Borobudur (TWCB) in brief would not represent the temple compounds enough with the story behind the giant strong structure from the volcanic stones. Taking it ways back to 8th centuries, when Syailendra dynasty ruled the region. It is believed that the temple was built between AD 780 and 840 as stated in the Borobudur History site. The building was abandoned for centuries and buried beneath layers of volcanic ash from Mount Merapi that only local people knew its existence. Then Sir Thomas Stamford Raffles, British ruler of Java, was appointed to investigate a hill that was the temple compounds. Until 1835 the entire temple was cleared and get the attention of the world in 1980s through the influence of UNESCO as nowadays shown by the Figure 1.



Figure 1. Borobudur Temple Compounds

Source adapted from: [online]. Last accessed 20 March 2015 at:

http://www.bugbog.com/gallery/galleryindonesia/indonesia_pictures_6.html

Despite of create a new visitor attraction, the author would redevelop the existence of the temple compounds of Borobudur to help it will grow as a visitor attraction toward the world but the values of historical, religious and cultural keep engage with the temple

site. Due to the previous research by Boccardi Brooks and Gurung (2006), that the temple compounds could attract about 2 millions per year, that could be divided into foreign visitors within 166,000 and domestic visitors 2,2 million in the year 2011.

The stakeholders that will be responsible to the whole of the management in Taman Wisata Candi Borobudur (TCWB) will be the management of Perseroan Terbatas (PT) TCWB. It means, the PT. TCWB will be the limited body of the management of the temple compounds that organize about how the maintenance done by the maintenance management, and the how the marketing management creating the image branding of TCWB. It is formed as a limited liability organization because it should be responsible down under the ministry of culture and education, ministry of archeological site and UNESCO.

UNESCO already engaged into temple compounds as fundraiser and full supporter since 1968 when the temple compounds was in restoration until 1983. UNESCO will supervise the management of the capacity building, monitoring and controlling the physic of the temple compounds and reporting the management and getting some resources to maintain the temple compounds. Here is **Figure 2** to describe the relationship between the stakeholders of the PT. TCWB. It is clear that management of Borobudur is handled by PT. TCWB who will be reported the liability to the several ministries who maintains several aspects of the temple compounds for example, the physical sites (ministries of the public works) and the infrastructure toward going to the destination. While ministry of culture and education as Borobudur assigned in the historical studies for the students in junior high school and also the temple compounds as archeological sites.

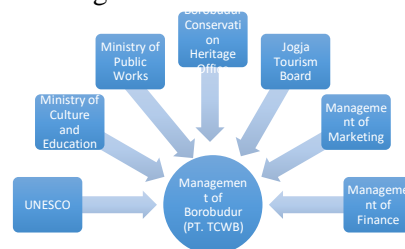


Figure 2. Relationship of the Stakeholders

Borobudur Conservation Heritage Site will be the body that organize and manage the empowerment programs for local community and the youth to raise the awareness of the existence of temple to preserve the area. In addition, the Jogja Tourism Board (JTB) will be the window of the tourism site to be informed and marketed. While the management of marketing will do several marketing plan and budgeting in marketing in order to target the potential market of the international tourist. Furthermore, the management of financial will gain the support of the fund raising, the income resources or the maintenance budget for the temple compounds and budget for the local community development.

The Objectives of the Development

In the project of re-developing the Borobudur Temple Compounds, the author will using the fourth category of development according to Swarbrooke (2002) in Adedamola D (2013), to increase the satisfaction of the visitor's amenities and boosting secondary spending. Thus, the objectives of the project not only pursuing the number of the visitors, but it would be focus in the term of quality as one aspect of the visitor's satisfaction. Another concept that is taken in Pine and Gilmore (1999), there are four realms of visitor experience that should be counted when developing a visitor attraction, namely entertainment, education, aesthetic and escapism. Through the pathways that has been created, the realm that should be most engaged toward the temple compounds is education.

In addition, using sustainable concept into the development of the temple compounds also suggested as Throsby (2003) as cited in Kausar, believed that the sustainable development specifically in the management of cultural resources and natural resources should guarantee the next generation could enjoy the same resource as we can enjoy our needs nowadays according to the Brundtland

(1987). Reasoning to the concept of sustainability in a way of economical term, the government and the management of the TCWB could empower local communities, such as to develop some small-scale business such as through small shops, roadside stalls, jewelry shop, and souvenir shops. Also suggested by Hampton (2005) that through stimulating the small scale tourism development, then the cake of economy in developing the temple compounds for the local community could be established.

Augment the international tourist market will need to enhance the experience of the tourists within some values of quality in several aspects according to Page (2003). The aspects are the quality of staff experience, the quality of customer experience and the quality of set business practice which mixing the marketing strategy, knowledge and innovation.

RESEARCH OF RESULT

Pathways of Development of Visitor's Attraction

Taman Wisata Candi Borobudur (TCWB) is clearly defined the imagescape of Wanhill (2003), as a cultural heritage site that if we applied the concept of developing new product for tourist destination. As the main attraction for the TCWB is the temple compounds which is rich with the historical, religious and cultural values. In other words, the pathways of development's concept according to Wanhill (2008) of the Borobudur Temple compounds will be: Imagescape (concept), then develop the location and define the target market.

Creating the imagescape, as it is very popular as the domestic's tourist destination when the school holiday is coming, and the students will be fascinated with the scenic view of the architecture and trying to remind their studies in history. The imagescape of Borobudur has been based by its historical and cultural sites because based on the author's observation, the history about Borobudur related into the history of the Indonesian Palace in the 8th centuries. Due to creating the imagescape of the cultural and

historical site, the management of TCWB will show some traditional performances that is held in the area of the temple compounds. As it is cited in Lopes (2011), to strengthen the image of the destination should be established by the demographic variables. It means, the local community who live surrounding the temple compounds will be developed also.

While for location, the temple compounds located in the central of Java and it takes about 1 hour from Jogjakarta City, which it has the international airport. There already public transportation to go to the temple compounds. However, the government should give some innovation to go with some public transportation shuttle that is more comfortable than nowadays. Regarding the reason above, the location would not be a problem. To target the market, should be the domestic tourist in Java for students and family trip. Toward some international market, we have to develop a small bus shuttle that connect the cultural and heritage site easily and enhance the service in the site through the technology.

Product

According to the concept about cultural heritage tourism, it is said by Endresen (1999), the definition of the cultural heritage will concern the experience of the cultural environments including visual performing arts, values, traditions and special lifestyles. Moreover, the cultural heritage tourism involves the intangible aspect of the sites, such as societal structures, values and religions. The products that will be promoted to the visitors are related to the concept of the sustainable development for the community and the objectives of the temple compounds. There are several packages of the cultural tourism that can be chosen toward the potential tourists such as; the cultural performance show from the local communities and special tours with the local. As the community should be empowered about having their own tourism product, we can teach them how to perform a dance. So that, there the show will perform regularly and the income will be brought to develop

the economy of the local people and also conserve the traditional culture.

The show performance will be held in once a day before the time for lunch. The show performance can take about the story of the Borobudur's history, such as the Syailendra dynasty history. Hereafter, the local people also learn about the history and spread the local culture. Special tours with the local people will be held surround the temple compounds and because it is a whole package, the tourists will be brought into some local communities area to get close for the daily life of the local. The local community will be trained as the local guide and to bring some fun activities for the group. The village surrounding the Borobudur also have been trained as a village tourism then it can attract the tourist who want to learn become a local people.

Beside, approaching the technology as one of the methodology to give the quality service to the visitors could be another new product for the visitors. It also confirmed by Neuhofer (2013) as cited in Atembe and Akbar (2014), that the key trend indicates that technology co-creates and enhance tourist's experiences. Furthermore, the mobile devices technology will create a whole range new tourists' experience. So the product should be included with use of the mobile application that will be fit toward the current situation where technology could enhance the quality of life. By downloading the application of the temple compounds, the visitor can easily get the map, get the schedule of the performance and plan the trip well organized.

Potential Visitors

In recent studies by Gaffar, Wetprasit, Setiyorini (2011) stated that about 50 percentages of tourist who come to cultural heritage in Indonesia is youngster and their the age is under 25 years old, that they do an independent travel and have visited the site more than once. International tourists, who interested in heritage site in Asia, would be the type of serious visitors who seek the experience with the local people and the local culture. For the cultural performance show, it can be attract the Asian Tourists that

come to the temple compounds in-group and surrounding the temple compound's area. Whereas, the special tours with the local can fascinate the tourists in productive ages who likely to explore and studying the intangible's factor.

Market the Site

The way to market the heritage site by set the values of quality experience for the two types of visitors according to Page (2003) and consist of three elements. There are the quality of staff experience, the quality of customer experience and the quality of set business practicess which mixing the marketing strategy, knowledge and innovation. According to Fyan et. al (2008), it is consider to use marketing mix strategy and adding the conventional strategy (product, place, promotion, and price) with another P's for instance, people, partnership and programming. The marketing mix also offers marketing strategy for planning the destination and venues that will be consist of product, place, price, promotion for the most common 4 P's for the marketing planners as written in Davidson & Rogers (2006). Burke & Resnick (2000) as cited in Davidson & Rogers (2006) believed that adding another elements such as physical environment, purchasing process, packaging and participation to explain the process of marketing services.

Concluding the strategy mix that should adding some innovation, the marketing of the site will be developed through Information, Communication and Technology (ICT). According to Valčić and Domšić (2011), another advantages of supporting the temple compounds through ICT that ICT will enables the temple compounds to expand their activities in the marketing and operational sense. Through the website, and social media that nowadays effectively encourage the customers to interact with the management. It is believed by Williams and Chinn (2010), that social media as a tools, platforms and applications that create the bond-relationship between visitors and management, even collaborate with others. Collaboration between the management of TWCB with the Jogja

Tourism Board (JTB) can be applied in order to find the clients and as a information channel.

Income Sources

As stated in Leask and Fyall, Alan, (2011), in order to maximize the revenue from the protected site such world heritage site based on the quality-rice ratio for the service received, elasticity demand and willingness to pay and political considerations. In the Borobudur case study, the domestic populations contribute low price and the regional populations even lower. The entrance fee for foreign visitors doubled than the domestic one because reasoning of the affordability of the domestic tourist to pay and the political considerations—Gross Domestic Product (GDP) of countries. The other income source will be car parks, renting venue, traditional shows or run commercial operations while generating financial benefits for the site. First we assume that the number of visitors expected per year: 2.5 million visitors within 300,000 international visitors that we assumed they are all adults and 2.200.000 domestic visitors. While the 2.200.000 visitors will be divided until 50% that they are adult and the other are children. Management of TCWB also expects the sponsors and funders from other countries or organization that are related to conservation project of the temple compounds. Here is the breakdown of the plan of income source for the TCWB:

Price tickets: \$25 for adults and child \$15

Foreign Visitors : 300,000 visitors

Adult : 300,000 x \$25 = \$750,000

Price tickets for domestic visitors adult: IDR40.000 (\$4), for child IDR 25.000 (\$2)

Domestic Visitors : 2.200.000 visitors per year

1.100.000 adult x \$4 = \$ 4,400,000

1.100.000 children x \$2 = \$ 2,200,000

Cultural Performance Show will be adding some \$10 for foreigner tourists and IDR 30.000 (\$3) for the domestic visitors within expected number of tourists per year: 50.000 (40.000 domestic and 10.000 foreign). The calculation will be:
40.000 domestic x \$3 = \$120.000

10.000 foreign x \$10 = \$ 100.000

Special tour with locals will be adding some \$15 for foreigner tourists and IDR 40.000 (\$4) for the domestic tourists, including meals. Within the expected number of tourists per year: 20.000 (10.000 domestic visitors and 10.000 foreign visitors). The calculation for **foreign visitors will be 10.000 x \$15 = \$150.000** for domestic visitors will be 10.000 x \$4 = \$40.000

Souvenirs shops: \$300.000 per year

Renting Venue: \$500.000 per year

Parking the car: \$10.000 per year

Donation and sponsors: \$ 2.000.000 per year

Total income source: \$10,570,000

Budget for maintenance: (minus) \$ 2,000,000 per year

Budget for marketing: (minus) \$ 500,000 per year

Budget for development: (minus) \$ 2,000,000 per year

Budget for operational fee: (minus) \$400,000 per year

Total for operational fee: \$4,900,000

GRAND TOTAL INCOME: \$ 5,670,000

Limitations and Challenges**Geography**

Borobudur has a very strong imagescape of cultural heritage site, however, it still have some internal problems that need to be solved due to some limitations of managing the temple compounds. Such as, the problem inside the PT. TCWB and the physical problems inside the temple compounds. The challenge of the Borobudur to be well preserved and well conserved in the term of the physical building. The structure of the building is threatened within the season, as we had two seasons in Indonesia, rainy season and dry season. So when we had the rainy season, then it comes into water seeping through into the inner mound that it cannot flow away naturally into the soil and evaporate through the joints. Another natural's cause of damage that possibly happened in Borobudur is the earthquake that is very possible to danger the structure of the building as cited in Groslier (1968). The phenomenon should be taken as a consideration in purpose of considering the

location of Taman Wisata Candi Borobudur surrounded by two actives volcanic mountains. When one of the volcanic mountains erupted in 2010, the Mount Merapi, the ashes cover the structure of the building that forced the management to closed down the temple compounds and cleaned the ashes.

Competitors

Swarbrooke (2002) believes that to find the competitors for attraction by identifying the other attractions that offer similar product and similar market. Reasoning to the geographical analysis and the term of the world heritage, one potential competitor of Borobudur in Southeast Asia region is Angkor Wat in Cambodia within the number of visitors in 2010 2,500,000 (400,000 domestic tourists and 2,100,000 foreign tourists) within total income US\$ 436,000,000 per year as recent study from Economic impact on global heritage tourism revenues (2010) The image of Angkor Wat as a national symbol in Cambodia during 11th and 14th centuries as the center of Ancient Khmer. While the historical timeline of Borobudur has started before the Angkor Wat was built, that it was from 8th until 9th centuries, then the statue was built and flourishing until 14th centuries. We can conclude that Angkor Wat still the biggest competitor toward Borobudur as it gained tourist more than the other sites that are stated above.

There are three types of conflict in developing sustainable management of World Heritage. Firstly, the conflict of economic benefit and the protection, which is a demand-driven scheme when Borobudur needs to increase the number of visitors in one side but the management of the site have to struggle keeping the site in well-conditioned. Secondly, the conflict between social benefit and the protection that also happened in Borobudur compounds when the local communities live near the site and want to make profit in the site area, contrary to the need to conserve the site. Thirdly, the social and economic conflict that involving the local communities and the managers of

the site that is likely happened for the PT. TWCBP. Zhang et al. (2015)

Ethics

As Borobudur has already on the list of World Heritage Sites by UNESCO, there are some criteria that need to be fulfilled in aim of the several inscriptions to evaluate the management system of the sites. As cited by Leask (2011), the inscription system purpose is to encourage the conservation of the temple compounds within the designated sites and surrounding buffer zones. Besides, it also stimulates the international cooperation as a global responsibility to support the maintenance of the temple compounds.

It is said the UNESCO in the report of Arthur (2002) has its World Heritage to set the carrying capacity that will be measured in the term of number of maximum visitors in order to safeguarding the temple compounds and minimize the side effects of the tourism. Besides the carrying capacity, nowadays the methodology is known as Limits of Acceptable Change (LAC) that set the standards and monitoring indicators based on management and stakeholders concern. The examples of the standards of monitoring indicators such as: abrasion of monuments, increase in the number of crime reports, complaints from the community members on deteriorating community values as it is written in Pedersen (2002).

Toward the ethics, we can not limit about the number of the visitors toward their time of visit, but we can limit from the schedule of the time when it comes to holiday season for the students that can reach about 40,000 visitors per day in special Islamic as it is written in Kompas (2014). Due to the time limitation, we can threshold from the opening hours of the temple compounds and the management should set the best time to visit the temple compounds in the website and social media, thus the visitors will feel more comfortable.

CONCLUSION

The author will develop the temple compounds of Borobudur and the image of the temple compounds will be seen as historical, religious and cultural values that

can be enjoyed as the quality tourism toward the international visitors. The objectives of developing the temple compounds' are not only to pursue the number of the visitors but also to expand the value of sustainable cultural to enhance the visitors' experience. The stakeholders that mainly involve in the development is the management of the Taman Wisata Candi Borobudur (TWCB) that will divided the management into several management such as management of marketing and finance and the Borobudur Conservation Heritage Office that is assigned to develop the local community. It will be also connected with the Jogja Tourism Board while under controlled by several ministries, such as ministry of culture and education and ministry of public works. While UNESCO contribute to control and monitor the site development. The concept of developing the temple compounds will apply the sustainable development so that it could affect the welfare of the local community.

Moreover, the objectives of the imagescape of the temple compounds should be an educational site for the students and foreign visitors about the past history. The pathways to develop the temple compounds will be: Imagescape (concept), location and define the target market. Furthermore, technology could be one of the solutions to enhance the service and the marketing tools through social media.

Several products that engaged with the sustainable concept and also to increase the income source such as traditional shows, special local tours, car parks, renting venue, traditional shows, sponsors and donations, souvenirs shops. While the target market will be the visitors who seek the experience with the local people and the local culture. The way to market the product will be innovated through Information, Communication and Technology (ICT).

The limitation and challenges will be divided into three such as geography, competitors and ethics. Geography because the temple compounds surrounded by the volcano peaks. The competitors such as Angkor Wat in Cambodia that is more

popular than the temple compounds compare from the number of visitors. Last will be the ethics as the temple compounds under supervision of the UNESCO that have several inscription to be obeyed and preserved.

REFERENCES

- Atembe, Roland and Akbar, Bilal (2014). eds. Tourists Co-creation Experiences Onsite-Enabled by mobile Devices, in Information and Communication Technologies in Tourism 2014. [online]. Last accessed at 20 March 2015 at: http://www.enter2014.org/uploads/pages/106/files/1/eProceedings_ENTER2014_PhDWS-Jan172014.pdf
- BOCCARDI, Giovanni. BROOKS, Graham. GURUNG, Himalchuli (2006). Mission Report: *Reactive Monitoring to Borobudur Temple Compounds, Heritage Property, Indonesia (18-25 Feb 2006)*. Jakarta. [online] Last accessed 13 February 2015 at: <http://whc.unesco.org/archive/2006/mis592-2006.pdf>
- BROCKWELL, Sally, O'CONNOR, Sue, BYRNE, Denis (eds.) (2013). *Transcending the Culture – Nature Divide in Cultural Heritage : Views from the Asia Pacific Region*. Australia. ANU E Press.
- Bugbog Travel Guides and Photos (2015). Java: Borobudur, Indonesia. [online]. Last accessed at 20 March 2015 at: http://www.bugbog.com/gallery/gallery_yindonesia/indonesia_pictures_6.html.
- PT. Taman Wisata Candi Borobudur (2015). Borobudur History. [online]. Last accessed at 21 March 2015 at: <http://borobudurpark.co.id/our-sites/borobudur/history/>
- Brundtland, Harlem Gro (1987). Report of the World Commission on Environment and Development: *Our Common Future*. [online]. Last accessed 18 March 2015 at: <http://www.un-documents.net/our-common-future.pdf>.
- Davidson, Rob and Rogers, Tony (2006). *Marketing destinations and venues for conferences, conventions, and business events*. Butterworth-Heinemann, Oxford.
- Endresen, Kris (1999). *Sustainable Tourism and Cultural Heritage: Development Assistance and Its Potential to Promote Sustainability*. [online]. Last accessed 20 March 2015 at: http://www.nwhf.no/files/file/culture_fulltext.pdf.
- FYALL, Alan et. al (2008) 2nd ed. *Managing Visitor Attractions*. Oxford. Butterworth-Heinemann.
- GAFFAR, Vanessa, WETPRASIT HP, Prateep, SETIYORINI, Diyah (2011). *Comparative Study of Tourist Characteristics on Cultural Heritage Tourism Sites : Survey on Tourist in Indonesia and Thailand Heritage Sites*. Tourism, Hospitality & Culinary Arts 3 (3), 53-68. [online] Last accessed 13 February 2015 at: <http://www.jthca.org/Download/pdf/V3%20IS3/chap%204.pdf>
- Groslier, Bernard P (1968). *Borobudur: The colossal Javanese sanctuary, the world's largest ensemble of Buddhist reliefs threatened by imminent destruction*. 11th ed. Courier, UNESCO.
- HASAN, Kamrul Md. & MONDAL, Golam Rabbani A.K.M. Dr., (2013). Factors Affecting to Choice Cox's Bazaar Sea beach of Bangladesh As A Tourist Destination. *The International Journal of Management*, 2 (1), 1-28.

Versi Online:<https://journal.ubm.ac.id/index.php/hospitality-pariwisata>DOI : <http://dx.doi.org/10.30813/v6i1.2025>

Hasil Penelitian

Jurnal Hospitality dan Pariwisata

Vol.6 (No. 1) : no. 1 - no 55. Th. 2020

ISSN: 2442- 5222

e-ISSN : 2655-8165

- Kausar, Devi Rosa. *Sustainability in the Management of World Cultural Heritage*. [online]. Last accessed 21 March 2015 at: <http://cdn.intechopen.com/pdfs-wm/35536.pdf>.
- Kompas (2014). Borobudur dipadati 49.366 Pengunjung. [online]. Last accessed 20 March 2015 at: <http://travel.kompas.com/read/2014/07/31/125435427/Borobudur.Dipadati.49.366.Pengunjung>.
- LEASK, Anna, FYALL, Alan (eds.) (2011). *Managing World Heritage Sites*. Routledge. USA.
- Lopes, Sergio D. F., (2011). Destination image: Origins, developments and implications. *Revista de Turismo y Patrimonio Cultural*, 9 (2).
- Hampton, Mark P. (2005). Heritage, Local Communities and Economic Development. *Annals of Tourism Research*, 32 (3), 749. [online]. Last accessed 13 February 2015 at: <https://www.depts.ttu.edu/museumttu/CFASWebsite/H7000%20folder/Readings%20Heritage%20Tourism%202010/H%20tourism%20local%20econ%20Hampton%202005.pdf>.
- PAGE, Stephen (2003). *Tourism Management*. Oxford. Butterworth-Heinemann.
- Pedersen, Arthur (2002). *World Heritage Manuals 1: Managing Tourism at World Heritage Sites: A Practical manual for World Heritage Site Managers*. UNESCO World Heritage Center, France. [online]. Last accessed at 20 March 2015 at: <http://whc.unesco.org/uploads/activities/documents/activity-113-2.pdf>.
- Pine, J. and Gilmore, J. (1999). The Experience Economy: work is theatre and every business a stage. *Harvard Business Publ., Cambridge, Massachusetts*.
- SWARBROOKE, John (2002) *The Development and Management of Visitors Attractions*. 2nd ed. Oxford. Butterworth Heinemann.
- Throsby, D. (2003). Cultural Sustainability. In Ruth Towse (ed) *A Handbook of Cultural Economics*. Cheltenham: Edward Elgar Publishing Limited, Cheltenham.
- Valčić, Marija and Domšić, Lana (2011). Information Technology for management and Sustainable Cultural Tourism. *Informatica*, 36 (2012), 131-136.
- Wanhill, S. (2003). Interpreting the Development of the Visitor Attraction Product. In A. Fyall, B. Garrod & A. Leask (Eds.), *Managing Visitor Attractions: New Directions* (pp. 17–28). Oxford: Butterworth-Heinemann.
- WILLIAMS Jo and CHINN Susan J. (2010). *Meeting Relationship-Marketing Goals Through Social Media: A Conceptual Model for Sport Marketers*. *International Journal of Sport Communication* 2010 (3). 422-437.
- ZHANG et al. (2015). Resolving the conflicts of sustainable world heritage landscapes in cities: *Fully open or limited access for visitors?* *Habitat International*, 46 (91-100). [online]. Last accessed 12 February 2015 at: www.elsevier.com/locate/habitatint