HERODOT: TOURISM USES OF THE HISTORIC ENVIRONMENT. KNOW-HOW TRANSFER & QUALITY MANAGEMENT PRACTICES AT REGIONAL LEVEL.

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ABSTRACT

Tourism, as place-based activity, generates destination identity at different scales, defining places as the great imperative. HERODOT, a transnational collaborative knowledge network between Greece and Italy, funded by C.I.P. Archimed IIIB, aims to promote the historic environment as an agent for tourism within the partners' areas through the dissemination of best practices in heritage management and tourism planning. The major planning task is to convert diverse historic environments in emerging destinations to powerful heritage tourism attractors with acknowledged market value within the framework of sustainability. The historic environment - natural, tangible and spiritual- is commonly recognized as the major capital for sustainable heritage tourism. Still in many cases local heritage remains unrecognized. Due to a massive employment seeking exodus in central-western Europe, rural areas in Italy and Greece have been demographically depopulated and socio-economically degraded during the sixties and seventies. Contemporary communities are detached from local history suffering a severe cultural discontinuity, especially obvious in the attitude of younger generations and repatriated populations. Local authorities on the other hand may not possess competencies to effectively care for locally located heritage attractions. Recognising the necessity to investigate widespread shortcomings and factors of success for the valorisation of local and regional heritage, HERODOT has created a knowledge network among partners to deal with these shortcomings. 10 partners from Italy and Greece representing academic institutions, local authorities and various partners related to the tourism industry at regional level share commonly developed planning tools and resources. The network's transnational character promotes cross-sectoral synergies in the partners' areas, influences regional policies, motivates entrepreneurial innovation and disseminates quality management practices at Mediterranean level. The network relies heavily on advanced know-how transfer and on further diffusion at regional and local level by each partner separately. Its dynamism exceeds the program's financial framework guaranteeing long-term project viability and diffusion of best practices at multiple spatial and social levels. Common development of specific tools and methodologies provide tourism involved agents at regional/local level with vocational skills in tourism planning, heritage management and interpretation. Experience exchanges (transnational workshops and in situ research in five different regions) will elaborate partner specific heritage strategies, to serve tourism by creating non-exchangeable destination images. Best practices deriving from implemented projects will reflect the summative know-how acquired through the transnational co operation. These will be further diffused at regional/local level serving as a guide to implement quality tourism products.

Historic environments are immovable, irreplaceable and non-modifiable: cultural heritage consumption would inevitably be 'place-centric'. In order to make them accessible to potential visitors HERODOT concentrates on a viable product at local level "*the place mix*". A holistic information management creates a balanced place mix by causing place identity *and* tourism product components (transport, accommodation, catering, etc) merge to a successful consumption good with acknowledged market value. Information architecture is concerned with physical, economic and cognitive accessibility to locally available tourism products. A set of priorities has been formulated: a- to convert visitation at heritage sites into a memorable experience by managing information with tourism value respecting human cognitive architecture and provide for mental, economic, social and physical accessibility, b- to convert in situ heritage environments into interactive learning spaces by effectively managing leisure time offering enjoyable experiences, c-to convert heritage resources into an indispensable component of the holistic tourism product using along with the much acknowledged approach of heritage interpretation, a multidimensional significant assessment process. Thus it is possible for host communities to develop their own heritage strategy and competitive products to be offered to the global tourism market.

HERODOT will remain fully operational after the completion of the project also including the possibility to evolve dynamically through upgrading of its major components: a-An e-Library will be made available to partners with specific access rights, b-An e-Course in Heritage Interpretation will offer partners the possibility to spread benefits towards other related stakeholders at local and regional level. Given the fact that many local authorities in both countries, e.g. municipalities, prefectures etc. maintain tourism planning divisions, the e-Course will provide their personnel with top quality vocational skills in heritage management and interpretation. c-The Common Website of the Partners' will be maintained by the IRIS Research Laboratory, University of the Aegean (Lead Partner) and will be linked to the already operating websites of the partners, showcasing implemented projects in the partners' area (The Network's Heritage Cluster). e- Planning and management tools along with a digital record of the project will be made available to project-related authorities. Planning and management tools will in this way offer a grade of autonomy to tourism planners at local level. **Key words:** *historic environments, heritage management, supply-side tourism planning, HERODOT, collaborative knowledge network*

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1. INTRODUCTION

HERODOT, a transnational collaborative knowledge network between Greece and Italy, funded by C.I.P. Archimed IIIB, aims to promote the historic environment as an agent for tourism within the Partners' areas through the dissemination of best practices in the field of heritage management and tourism planning. The major planning task is to convert a range of diverse historic environments within the Project's spatial intervention into powerful heritage tourism attractors with acknowledged market value and sustainable uses.

The historic environment -natural, tangible and spiritual- is commonly recognized as the major capital for sustainable heritage tourism. Still in many cases local heritage remains unrecognized. Due to a massive employment seeking exodus in central-western Europe, especially rural areas in Italy and Greece have been demographically depopulated and socio-economically degraded during the sixties and seventies. Contemporary communities are detached from local history suffering a severe cultural discontinuity, especially obvious in the attitude of younger generations and repatriated populations. Local authorities on the other hand may not possess competencies to effectively care for locally located heritage attractions. Recognising the necessity to investigate widespread shortcomings and factors of success for the valorisation of local and regional heritage, HERODOT has created a knowledge network among partners to deal with these shortcomings.

10 partners from Italy and Greece representing academic institutions, local authorities and various partners related to the tourism industry at regional level share commonly developed planning tools and resources. The network's transnational character promotes cross-sectoral synergies in the partners' areas, influences regional policies, motivates entrepreneurial innovation and disseminates quality management practices at Mediterranean level. The network relies heavily on advanced know-how transfer and on further diffusion at regional and local level by each partner separately. Its dynamism exceeds the Project's time framework guaranteeing long-term viability and diffusion of best practices at multiple spatial and social levels. Common development of specific tools and methodologies provide not only Partners but also tourism involved agents at regional/local level with vocational skills in tourism planning, heritage management and interpretation. Experience exchanges (transnational workshops and in situ research in five different regions) will elaborate region specific heritage strategies, to serve tourism by creating non-exchangeable destination images. Best practices deriving from implemented projects will reflect the summative know-how acquired through the transnational co operation. These will be further diffused at regional/local level serving as a guide to implement quality tourism products.

Historic environments are immovable, irreplaceable and non-modifiable: cultural heritage consumption would inevitably be 'place-centric'. In order to make them accessible to potential visitors HERODOT concentrates on a viable product at local level "*the heritage consumption mix*". A holistic information management creates a balanced place mix by causing place identity *and* tourism product components (transport, accommodation, catering, etc) merge into successful consumption goods with acknowledged market value. Information architecture is concerned with physical, economic and cognitive accessibility to locally available tourism products. A set of priorities has been formulated:

a- to convert visitation in the selected historic environments into a memorable experience by managing information with tourism value respecting human cognitive architecture and provide for mental, economic, social and physical accessibility,

b- to convert in situ historic environments into interactive learning spaces by effectively managing leisure time offering enjoyable experiences,

c- to convert heritage resources into an indispensable component of the holistic tourism product using along with the much acknowledged approach of heritage interpretation, a multidimensional significant assessment process. Thus it is possible for host communities and Partner related institutions to develop their own heritage strategy and competitive products to be offered to the global tourism market.

1.1. Needs addressed by the Project

Tourism is one of the world's largest and fastest-growing industries. By 2012 projections show tourism jobs reaching 8.6 per cent of total employment worldwide, whereas tourist arrivals are expected to reach nearly 1.6 billion by the year 2020 (WTO, 2008). Within the Project philosophy we

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argue that tourism could enable even small communities to achieve economic growth and employment diversification, improve the residents' income, enabling young people to stay in their local communities. Especially in rural areas tourism can strengthen local economies, should a substantial percentage of the tourist revenue be spent on local products and services. Tourism stimulates improved local and regional transport services, which benefit local residents and tourists, expanded educational opportunities and interaction with other people and cultures, bringing in new ideas, broadening the community's social outlook. And last but not least tourism can become an active factor for preserving environment, culture and heritage.

Natural und cultural heritage is commonly recognized as the major capital for sustainable tourism development. Many (rural) areas in Greece and Italy have been demographically depopulated and socio-economically degraded during the sixties and seventies- due to a massive employment-seeking exodus in central-western urban Europe. Alienated to a great extent from its roots, traditions and historic past, living in a globalizing word, rural and urban population at regional level is not aware of their natural and cultural heritage, treating it as a liability of the state. Local heritage remains thus often unrecognized. Communities detached from local history, suffer a severe cultural discontinuity, especially obvious in the attitude of younger generations and among descendants of repatriated Europeans.

Occasionally local communities whish to preserve threatened resources and are frustrated if central governance consider them below state-level importance and therefore ineligible for active protection and funding. More often though heritage is in local eyes ordinary to the point of contempt. In state-national and/or specialist terms, the same place may be unique and priceless. The value of the historic environment and the character of income-generating heritage resources remains unknown to many communities exactly because resource inherent values are strongly ciphered, relating to special technical or historical reference points and not to the language of the locals. Once the importance of heritage resources in a place is made known to locals, civic pride is enhanced along with the whish to restore the lost connections between community-place and community past-present. But since this in not always the case, communities should be induced towards a re-evaluation of their surrounding heritage: where local traditions and oral history do not support the sense of a place, where exist discrepancies between a local community's valuations of a place and state-level official expertise, there is an urgent need for an effective heritage management which favours both cultural identity and sustainable economic development.

Tourism planning at community level should guarantee the preservation and conservation of local assets; it should consider tourism carrying and service capacity limits, deliver quality visitor experiences and satisfaction in a manner that respects the interests of the community; should combine authenticity and sustainability with economic and social viability. HERODOT recognises the necessity to investigate widespread shortcomings and factors of success for the valorisation of local and regional heritage. Communities are often not aware of their unique heritage values (Lowenthal, 2000:18). It is often due to series of reasons such as lack of educational resources, lack of sufficient funding or / and willingness, or/and capacity of experts to carry out proper community consultation, to non-persuasive communication within local councils, to insufficient understanding of the study process by the community, council staff or elected representatives, to lack of clarity as to why items have been selected or chosen. The natural heritage values of a place reflect the importance of its ecosystems, bio- and geo-diversity, while cultural heritage values indicate that a place has important aesthetic, social and historic features (AHC, 2002:4, Moreno, Santagata and Tabassun, 2004:3-8). Local authorities and action groups at community level may be not familiar with the types, needs and significance of the local wealth. A methodology able to classify heritage assets according to their distinctive features and special needs is a crucial step in this procedure (SMC, 1997:3-10, Hughey et al., 2004:352ff, du Cross, 2001:167-169). HERODOT sustains local communities with planning and management tools enabling them to convert their heritage assets into a locally distinctive heritage consumption mix, in order to develop a sustainable tourism plan upon it.

1.2.   Project's Goals

A primary goal of HERODOT is to present information with tourism value based on human cognitive architecture. This approach enables cultural operators to produce and visitors to consume top quality first hand or/ and virtual experiences. Visitor-centric heritage presentation is to be considered one of the indispensable parameters for creating multi-sensorial experiences, a powerful tool for

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promoting heritage attractions in peripheral areas. Thus the historic environment becomes indispensable component in tourism planning promoting the civic pride at host communities and infusing multipliers into local economies.

Another significant Project goal is to let the demand and supply side converge. Gunn describes tourism as a place-based activity which generates the production of destination identity at different scales, defining places as the great imperative (Gunn, 2002:225). This is very much congruent with the fact, that tourists treat destinations as differentiated: their products are heterogeneous and offer unique experiences at different levels. Tourists select destinations from different reasons and perspectives: because of cultural affinity, or because the attach meanings and values to certain attractions; because they may be attracted by the quality of nature or by a range of diverse activities, or the quality of services offered at destination level. Several supply-side related factors such as quality, resources, destination environment, infrastructure, and a range of values attached to local assets can influence the tourist's intention to opt for a destination (Ritchie 1999:276, Poria et al., 2004:247, and 2006:324, McKercher and Wong, 2004). The General Agreement on Trade in Services classifies four main supply modes: cross-border supply, consumption abroad, commercial presence and presence of a natural person (Zhang and Jensen: 2007:227). It is generally accepted that supply is composed of four components: transportation, attractions, services and information and promotion (Gunn, 1998 in Kelly 1998:4, Gunn, 2004:5, Gunn and Var, 2002:225). Transportation is the linkage between the tourists' place of origin and the destination; together with the destination's internal transportation network (Prideaux, 2000 in Zhang and Jensen 2007:229). A complete planning process should consider provision of all aspects of physical infrastructure: transportation, water, sewer, energy and communications in this structural component (Gunn, 2004:4). Transport is a significant factor in both tourism development and the type of markets in which destinations compete. Another important structural component is information and promotion. CRSs and GDSs, internet marketing etc. enable convenient travelling in the destination countries. It is therefore important to provide each tourist market segment with information and promotional materials that create the experience expectation. Needles to say that, good signage in the destination eases and directs visitor flow movement. Service is the other significant factory concerned with accommodation, catering (food and beverage establishments) and personnel. Attractions, the magnets that often entice a person to travel to a particular destination, are part of the real tourism experience of a destination region (Gunn, 1972:24 in Lev, 1987:554, Inskeep, 1991:269, Richards, 2002: 1048, Leiper, 1990:381, Swarbrooke, 2002:44). They include the unique features of a place that reflect history, life style and environment, in other words they provide visitors with a non-exchangeable sense, the sense of place. Any time a location is identified or given a name, it is separated from the undefined space that surrounds it. Some places, however, have been given stronger meanings, names or definitions others.

ATTRACTION CLASSES		
1	Natural Heritage Resources	Wilde Life (pure natural environment) Man-Nature Interaction (parks, cultural landscapes, theme parks, battlefields) Landscapes (powerful, uncommon, contemplative, sacred)
2	Man-made Environment / Tangible Cultural Heritage	Built Environment Movable Cultural Heritage (objects and collections) Material Cultural Heritage (object and serial production) Technological attractions (theme parks, adventure parks etc)
3	Intangible Cultural Heritage	Spiritual Heritage, Values, Rites and Beliefs Religion Customs and Traditions, Lifestyles and Cultural Practices Creative expressions and Inspired Actions Music and Performing Arts
4	Access to information	Information with tourism value
5	Service Quality	At destination level (accommodation, catering, shopping, transportation, leisure time activities)

Fig. 1: HERODOT. A Supply Side Attraction Typology

Sense of place is a social phenomenon that exists independently of individual perceptions or experiences, dependent yet on human engagement for its existence: the attribution of non-material characteristics to a place, create the soul and spirit of a place; its *genius loci*. A set of personal, family, and community narratives include features of a place. Taken together, these narratives constitute an

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attachment to places. The unique identity of a given location and feelings associated with a place can be acquired by a visitor through interpretation: visitors develop a "*sense of place*" through experience and knowledge of a particular area, which emerges through knowledge of the history, geography and geology of an area, its flora and fauna, the legends of a place, cultural heritage sites and collections, a growing sense of the land and its history after living there for a time. Personal experiences and memories, prior knowledge and word of mouth (fame) make a place special for visitors. Through time, shared experiences and stories help to connect places and people and to transmit feelings of place to locals and visitors. Shared physical perceptions and experiences help people from different cultural groups develop a local culture that expresses their unity in a place. Places become unique and special for individuals, but it is the collective sense and belongingness that solidify identities through celebrations and rituals. Developing a sense of place helps people identify with their region and with each other. A strong sense of place can lead to more sensitive stewardship of cultural history and natural environment. The sense of place may be strongly enhanced by the place being written about by poets and novelists, or portrayed in art or music, and more recently, through modes of codification in ordinances aimed at protecting, preserving and enhancing places felt to be of value such as the "World Heritage Site" designations used around the world and the like.

On the other hand the framework of 'new' developmental approaches allowed new theories of what counts as a development asset or resource for a locality to emerge. Indeed, according to Ray, "*we are currently witnessing an unprecedented proliferation of initiatives in which local cultural resources are seen as the key to improving the social and economic well-being of local rural areas. The range of markets includes traditional foods, regional languages, crafts, folklore, local visual arts and drama, literary references, historical and prehistoric sites, landscape systems and their associated flora and fauna*" (1998:3). Within this context, certain strategies of integrated community development placed particular emphasis on the utilisation of such local and cultural resources, which could be 'exported' to niche markets. At the same time, they could act as a means of enhancing cultural, social, local knowledge, and environmental forms of capital within a territory. Community Initiatives like LEADER have committed a great proportion of their budget to the development of tourism because of the potential links with such forms of capital (Bryden and Dawe, 1998; Dawe and Bryden, 2000). Bryden and Hart (2001) and Efstratoglou et al. (2001), reporting on the DORA (Differentiation of Rural Areas) project, argued that the indicators of success in dynamic rural regions were to be found in a rigorous tourism sector that was well-articulated with the local natural environment as well as with local culture and produce, in the efforts to market a wide range of local products, and in a strong feeling of identity with place. However, rural populations, to a great extent alienated from its roots, traditions and historic past, living in a globalizing word, at local level is not aware of their natural and cultural heritage, treating it as a liability. Earlier research on the area of Drama showed that local produce was by and large absent from the tourism development process, a fact that implies that tourism is not adequately linked with other economic sectors and especially with agriculture. Likewise, the role of culture in the development of rural tourism was found to be marginal. This absence was particularly evident in the set of recreational activities the tourists chose to take part in. In general, it could be said that tourism development demonstrated a detachment from rural heritage and culture (Thomaidis, 2003). Still it is the historic environment that testifies human action in space and time composing distinctive local and regional identities. Historic monuments, natural or built, are dynamic information sources, a key to the historic memory of creators, guardians and visitors, enclose entire systems of relations, which urge to be decoded and read. Immovable and irreplaceable as it is, the historic environment, if properly valorized, builds a revival source for the regeneration of rural and urban areas using tourism as a vehicle for progress (Williams, 2005:140-145, English Heritage, 2005:5-7). HERODOT is a first attempt to use a fully valorised historic environment for tourism and deliver successful tourism products and services to a wide range of target audiences.

HERODOT: PROJECT GOALS
• Presentation standards regarding
▪ major and minor fame attractions, and
▪ the in situ presentation of the natural and cultural heritage
• To develop a methodological framework for the interpretive planning process able to adapt to and consider particularities at local level
• Success factors, shortcoming and potential for improvements in creating visitor experiences
• Research and Promotion of tailor-made heritage stategies for the regions involved
• To improve quality of diffusion and marketing strategies
• To reveal intercultural differences and to correspond with what is considered as important factors of success in

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Cognitive Interpretive Planning by the experts of the collaborative scheme
• To identify strengths and weaknesses, the potential for enhancements, and the general potential of the heritage resources for sustainable tourism uses within the partner's areas;
• To improve understanding of mechanisms that impede the development of innovative tools for heritage management such as interpretation, recreational learning;
• To ascertain deficiencies in primary and further education of professionals and volunteers involved in managing and promoting natural and cultural heritage;
• To identify further research needs
• To offer Partners a distance and e-learning Course in heritage interpretation, heritage management and tourism planning
• To train partners in international workshops and offer exchange of know-how in the management of heritage resources

Fig. 2: HERODOT. Cooperation goals

2. STRUCTURAL FEATURES

2.1. Profile of Project Partners

Democratic societies have a right to co-decide about issues and services that affect them and the right to participate in the planning of activities that affect every day life is a widely accepted (Simmons, 1994:99). Terms like "community engagement," "partnership," and "collaboration" mean though different things to different people. Because of this ambiguity, expectations about the purpose and nature of synergetic involvement varied substantially among the Partners of the scheme in the pre-planning phase. A holistic tourism planning process addresses economic development, the environment, education in leisure settings, urban and regional planning to mention but a few substantial parameters. Only by combining the knowledge, skills, and resources of a broad array of people and organizations can multilateral co-operations such as HERODOT is, develop feasible tourism plans. So far local efforts remained fragmented since tourism planning was dictated by central governments, with regional governments having nothing or little to say. Apart from that, it has been generally acknowledged by the Partners during the preparation phase of the Project and the Kick-off Meeting that at local level very few of the people involved in tourism planning have drawn on the literature or experiences outside their specific focus or discipline, and most of them have *not* worked together. Consequently, as they attempted to deal with the challenges they faced, it has proved difficult to fully benefit from other experiences.

This first group of Partners are public Universities experienced in the valorization, rehabilitation and re-use of rural heritage. The have participated a significant number of international projects in the related subject matter and have consolidated co-operations with all the other Italian University Departments participating HERODOT; also with local public bodies, private concerns and community groups and organizations assuring the involvement of all relevant stakeholders interested in the future utilization of the deliverables produced in the project. They have developed intense formative activities, including Doctorate and Master and degrees providing students with analytic tools and methods suitable for following designing process. They are renowned to have conducted research related to tourism uses of the historical environment. This group is fully capable to produce innovative Know-How: the qualification of the scientific, technical and administration staff, as well as the equipment and the structures offered, allow for the efficient carrying out of the Project.

The second group of Partners are directly involved with local governance and the industry. More specifically this group of Partners are public-private bodies, which successfully intervene between ministries and private investors guaranteeing capital investment return; they will test the production and quality of know-how evolved by the academic institutions and they will ensure that Project results will be equally disseminated among the various stakeholders and interested parties in Greece and Italy. They are experienced in transnational projects, concerning rural tourism. In conjunction to the growing tourism infrastructure, they wish to place further emphasis on the non-tangible aspects of tourism development, such as the human and local knowledge capitals as well as heritage in its wider sense. Especially Partner 6 is a public body experienced in planning cultural itineraries for tourism, integrating diverse aspects of cultural tradition such as oeno-gastronomic, agricultural and handicraft traditions, to build a "developmental experience matrix". It aims to establish

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through HERODOT Sicily as the "Cultural District of South-Eastern Mediterranean". P7 is closely connected with innovation and technological development and related services. P7 possesses ICT, technological and microelectronics labs which are involved in agro-industrial and biotechnologies, as well in conservation, valorisation and use of cultural and environmental resources. This Partner is also experienced in financial opportunities information; project management; results diffusion and dissemination; technology transfer and training.

HERODOT: PARTNERS NETWORK	
PARTNER GROUP A: KNOW-HOW PRODUCTION	
Lead Partner	UNIVERSITY OF THE AEGEAN Department of Business Administration. The IRIS Research Laboratory
Partner 5.	MEDITERRANEAN UNIVERSITY REGGIO DI CALABRIA Department of Environmental and Agro Forestry Science & Technology – Distafa
Partner 8.	UNIVERSITY OF CATANIA Department of Agricultural Engineering
Partner 9.	UNIVERSITY OF BARI Department of Engineering & Management of the Agricultural, Livestock & Forest Systems
Partner 10.	UNIVERSITY OF BASILICATA Technical & Economic Department for Management of Agricultural & Forestry Environment
PARTNER GROUP B: KNOW-HOW TESTING	
Partner 2.	DRAMA Development Agency S.A.
Partner 3.	OLYMPIA Development Agency S.A.
Partner 4.	TRICHONIDA Development Agency S.A.
Partner 6.	REGION OF SICILY, Regional Department of Tourism, Sports & Spectacles
Partner 7.	SCIENCE AND TECHNOLOGY PARK OF SICILY -S.C.P.A.

Fig. 3. HERODOT. The Partners Network

2.2. HERODOT: A Knowledge Network

HERODOT builds a transnational knowledge network for effectively managing local heritage resources to service sustainable tourism. The summative implementation of final projects e.g. planning tools, e-library, courses and pilot projects directly result the transnational cooperation, intense know-how transfer and participation. Partners share knowledge through the participation at transnational workshops and the use of all commonly developed planning tools and resources. HERODOT's transnational character guarantees a high added-value visitor experience, promotes cross-sectoral synergies in the partners' areas, influences regional policies, motivates entrepreneurial innovation and disseminates best practices at Mediterranean level.

2.3. HERODOT's Collaborative Character

It is the host community who must live with the cumulative outcomes of tourism development and needs to have greater input into how his community is packaged and sold as a tourist product. Without sufficiently broad-based collaboration, it is difficult for communities to understand the underlying nature of these kinds of problems or to develop effective and locally feasible solutions to address them. Collaborative working and familiarity with other Partner related institutions and organizations can reinforce the sense of local identity. Identity binds partners together with sense of common purpose. By employing interested groups, a common vision can be built around a common view and may be creating a new image or generating a sense of history. People are empowered when they have the ability to exert control over forces that affect their lives; when have the knowledge, skills, and resources to do so; and finally when they are actually involved in making decisions and taking actions (Zimmermann, 1995). These dimensions of individual empowerment resonate closely with the basic tenets of participatory democracy (Aas, 2005:32, Box, 1998). By actively taking part in making decisions and by determining the results of decisions, people in democratic societies gain control over their lives.

The Partners of HERODOT can strengthen problem solving by giving communities access to valuable knowledge, skills, and resources that they otherwise would not have obtained. Experiences

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from the in situ research conducted in the Project's spatial intervention area so far, has clearly demonstrated that local populations and stakeholders understand the needs, opportunities, priorities, history, and dynamics of the community in ways that professional non-residents do not. Users of services have perspectives and experiences that the community needs to develop services that will actually be useful to them, and people directly affected by problems have important insights about the root causes of problems and ways to address problems. Actively involving these community members in problem solving can lead to more effective, feasible, and responsive solutions, prevent the repetition of ill-advised decisions, and enhance the acceptance and legitimacy of decisions. Social ties build trust and a sense of community, enabling people to provide each other with various kinds of support need to create social relationships that bridge many sectors and levels (Lasker and Weiss, 2003:21).

Putnam et al. relate the performance of local governments, including their ability to identify and solve problems, to the density of associations among community members and the vibrancy of associational life (1993). In both the public and private sectors, community residents are usually treated as customers, clients, "objects of concern," sources of data, or targets of problem-solving efforts. Because people treated in these ways have little or nothing to do or say concerning setting policy or making decisions, these approaches devalue and discredit their contributions and breed feelings of helplessness and dependency. HERODOT has involved people and organizations from many different backgrounds, disciplines, sectors, and levels, including various kinds of tourism and service providers, formal and informal community leaders, academics, government and non-government agencies, scientific associations and societies to promote local cultures, minority groups, schools, businesses, and older people, conveyors of oral history. Some of these participants had not previously been involved in community-level tourism planning. Having them directly and actively involved in the Project they significantly contributed to the overall quality of the final products benefiting hosts and guests at the same time. The "right" mix of people and organizations does not always guarantee success. Experiences during the planning process in Greece and Italy clearly demonstrated that in order to achieve broad-based influence and control, everyone involved in the process needed to participate on an equal footing, regardless of their position in the social hierarchy. People cannot be involved if they are not aware of the opportunity to participate in the process or if they are faced with barriers that make participation difficult. Moreover, the participants in a collaborative network, as HERODOT is, can challenge the conventional wisdom and achieve significant breakthroughs in thinking and actions that are required to understand and solve complex problems. By promoting meaningful discourses and by valuing different kinds of knowledge and aspects, HERODOT brought various groups of people involved in the projects to communicate on a regular basis during the planning and implementation phase.

The act of leadership and management, as conducted by the Lead Partner so far, is very different from what is used to coordinate services or to run a program or organization. One difference relates to the number and mind-set of the people involved. Rather than having one Partner *"run the show"*, successful collaborations often involve a variety of people in the provision of leadership, in both formal and informal capacities. There for the 9 Pilot Projects developed by HERODOT are goal-driven and reflect relevant agency policies and guidelines. Proposals formulated by local stakeholders, reflect aims and targets at local or regional level. These have been given great attention during the planning process and were incorporated in the Pilot Projects. The cultural operator's, in this case the Partners and partner related institutions, main goal was to use natural heritage to promote heritage tourism in HERODOT's intervention area. This type of leadership and management is again very different from what is needed to coordinate services or to run a program or organization. A Project priority was to involve every local stakeholder who could effectively play a role in developing the project. In the pre-planning phase personal contacts, interviews were conducted with local stakeholders with profound knowledge about people and places within the spatial area covered by HERODOT. Pooling and communicating information so that it is accessible and understood by all partners is a key step towards building trust. The planning groups pooled project-related information from stakeholders and on-going research. This dynamic integration served best the overall project quality: It defined a broader context of planning opportunities; enhanced comprehension of natural and social systems; identified knowledge links and gaps; developed effective communication between all partners involved and facilitated person-to-person contacts; and last but not least it envisaged and listed a variety of potential choices and solutions.

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2.4. Benefits and Beneficiaries

Direct beneficiaries of the Project are the Project Partners. Another group of beneficiaries may be identified: the producers and consumers of cultural heritage tourism products. Producers include immediate and ultimate beneficiaries. Immediate beneficiaries are local and regional teams and various bodies and executing organizations including enterprises, which implement interpretive products and services, such as thematic routes, interpretive trails, exhibitions in rural museums or visitor centres, nature parks, open air museums or the professional training of local guides. They benefit in multiple ways participating HERODOT directly or indirectly. The Project enables them to use the planning, management and evaluation tools to ensure their work meets current international recommendations and standards. They share their experiences with others and are trained by the Project's *e*-Course, they consult the *e*-Library, participate the Pilot Projects and exchange experiences projects in progress at regional and international workshops. They may actively participate, if they wish, to the further development of the sources offered by the Programme and offer quality tourism products and services to the general public. Direct beneficiaries profit from the Project deliverables:

	HERODOT: PROJECT DELIVERABLES
1.	The common Website of the partners
2.	The *e*-Library,
3.	The *e*-Course,
4.	The Heritage Manual with planning and management tools and other related publications, (including scientific publications)
5.	The Network's Heritage Cluster (9 pilot projects),
6.	Transnational Workshops, in situ Research, Experience Exchange
7	Diffusion and Publicity Measures

Fig. 4: HERODOT. Deliverables

Ultimate beneficiaries include communities and regions, local and regional governments, local action groups, local and regional governments, local action groups, associations and authorities and institutions managing and safeguarding heritage, regional marketing organisations and SMEs in the tourism sector and related secondary branches. For these parties the qualitative improvements facilitated by HERODOT lead to the implementation of their economic and social objectives.

The Network's Heritage Cluster addresses, apart from the general public (locals and visitors, e.g. consumers of the final tourism products developed by HERODOT), also individuals interested in experiencing in depth the region they have chosen to travel to, and discover its natural and cultural heritage in an entertaining, informative way. These audiences will benefit through greater satisfaction with interpretive provisions, since they are able to appreciate the particularities of the place.

2.5. Project Viability

HERODOT will remain operational after the completion of the Project and the implementation of the 9 Pilot Projects. The operating agency is the Lead Partner of this Project. It is the IRIS Research Laboratory, which belongs to the Department of Business Administration. HERODOT is specifically designed to evolve dynamically even further through upgrading of its major components: **1.** The *e*-Library and other related digital resources will be made available to partners with specific access rights. Access to these resources will be restricted for the general public. **2.** The *e*-Course will remain alert giving partners the possibility to re-use it and, -one of the main aims pursuit by HERODOT- to spread its benefits towards other related stakeholders at local and regional level. Given the fact that many local authorities in both countries, e.g. municipalities, prefectures etc. maintain tourism planning divisions, the *e*-Course will provide their personnel with top quality vocational skills in heritage management and interpretation. **3.** The Common Website of the Partners' will be maintained by the Lead Partner and will be linked to the already operating websites of the Partners, showcasing the implemented projects in the partners' area. It will include the Network's Heritage Cluster, which presents all implemented tourism projects in the geographical area covered by the Partners. **4.** Planning and management tools and a digital record of the Project will be made available to individuals and authorities within the areas represented by the partners with specific access rights. Planning and management tools will in this way offer a grade of autonomy to tourism planners at local level wishing to implement local projects without having to be confronted with severe shortcomings during

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implementation. **5.** Measures for dissemination and publicity, such as the Network's printed Guidebook will guarantee the Project viability in a longer-term perspective.

3. HERODOT: CONCEPTUAL FRAMEWORK

Although it is commonly accepted that cultural and natural heritage builds the main capital for sustainable tourism development, many tourism destinations suffer from uncontrolled development escorted in most times by the downgrading of heritage resources. Heritage in Continental Europe, where Italy and Greece belong, stays in terms of sustainable tourism underused, whereas in many English speaking countries Heritage Management and Tourism Planning is closely linked with the very much acknowledged approach of Heritage Interpretation, considering in depth sophisticated heritage management practices and tourism uses of the historic environment. A significant number of publications as well as significant visitor numbers consuming interpretive products and services at global level prove that through the interpretation of places and people to a wide range of diverse audiences keeps heritage alive. The way to succeed is – besides heritage protection and conservation- to raise public awareness through linking tangible cultural and natural heritage phenomena to the everyday life of the most diverse audiences.

Attractions, vital to tourism growth, represent the core product of many emerging heritage destinations (Gunn, 1972:24 in Lev, Richards, 2002:1048). Being systemic in nature they play a major role in the development of ancillary services (Leiper, 1990:381, Inskeep, 1991:269, Swarbrooke, 2002). Accessibility to and quality of attractions that meet changing needs of tourism markets will help emerging tourism destinations, as the ones involved in HERODOT, reach specific tourism development targets. However, if attractions remain external to markets they are not able to become a vehicle for tourism. On the other hand in non-industrialized areas where natural and cultural heritage remains intact, it may be used as an agent for tourism. Unmanaged heritage resources though are not identical with tourism attractions; the latter are developed locations that are planned and managed for visitor consumption. Gunn emphasizes the repeated error in spontaneous tourism development: instead of developed and managed attractions, pure heritage resources are listed and promoted to attract visitors: this practice often jeopardizes the nature of the resources and decreases the tourism experience (Gunn and Var, 2002:41). Successful heritage attractions are visitor-friendly, physically, intellectually and economically accessible. They meet visitors' needs and markets' requirements, create the tourist experience, recoup value for money, while at the same time maintain their authenticity and integrity (Garrod and Fyall 2000:686). To sell attractions in international markets, they must be visible, accessible and easy to purchase. Planning for attractions means to plan for quality visitor experiences based on memorable and visit-worthy resources within the range of a holistic tourism product.

A supply side planning process within the framework of HERODOT should aim to establish each Partner-destination's distinctive tourism image on the basis of existing attractions aligned with the locally chosen Heritage Strategy. A locally developed vision for further development and a carefully planned Heritage Strategy must reflect goals and targets of cultural operators and other stakeholders involved. HERODOT is an effort to help emerging destinations acquire an appealing identity and offer visitors a virtual and in situ cultural heritage consumption mix, not just a list of a place's scattered features.

3.1. Heritage Values: An issue of (g)local importance

'Communal legacies' inherited to mankind have a dual character: natural environment and man-made creations with an astonishing interaction space in between. Precious and irreplaceable in most cases, contribute to personal and collective identity, implicated in what we think and how we act. Heritage includes entities we wish to preserve both from natural and built environment as well intangible goods with spiritual, historic, religious, ideological values (Lowenthal, 2005:81). Heritage is an instrument which gives mankind the chance to escape oblivion by intermediating in between its past, present and future. It structures personal, cultural identities and societies, enabling the recipients understand themselves and appreciate others, to safeguard environmental and cultural diversity. *Heritage is an open definition*: from the monumental remnants of the past it has expanded to intangible and spiritual dimensions, to modern and post modern industrial monuments (UNESCO, 2005a). The documentation of the past, symbolic representations of the cultural systems, aesthetic values embodied in tangible and intangible expressions of a culture are also to be considered as heritage. But heritage is

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not only the past penetrating the present: it is an entity able to adapt to new functions, to inspire to new actions and revitalize everyday life.

The aspects of a place considered as significant and worth keeping for future generations, are characterized as heritage values. While natural heritage values speak for the importance of ecosystems, and biodiversity (e.g. natural living and non-living organism), cultural heritage values indicate the historical, aesthetical and social significance of a place or an object. Heritage values are aspects of a place worth keeping for future generations. UNESCO defines cultural heritage as *"the entire spirit of a people in terms of its values, actions, works, institutions, monuments and sites"* (2005a). It is a duty to conserve and pass on heritage to future generations, places, landscapes, objects, memorable events etc., so that they too will understand themselves and what came before them.

3.2. The Historic Environment: A powerful heritage tourism incentive

Heritage in its tangible and intangible form is clearly associated with place and time, producing the place's image through its historical and contemporary credentials and providing an important incentive for tourism. Heritage tourism differs fundamentally from that of general tourism, attracting higher income frequent travellers with multiple short holidays a year, with a higher education niveau, who seek to gain from their visits high standard edutainment experiences (Turp, 2003:1). Characterized by leisure time prolongation cultural travelling is multi-destinational with at least one overnight stay in each destination. Experiencing the "authentic" is the travel incentive (US National Trust for Historic Preservation, 2007). Cultural experiences transform this way into added value products build the determinant for repeat visitations. In Europe in the decades 1970-1991 cultural tourism increased 100%, mainly in historic cities (Grattin and Richards, 1996:261-263). Major attractions are archaeological sites, ruins, museums, architecture, famous buildings, historical cores of cities and entire cities, art galleries, monuments, festivals, special events, religious pilgrimages, language and literatures tours, etc. Poria, Butler and Airey define *Heritage Tourism* as a phenomenon principally based on tourist's motivations and perceptions rather than on specific site attributes, underlying the fact that heritage tourism is a social phenomenon, and as such should not be arbitrarily reduced to the sole presence of tourists in places categorized as heritage/historic places (Poria at al., 2001:1048 and 2003:238). But perceptions are closely linked to knowledge of inherent values and destination fame: Places attract tourism, only of they possess a widely recognized identity. Cognitive distance has the potential to modify tourists' cognition of vacation transport costs and influence the purchase decision (Ankomah et al., 1996:140, Gursoy and MacCleary, 2003:357, McLennan, 2000:36). Research demonstrates that prior knowledge and unfamiliar environments influence travel decision and length of stay (Walmsley and Jenkins, 1994, Ryan, 2000, Gursoy and McCleary, 2004, Kerstetter and Cho, 2004). To defeat temporo-spatial decay, e.g. to offer contemporary visitors the chance to understand historically and/or geographically remote cultures and mentalities new tools are required (Hooper-Greenhill, 1999:3, Papathanasiou-Zuhrt: 2005a, Steiner and Reisinger, 2005). Capturing and keeping visitor attention high up before, during and possibly after the visit means to create bridges between the inherent values of phenomena selected for presentation, and the audiences. Far beyond the dissemination of factual information, HERODOT's Pilot Projects aim to create meanings, so that visitors can put a phenomenon into personal perspective and identify with it in a more profound and enduring way.

The *historic environment* is one of mankind's greatest resources. It is a term used to embrace all the historic aspects of our environment, be they archaeological sites, historic landscapes, standing buildings, parks and gardens, semi-natural environments such as wood, heath and moor, or historic land uses such as industry, farming, defence, communications and even tourism (English Heritage, 2000, DCMS, 2001:17, vol. 1, DCMS, 2001:25 and 45, vol.2, Añón Feliu, 2002:37-39. It is the environment created over thousands of years through the cultural and economic activities of the people who settled on the land. The historic environment encompasses natural and cultural resources as well as the interaction between man and nature: human settlements, industry, agriculture, communications, defence and religion, and even less tangible cultural concerns like class, gender, status and symbolism, aesthetics and spirituality are expressions of the most diverse historic environments (Fowler, 2003:22). These expressions are physically preserved in archaeological features from hill-forts to industrial landscapes, from historic townscapes to gardens or field boundaries, from mansions to vernacular buildings, farm buildings and cottages. This whole range of cultural elements within the landscape is now commonly referred to as the historic environment. Art cities, "cultural districts" and other types of

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cultural landscapes can be included in this category, like cultural routes which may extend well over regional boundaries to determine an element of integration and cohesion between regions of Europe.

The historic environment is not just about the past, however; it is about the present and the future. It is the countryside, village, town or city in which we live, work or choose to visit, and can be what gives a place its character, shapes our perceptions and gives people a sense of place (Edson, 2004:340). Historical monuments testify presence and activities of humanity in space and time, constituting a dynamic source of information, a systems approach to historical memory and cultural disclosure of entire civilizations, groups and individuals, who left indelible traces in the history of humankind. Historic monuments and landscapes bear distinctiveness and authenticity in the foremost intrinsic sense: The (post-modern) human need to find archetype civilizations to identify with, to discover common origin and roots, rendered among other factors the island of Crete to a major fame destination (Turco, in Conti and Segre, 1998:260). A place becomes authentic, distinctive and familiar into the visitors' eyes, if it has its own stories, character, style, history, people, and culture that reflect both sense and quintessence of the place. The 9 Pilot Projects produced by HERODOT manage and interpret their heritage assets it in a manner that enhances the visitors' experiences, conveying at the same time distinctiveness (*novel elements*), authenticity (*original elements*) and familiarity (*common element*s). Visitors wish to understand and experience local stories, to relate to their own cultural background. Landscape character, streets and nightlife, open-air activities, museums and special events, local life-styles should be perceived as novel, original and common elements at the same time: It is very likely then that visitors be aligned to the values of the local residents as it has originated from valid, distinctive, authentic history.

This historic environment is something from which we can learn, something from which local economies benefit and something which can bring communities together in a shared sense of belonging, demonstrating a region's historical continuity and cultural cohesion. With sensitivity and imagination, the historic environment can be a stimulus to creative new architecture and design, a force for regeneration and a powerful contributor to people's quality of life. But this environment is fragile. Successive policies throughout Europe aim to protect the historic environment: Buildings are listed and archaeological sites scheduled, sites of natural significance are designated and protected. Substantial public funding is available for repair and refurbishment and conservation measures are decided. A complex web of relationships has been established between the many national and local bodies which care for the treasures of the past and make them accessible to millions of people from home and abroad. At the start of a new century it seems timely to revalorize Europe's historic environment as an inheritance to next generations.

A visitor's perception of a place, personal interests and beliefs, a well-marketed destination image, market trends etc., may render heritage assets to successful tourism products. In this vein heritage tourism may be defined as social phenomenon interacting with supply and demand, where visitation incentives are based on the place's distinctive cultural features as well as the visitor's perception and evaluation of them. Perceptions regulate behaviour and the more linked they are to the contents of a place the higher is the possibility for travelling. Visitors with links whatsoever to attractions should behave differently escaping mass cultural tourism visitation patterns "*occurring now for the first time in history*" (Russo, 2001:172). Informational asymmetries between supply and demand as well as the perceptions and motivations of heritage managers seem to be the reason for low-level awareness about the inherent values of the historic environment. The heritage tourism sector seems to be slow to catch on to the sustainability imperative. Usually not in the tourism business as providers of public access to heritage attractions, heritage managers, consider themselves guardians of regional and national assets, but do not relate the future of public goods to financial solvency which would guarantee public access to the assets (Garrod and Fyall, 2000:684). But if heritage assets, the main tourism catalysts, remain external to markets, they deteriorate (Mourato and Mazzanti, 2002:51-54). It is market value as an optimal mix of conservation and access, which nourishes long-term survival.

Natural monuments, rural landscapes, archaeological sites and historic towns as a result of the natural significance, built cultural heritage, urban amenities, lifestyle and cultural traditions, cultural events, etc. attract tourist flows. Consequently the historic environment receives yearly a large proportion of world's tourist flows. Besides being tourism destinations, rural areas, towns and cities are also living organisms, often densely populated, nodes of transport and exchange and centres of activities. Tourist flows into designated historic environments can interfere with their normal functions, creating conflicts between tourism and the dynamics of the city, threatening both tourism development

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and the socio-economic structure of the settlement itself. Still, historic centers have not been developed artificially to tourist resorts, but have established fame as centers of historic, economic and cultural activities much earlier in time (Gee, Makens & Choy, 2001:177). The attractions are irreproducible, immovable and remarkably concentrated: demand within small spatial entities becomes inelastic leading to severe congestion at major attractions, followed by the downgrading of the quality of all services offered. Caserta and Russo (2002:245-260) point out that in reality the Butler destination life-cycle model does not apply to cultural heritage destinations, where decline means augmentation of the ratio visitor/resident, the 'banalization' of tourism products (Russo 1999:42, Russo & Caserta, 2002:46), excessive use of heritage assets and infrastructure services. Unsustainable uses of local culture discourage sophisticated visitors, whose incentive to choice a destination lies within the reputation of the latter.

3.3. A visitor centric planning process

'Experience' is a term often used with little attention to meaning, mostly interpreted as a sensation. It generally indicates the 'complex of all which it is distinctively human' and stands at the centre of educational endeavour. Education per se might be defined as an emancipation and enlargement of experience. Experience implies process and content: it includes *what* we do, and also *how* we act and are acted upon, the ways in which we do and suffer, desire and enjoy, see, believe, imagine, love. The process of experiencing has two meanings: 'having an experience' and 'knowing an experience'. *Primary experience* is what occurs as through a minimum of incidental reflection, and secondary *reflective experience* through the intervention of systematic thinking. Experience has within it judgment, thought and connectedness with other experiences. Also 'experiencing' and 'what is experienced' stand to one another in the most complete interdependence, comprising a whole (Dewey, 1963 and 1966).

In order to make heritage resources accessible to a wide public besides protection and conservation effective tools are required to plan for quality visitor experiences. The Interpretive Planning Process (IP) is a heritage management tool that identifies and produces significant visitor experiences, involves themes, presentation media, audience segmentation and evaluation procedures (HFC, 1998: 6-48, NPS: 2000:3-9, Ham, Housego and Weiler, 2005:4, Izquierdo-Tugas, 2005:20). As a collaborative process it involves national and local governments, local authorities, cultural operators and diverse guardian institutions, communities, private owners, volunteers (Edwards, 1994:8-11, Belnap, 1997:15018, NPS, 2000:14, NSW, 2000:24, Hague and Kelly, 2001:24, TT, 2002:12). It incorporates a set of procedures and mechanisms that strive to connect in situ or virtual experiences with significant phenomena and events considering at the same time economic benefits for local economies, sustainable uses of local resources and quality visitor services (Smith, 1988 and 1991, Gunn and Var, 2002: 225, Hall and Testoni, 2004, Papathanassiou-Zuhrt et al. 2007). The interpretive planning process includes a hierarchical set of indispensable components such as **a-** the objectives of cultural operators and heritage managers, **b-** profound knowledge of audiences and resources, **c-** significance assessment process, **d-** media selection, **e-** implementation and evaluation procedures (Helmich, 1997:38, Belnap, 1997:19-48, Earthlines, 1999:12-41, HFC, 1998:8-47, Copeland and Delmaire, 2003:23-25, Colquhoun, 2005:14, Herian, 2005:8-12). Interpretive planning considers also site facilities and orientation, tourism related services such as transport and accessibility issues, catering, shopping and accommodation information, distance and time on tracks, important features identified on an orientation map, seasonal problems such as very high or very low temperatures etc. (Belnap, 1997:38-39, Russo and van der Borg, 2002:634, Owen et al., 2004:76, Colquhoun, 2005:93). Key issues in the interpretive process are the planner's ability to master human cognitive mechanisms of acquiring and retaining information and to adapt through hermeneutical information processing scientific context and terminology to a recreational learning environment in favour of the visitor in diverse tourism contexts: sites, collections, trails, websites, etc (Papathanasiou-Zuhrt and Sakellaridis, 2005c:228).

Providing opportunities for a range of visitor experiences is an important part of Interpretive Planning. Visitors come to heritage places for very different and sometimes conflicting reasons. By offering a diversity of settings, visitors can theoretically select which experience(s) most closely match the reason that they made a choice. Planning for a diversity of experiences helps to avoid the conflicts that often occur among visitors who want different things from their visits. The purpose of this analysis is to help Partners involved in HERODOT understand their Pilot Projects as a system of physically and culturally definable and experientially different spaces. A park landscape such as the

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Park delle Madonie is, or a gastronomic trail such the one designed in Iblea, Southeastern Sicily, or even a heritage monument such as the Donnafugata Castle, may be perceived of as the rooms of a building that can be entered and experienced, or put together like the pieces of a puzzle game. The intent of this task is to define a mental "floor plan" by identifying and mapping all of the individual units that comprise it. Concerning natural heritage entities, topography, hydrology, and vegetation will primarily define the floor plan units; whereas architectural elements and structures, landscape features built units, objects and collections compose man-made cultural resources.

A complete visitor experience includes getting pre-visit information about a destination, getting to it, being oriented, and finding interpretive opportunities and experiences that are tailored to one's specific interests. This means that the plan must provide for a variety of interesting places, experiences and activities of interest to families, children, women, couples, older people, specific interest visitors and enthusiasts, and the general heritage visitor. An interpretive experience includes pre-visit information, getting to a place, arriving, orientation, obtaining information and the all important creature comforts, getting around, and going to interesting, exciting and personalized interpretive experiences. Visitors will learn about places and its stories in the itinerary HERODOT by using the Heritage Guide. They may then tailor their own tourism product: they can select a place to stay, taste local 'heritage', find and walk along historic pathways, participate in activities and events, and visiting interpretive sites. HERODOT bears in mind that visitors are sovereign and make their own choices, whilst their motivations may come in many forms. The Guide caters for a variety of experiences, but also considers that stewardship ethic may grow from any satisfying use of the historic environment, not just interpretive provisions.

TYPOLOGY OF VISITOR EXPERIENCES	
1	at cultural heritage settings
2	Restorative environments or experiences that create a sense of peace and calm
3	Novelty or change, for new sources of stimulation and adventure, to explore the unknown
4	Leisure as an opportunity for self-fulfillment, self-development or a source of meaning in life, vicarious competition, commitment
5	Learning or cognitive engagement, a learning experience
6	Belongingness, Identity, Social and Regional Cohesion
7	Social contacts, entertainment,
8	Services

Fig. 5: HERODOT: Targeting for experience diversity

3.3.1. Leisure Time Management

Cultural heritage settings can be of great value in the learning process, provided that they are used actively to develop understanding and practice of relevant heritage phenomena. Gardner's theory of multiple intelligence (linguistic, logical-mathematical, spatial, musical, bodily kinesthetic, inter-personal and intra-personal spiritual intelligence) helps to explain why people learn, remember, perform and understand in different ways according to the strengths of those intelligences (Gardner, 1983). Interpretive services enhance leisure experiences by incorporating educational elements in recreational settings, meeting an audience's demand, which prefers educational interactive entertainment to passive observation (Schauble at al. 1997:3, Prentice et al., 1998:6, Anderson 1999:50-58, AHC, 2001:21, Reed et al, 1999:14). Learning objectives are met if enthusiasm is created among visitors for the goals of the managing agencies. In leisure settings, however, learning experiences are not acquired by conventional instruction methods: Learning is tailored to non-captive audiences, a fact that differentiates instructional design from formal academic settings (Packer, and Ballantyne, 2001:150-158, Ham and Krumpe, 1996:11-23, Colley et al., 2001:18, Kelly, 2001:1-6). In contrast to formal education, where learning motivation is often dependent on fear of punishment or on forfeiture of reward, learning contents must be willingly embraced by visitors. Recreation audiences select freely to attend or ignore communication content; in addition, visitors' perspective regarding the experience and the learning outcomes may be secondary to recreational objectives. Interpretive products and services should therefore offer enjoyment and relevance to audiences based on clearly organized message nuclei, if they are to attract visitors. This context offers HERODOT a significance chance may meet an audience's demand, which prefers educational interactive entertainment to passive observation.

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Acknowledging the fact, that tourism production is substantially placeless, whereas tourism consumption is place-centric, the planning process for quality visitor experiences should focus on the distinctive, non-exchangeable features of a heritage resource (Russo and van der Borg, 2002:632). In order for heritage resources to be mentally, emotionally and spiritually accessible, they have to be presented in a visitor-centric way (Moscardo, 1996:383, SNH 1997:3-7, Carter, 1997:9-10). Especially heritage agencies seeking to promote public visitation to their assets should develop a visitor-centered heritage interpretation model, able to transform the resource into a powerful tourism attractor. Heritage assets of global values should be presented on the basis of their meanings, explaining inherent values and significance. Without suitable presentation and appreciation of what is being valued and therefore conserved, cultural heritage resources remain meaningless to the majority of visitors the understanding of local history, a powerful tourism attractor, is lost (Bauer, 2002:37-52).

The "*rise of skilled consumption*" implies that experience-seeking visitors wish to discover what is unique about a place and its people not as passive observers, but mining in the historic environment (Bodger, 2004, Richards and Wilson, 2006). Cognitively accessible presentations add value and visitor are willing to pay a premium price for the right experience: It is the overall accessibility to heritage place that will define its identity and hence the difference in the market. In order to survive in the long-term perspective, HERODOT has to satisfy the needs and expectations of experience-seeking visitors. Visitor centred communication policies and staff with basic interpretive skills play a significant role: it is not just a collection or a site visit that ensure satisfaction, skilled consumption, temporo-spatial experiences, visitor learning are permanent requirements for a rising market segment(AHC, 2001:12, Burt, 1997, Prentice 1998, Ham, 1999, Vitterso, 2000, Tivers, 2002, Brookes, 2003, Chen, 2003, Copp, 2005, Bon at al., 2007, Park et al., 2006, Papathanasiou-Zuhrt et al, 2007).

3.3.2. Information with Tourism Value

Time lack is a feature of post-modern society; leisure time is thus treated as more precious than ever. Informational asymmetries between visitors and producers result in unsustainable use of the destinations assets. Major fame attractions receive the maximum pressure of the tourist flows, causing severe disfigurement of a destination's assets and competitiveness loss, whereas emerging fame heritage resources stay unexploited. Accessibility to resources and ease of experiencing the destination are critical considerations for visitors. The time needed to find information, to book a hotel, to reach the destination, to access a specific place when visitors arrive, the distance visitors have to travel, the friendliness when acquiring tourism goods, levels of services etc, can directly influence length of stay, the expenditure level and customer loyalty (Caserta and Russo, 2002:251, Russo and van der Borg, 2002:632). The visitors' quest seems to be the timely relevant acquisition information with tourism value (Papathanasiou-Zuhrt et al. 2006:102). Asymmetric information between consumers and producers of tourism goods almost always result in stay-time reduction, in reduction in consumption & expenditure in congestion of major fame attractions, as well as in creation of monopolies, especially a business' proximity to attractions is evident (Caserta and Russo, 2002:248). It is therefore a critical consideration for planners to provide for visitor accessibility and convenience. Timely and relevant information distribution is one of the most essential elements for a destination's success. Providing appropriate and stimulating information before and during a trip can be one of the most effective strategies for destinations to attract and extend the length of stay of visitors. Visitor friendly, quick to access information impinges on the way visitors spend their time, where they go, what services they use and ultimately on the travel expenditure at community level.

3.3.3. Informal Education in Leisure Settings

Heritage settings are ideal for self-directed learning, a learning modus entirely outside the formal education sector. Instructional design for non-captive audiences differs drastically from the one conceived for formal academic settings. Instead of working to a fixed curriculum, self-directed learners take the initiative in deciding their own learning programs according to their own interests. Successful self-directed learners develop their knowledge through learning networks rather than in isolation, are extrinsically orientated, intentionally and highly involved in a pleasure generating process that may alter their knowledge, attitude and beliefs (Brookfield, 1983 and 1986 in Anderson, 1999:17, Gursoy and MacCleary, 2004:367). Such learners develop their own intentional learning strategy through cognitive processing of information. By incorporating educational elements in recreational settings, heritage operators will certainly meet an audience's demand, which prefers educational interactive

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entertainment to passive observation. In contrast to formal education, where learning motivation is often dependent on fear of punishment or on forfeiture of reward, learning content must rather be willingly embraced by visitors. Recreational learners select freely to attend or ignore communication content; in addition, visitors' perspective regarding the experience and the learning outcomes may be paramount to recreational objectives (Papathanassiou-Zuhrt et al 2007).

Research suggests that leisure motivations are shifting more and more towards a search for novel, authentic and quality experiences which incorporate a learning component. Still not always visitors have deliberate intentions to devote mental effort to learning activities, preferring to approach their visit in a mentally passive fashion (Hooper-Greenhill, 2004:163, Frauman and Norman, 2004:387, Owen at al. 2004). HERODOT considers non-captive audiences to be multicultural, multigenerational audiences, exploring novel information, potentially connected with their own pre-understandings and prior knowledge in a hermeneutical sense. They can be divided into those who prefer to perceive concretely through sensing-feeling, or thinking. They may then prefer to process these new experiences actively through doing, or reflectively through watching. These differences are related to the dominance of either the right brain (to which is attributed concrete, non-rational, intuitive and non-verbal thought) or the left-brain (to which is attributed abstract, rational, analytical and verbal thought). Experiential and situated learning frameworks are flexible enough to suit many different learning styles (Kolb, 1984, Clancey, 1995:49-70, Anderson, 1999:28, Colquhoun, 2005:8-10). Success depends on the quality of information presentation. Language and instruction are essential for the inheritance and transmission of cultural values. A significant number of individuals and organizations within the cultural sector operate informally or have ineffective methods of presenting information hence the quality of information is significantly compromised (Lehnes and Zanyi, 2001:3). Familiarity and/or expertise are both results of prior knowledge, which is composed by in situ and virtual experiences, experiences of others, by means of visual, verbal and sensory stimuli and last but not least by information acquisition through ongoing research (Gursoy and MacCleary, 2004:70-74, Gursoy and McCleary, 2003: 358-359). Input gained and stored in long-term memory forms the personal prior knowledge depot. Prior knowledge facilitates information processing, but it not always available, especially when visitors are confronted with symbolically hermetical objects and landscapes.

The historic environment is an ideal place for self-directed learning, learning entirely outside the formal education sector. Instead of working to a fixed curriculum, self-directed learners take the initiative in deciding their own learning programs according to their own interests. Most successful self-directed learners developed their knowledge through learning networks rather than in isolation, were extrinsically- orientated and see themselves as part of a wider learning community (Griffin and Symington, 1999, Hooper-Greenholl, 1999:4, Cross, 2004:5-6, Russel, 2006). In order to create a mental bridge to selected phenomena, and make the novel seem familiar by relating it to prior knowledge in a much shorter time period and more entertaining way, HERODOT restructures visitor relevant information according to principles of human cognitive architecture, such as eye scan path movements, the general cognitive ability g, category learning, the ability to perceive information, retain and evoke mental representations and memory capacity (Berninger and Corinna, 1998:Knowlton, 1999:123-124, Prasada, 2000:66-72, Plomin and Spinath, 2002:169-176, Grossmann, 2002:936-948, Harnad, 2003).The basic process, besides economic and tourism planning considerations, is a complex series of various cognitive procedures piled one over the other. A limited working memory capacity to deal with visual, auditory and verbal material is presupposed as well as an almost unlimited long-term memory, able to retain schemas (mental representations) that vary in their degree of automation (Waxman, 1996:281, Cowan, 1998:77-78, Fusi, 2001, Oberauer et. al., 2003:167-193, Wang, Liu and Wang, 2003, Baddeley, 1981 and 2003, Baars and Franklin, 2003).

Heritage presentations destined for non-captive audiences in recreational learning environments that ignore working memory limitations are ex principio deficient. There are three types of loads HERODOT considers (Sweller, 1998:259-265 Kirschner, 2000:3-5): The intrinsic cognitive load (ICL) affected by the intrinsic nature of material cannot be altered by instructional interventions; it depends on the interactivity of the elements, on the nature of the material to be processed, on visitors' grade of expertise. The extraneous cognitive load (ECL) is generated by the manner in which material is presented rather than by the intrinsic characteristics of the material and by required activities. It may be altered and determined by instructional interventions. The germane CL (GCL) reflects the effort that constitutes schema construction and may be increased by instructional interventions. Visual and contextual information have been examined on its intrinsic and extraneous loads and restructured for the average healthy adult (targeting very specific audiences has not been possible during the planning

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phase, mainly due to budget reductions): low interactivity elements serially processed interact minimally without imposing a heavy working memory load. Interactions between elements of high interactivity material require simultaneous processing by the working memory and therefore result in a high ICL. Reinforcement of the association chain was sought through the extensive use of schema construction and schema automation using extensively analogies and metaphors based on prior knowledge (Brewer and Treyens, 1981, Gick and Holyoak, 1983, Sweller et al. 1998:251-296, Paas et al., 2004:1-8).

4. HERODOT: PLANNING FRAMEWORK

HERODOT delivers Partners a series of planning and management methods to create their final tourism products. Within this framework, planning for visitor experiences is an integral component of general tourism and management plans. Adopted is the interpretive planning process, a set of procedures and mechanisms that strive to connect people's in situ experiences with significant phenomena and events considering at the same time economic benefits for local economies, sustainable uses of local resources and quality visitor services. Interpretive Planning identifies and produces significant visitor experience; (Harpers Ferry, 1998: 6-48, NPS: 2000:3-9, Ham, 2005:4). It exploits visitor experience opportunities provided by given resources in given (heritage) tourism contexts, and caters for experience diversity. Understanding visitor needs can help determine a range of desirable visitor experiences and resource conditions. Since visitors come to attractions for very different and sometimes conflicting reasons, providing opportunities for a range of visitor experiences is an important part of sustaining the attraction's quality. By providing a diversity of settings, planners may accomplish a double task. Firstly, visitors may select products and services close to their visitation motives and secondly a diversity of experiences helps to avoid the conflicts that often occur among visitors who expect various outcomes from their visits (Belnap, 1997:42-51, NPS 1998:41-42). Operating in this vein HERODOT considers site facilities and orientation and tourism related services such as transport and accessibility issues, catering, shopping and accommodation information, distance and time on tracks, important features identified on an orientation map, seasonal problems such as very high or very low temperatures, (Owen et al., 2004:76, Colquhoun, 2005:93).

4.1. Planning for Tourism Attracttors

Although "exclusivity is crucial to identity" communities are often helpless to develop all by themselves comprehensive tourism development plans and at the same time are are increasingly anxious to preserve their identity, environment, their natural and cultural wealth from the impact of uncontrolled tourism flows (Lowenthal, 2000:21). In order to create a place's identity, a competitive product and export their image globally communities have to focus on their heritage potential (Carter and Bramley, 2002:177). For this purpose, they need an instrument to help them use the historic environement as a vehicle for tourism. HERODOT proposes an action framework for the sustainable use of a place's heritage assets, which would guide communities to identify, signify, valorize and market their natural and cultural resources, in order to enter safely the global tourism market.

4.2. A Heritage Place's Typology

Typologies are methodological frameworks deriving from pure heritage classes, which help create a sustainable cultural heritage consumption mix or place mix including the place's image (Papathanasiou-Zuhrt and Sakellaridis, 2005c). The classification of heritage resources in pure heritage classes helps planners to deal with the distinctive characteristics of each class separately and enables them to distill the essence of heritage resources for visitors in a shorter time period (Anzuini and Strubelt, 2000, Williams, 2003,UNESCO, 2005d:45-53, Clarc et al., 2004:21-27, Russo and van der Borg, 2006:8-10, Russo et al., 2005:10-15). By classifying heritage resources HERODOT helps create a local heritage typology with mixed classes of attractors and finally offer a combined, vivid product to the tourism market. In order to be able to develop a heritage typology a community should investigate, assess and manage the significance of its resources. For this purpose, HERODOT has developed planning tools to sustain communities to use the historic environment for tourism. Profound subject matter knowledge and a taxonomic system for the historic environment is an indispensable step to assess the significance of selected resources along with their appropriateness for tourism (NSW, 2004:4, NSW, 2005:6-12, Edwards, 1994:10-13, Belnap, 1997:19-41, HFC, 1998:30-33, Lehnes, 2006:20-28).

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TYPOLOGY OF HERITAGE CLASSES
NATURAL HERITAGE RESOURCES
• Wilde Life (pure natural environment)   • Man-Nature Interaction (parks, cultural landscapes, theme parks, battlefields)
MAN-MADE ENVIRONMENT / TANGIBLE CULTURAL HERITAGE
• Built Environment   • Movable Cultural Heritage (objects and collections)   • Material Cultural Heritage (culture based consumables)   • Arts and Handicrafts
INTANGIBLE CULTURAL HERITAGE
• Spiritual Heritage, Values and Beliefs   • Religion   • Customs and Traditions   • Performing Arts   • Lifestyles

Fig. 6: HERODOT. Classifying heritage resources

Signified elements from the natural and built environment, museums and collections, events and traditional festivals, open-air and indoor-activities, cultural industries, the performing arts, traditional sports and medicine and so much more they all contribute to the creation of a mixed heritage typology, which should reflect through visit-worthy features the spirit of the place. Once this procedure has been completed, all Pilot Projects developed by HERODOT received a final name, and entered the implementation phase, followed by evaluation and monitoring.

4.3. Signifying heritage resources

Heritage significance is based on the natural heritage values which include the importance of ecosystems, biological diversity and geo-diversity, and cultural heritage values which include the importance of aesthetic, historic, social, and scientific and other special values that communities recognise. Communities may choose to use other more culturally meaningful categories to define what is significant to them. The process of deciding why a place is of heritage significance is called heritage assessment, essentially vital to tourism developing at local level. Assessment helps to work out exactly why a place or area, a collection or an object is important and how parts or elements contribute to its significance; all presentation and interpretation of heritage resources within the tourism planning should build on the assessment process. Understanding heritage significance is essential to making sound decisions about the future of a place, and is central to developing a conservation and management plan, especially if a place wishes to attract tourism. It guides management actions, such as planning compatible uses, can inform the development of educational materials, helps to justify the allocation of resources and to explain to locals and visitors why a place or a place's feature is important. If adequate heritage assessment is not undertaken, it can result in the wrong aspects of a place being conserved, the destruction of evidence of significance, inappropriate management practices or loss of a place altogether.

It is important to define the ecosystems value of a natural heritage resource entering the tourism market. In order to create natural heritage attractors for tourism a community should investigate **a-** species and ecosystems diversity, **b-** rare or endangered elements, **c-** examples of particular earth processes at work in soil, water or atmosphere, **d-** diversity in fossils, land systems or geological features, **e-** particular phenomena. Scientific values of resources are determined by the importance of the data involved, on rarity, quality or representativeness. Scientific values apply to both natural and man-made cultural resources. Resources may be important for their natural values in showing patterns in natural history or continuing ecological, earth or evolutionary processes, rare or endangered plant or animal species, geological features, a type of construction method or material used, or a particular form of archaeological evidence. Good examples of a particular type of place, that undisturbed, intact and complete are good material to create tourism attractors, whereas scientific research can contribute to understanding of its material nature or its nature as a cultural phenomenon.

Social values embrace the qualities for which a place is a focus of spiritual, traditional, economic, political, national or other cultural sentiment to a majority or a minority group. These

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qualities can be made to tourism attractors if a place is also important, as part of community identity, associated with persons, groups and events important in your community's history. If a place, a resource is valued by a community for reasons of religious, spiritual, cultural, educational or social reasons it is very likely to act as tourism attractor given it is properly managed.

Aesthetic values include natural and/or cultural features which evoke strong feelings and/or special meanings. Aesthetic attractors comprise distinctive features of resources and places, prominent visual landmarks, features that evoke awe from their grandeur of scale, a strong time depth, are symbolic for its aesthetic qualities, have been represented in art, poetry, photography, literature, folk-art, folklore mythology or other imagery, constitute natural, cultural and architectonical landscapes.

Historic values encompass a society's history, and therefore encompass a range of values and may be are attached to natural, tangible, movable and intangible heritage resources. A place may have historic value because it has influenced, or has been influenced by, an historic figure, event, phase or activity, it may have been the site of an important event. Attractors can be made if a place shows patterns in the development of the history, if it has indigenous plant species and geological features that have historic significance, if it has a high degree of creative or technical achievements to show, exemplifies characteristics of a particular type of human activity in the landscape, including way of life, custom, process, land use, function, design or technique or the works of a particular architect or designer, or of a particular design style, if it demonstrate ways of life, customs, processes, land use or design no longer practised in danger of being lost, or of exceptional interest, if it reflects reflect a variety of changes over a long time.

Special values to the community can be considered as part of other values but are particularly important for some places and some communities and be made to tourism attractors, especially for those target groups, who are already familiar with structures within a cultural or religious system. Religious tourism and pilgrimages are strongly associated with specific values of a place or a resource, like Mekka and Rom. Special values also define if a place spiritually important for maintaining the fundamental health and well-being of natural and cultural systems, like the Yellowstone Park or the Especially Protected Resorts of the Russian Federation in Northern Caucasus.

Tourism attractors may possess ecosystem and social values or both and a substantial part of them are objects of scientific research. Managing effectively the results of significance and significance assessment requires the management of implications within the local, regional or national context of an item's significance, the constraints and opportunities arising out of the item's significance including appropriate uses and the owner (public and private) and users (residents and visitors) requirements. Tourism planners should make sound conservation and management recommendations, including maintenance, presentation and interpretation of the resources. A detailed tourism plan should include explanation why any obvious options are not suitable, liaise with the community, and consider regional and national state laws and statutory controls.

Information compilation about a place's character is the first step to collect the material evidence, upon which significance will be based. Investigation of the material status of the resource, the current situation of an item's fabric, knowledge of the historical context of the item or study area and the resulting connections with the community as well as the documentation of the resource and contemporary community esteem are included in the first step. There are five levels of significance for heritage resources: they can be of local, regional, national and global importance. The significance assessment process is based on four primary criteria such as the historic, aesthetic, scientific, research or technical; and social or spiritual values of the resources. The significance level is to be evaluated and modified by a set of modifiers, which examine if a historic resource is appropriate for tourism, such as provenance, representativeness, rarity, condition, completeness or intactness, integrity, the interpretive potential of an asset (NSW, 2001:6-7, Russel and Winkworth, 2001:24-37, UNESCO, 2005d:19-24). Significance assessment is not an absolute measure of value, but a judgement made by persons, or group of people, at a particular time. Some heritage values are not negotiable, but others are. Apart from monumental historical remnants with global significance, relative importance of places and people change over time. It is therefore essential to tourism planning consider a variety of reasons why a place is valued. The second step includes the analysis of the resource's significance by using heritage assessment criteria and modifiers (criteria which modify principal assessment according to the needs of tourism planning). The context where places and objects are significant, local, regional, national and global level is also to be considered and intertwined with the community's needs on the type of

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heritage significance and level of management required. In order to obtain, if not available, a statement of significance at national level, thorough research and analysis are required. Signifying heritage resources to enter the tourism market value system has to be developed in order to guarantee the balance in between the existence of the attractors and their carrying capacity. Assessing the significance of heritage resources for tourism means to select features of certain tourism value, which not only are distinct, but also visit-worthy, physically and mentally accessible to visitors, and safeguard them at the same time (ICOMOS, 1993:26, 1999:3, 2002:6-7, and 2004:4-5, Young, 2001, Pedersen, 2002:78).

THE SIGNIFICANCE ASSESSMENT PROCESS					
Significance & Assessment					
MAIN PRINCIPLES			LEVELS OF SIGNIFICANCE		
1. Historical Values			**1.** Spatial Level		
2. Aesthetical Values			**1.1.** Global Level		
3. Scientific, Research, Technical Values			**1.2.** National, **1.3.** Regional, **1.4.** Local		
4. Social Values			**2.** Social Level		
5. Spiritual Values			**2.1**. Community, **2.2.** Group, **2.3**. Family, **2.4.** Personal		
Tourism Modifiers					
1.Provenance	1.1. Authenticity		1.2. Originality		1.3. Designation
2.Integrity	2.1 Completeness		2.2. Exemplarity		2.3. Bio-and Cultural Diversity
3.Distinctiveness	3.1 Representativeness		3.2 Novelty		3.3 Familiarity
4. Accessibility	4.1 Availability	4.2 TCC	4.3 Resource Condition	4.4.Infrastructure - in situ facilities	4.5 Service CC
5.Interpretive Potential	5.1 Current State of the Resource, 5.2 Legal State of the Resource, 5.3 Intervention Capacity, 5.4 Knowledge of the Resource, 5.5 Audience Segmentation, 5.6. Interpretive Opportunities, 5.7 Media Selection, 5.8 Presentation Techniques				

Fig.7: HERODOT. Signifying and Assessing the Historic Environment

4.4. Economic Valuation of the Historic Environment

Heritage tourism may be defined as social phenomenon interacting with supply and demand, where visitation incentives are based on the place's distinctive cultural features as well as the visitor's perception and evaluation of them. There is a difference however between *heritage tourists* and *tourists at heritage places* (Poria at al. 2003:238), mainly because heritage places are at the same time multiple attractions poles for cultural and non-cultural activities (Jansen-Verbeke, 1997, Laundry et al., 1996:11-24). What may render heritage resources to successful tourism products are factors as the visitors' perception of a place, personal interests and beliefs, a well marketed image, market trends and appropriate heritage management. Perceptions regulate behaviour and the more linked these are to the contents of a place the higher is the possibility for travelling.

Cultural economists point out that merit goods such as natural and cultural resources, which build the main visitation motive, are offered below cost or free to the tourism market (Klamer and Zuidhof 1999:28, Mourato and Mazzanti 2002:51). 'Price-less' assets burden though significantly the national and local tax-payer, which pays the bill in order to sustain significant monuments, protected areas, the historic environment. A methodological approach to assess the historic environment's economic e.g. existence and use values and cultural values, would make evident that it cannot be considered *per se* as a tourism product component. Instead it has to be made into a tourism attractor, integrated into a holistic tourism product, following specific procedures that guarantee a long-term tangible -intangible protection, as well as its economic contribution to the local society (Throsby, 2002:6-13 and 2003:279-280). Smaller heritage, such as some of the attractions selected by HERODOT, sites may not attract large numbers of visitors but are capable of providing socio-economic advantages for local communities and transferring knowledge of the past to future generations (Grimwade and Carter, 2000:36). The value placed on conservation and management of heritage resources in an area should be at least equal to the cost of preserving it. In other instances the total cost to the community can largely be measured by the cost of opportunities forgone because the assets cannot be developed or redeveloped (Newell et al., 2004:22).

In order to accurately valorize heritage items it is necessary to consider the interdependence between the quality of a monument's physical entity including the services offered and the relationship between cultural operators (supply side) and the visitors (demand side). The

service sector builds the overall satisfaction visitors obtain from seeing a collection, attending a traditional festival. Heritage satisfies a variety of needs (artistic, aesthetic, cognitive, recreational) resulting in intense job diversification: 2.4% of the active population in France works in the heritage sector (Greffe, 2004:304). Heritage in good shape elicits visitor flows, whose expenditure enables further investment in the resource. This is a serious argument for communities to activate public, private funding and donators to invest in local heritage with public information campaigns, training programs for permanent and seasonal staff, interpretive products and services (English Heritage, 2005:3).

HERODOT has selected attractions, which constitute reference points to the communities' historic environment, and restored them to social players by identifying their valorization potential. The illustrative example of Olympia, Greece clearly shows that local tourism businesses insist on using heritage assets in proximity to their location causing this way externalities and political pressures on local governments, dividing the destination into area of benefits and area of costs, evoking the creation of monopolies accompanied by a drastic quality downgrading (Papathanasiou-Zuhrt, 2008). Benefits produced by heritage assets are calculated on fixed prices at a given time and seldom include the conservation and management cost, speculation on land uses, social displacement and the fall of the purchase power of residents (Greffe, 2004:306-306). Cultural heritage resources and the resulted services should be valorized within a multi-dimensional, multi-attribute and multi-value environment as joint merit-mixed goods based on choice modeling analysis, as it is most consistent with cultural goods, should we define them as multi-dimensional, multi-attributes and multi-values economic resources (Bennett, 1999, Mazzanti, 2002:540-541). Choice modelling achieves evaluation by presenting users with a series of alternative "scenarios" asking them to choose the most preferred option, whereas the baseline is usually the status quo. A series of choice create the map of preferences and values attached to alternatives and relevant properties; Mazzanti considers choice modelling to be compatible with most of the appraisal techniques, from cost benefit to cost-effectiveness and cost utility analysis (Mazzanti, 2002:554).

Successful heritage attractions are inexpensive, visitor friendly, physically and intellectually accessible, meet visitors' needs and market requirements, create the tourist experience, recoup value for money, while at the same time maintain authenticity and integrity of the site (Garrod and Fyall 2000:866). Unfortunately in many cases these prerequisites are not met. Although they build the determinant for the travel decision, centrally subsidized heritage resources are offered to the tourism market below cost: local and national tax-payers carry the burden of sustaining quality (Serageldin, 1999:1-2 and 2000:51-58). Market value as an optimal mix of conservation and access nourishes long-term survival. If heritage assets, the main heritage tourism catalysts, remain external to markets, they cannot be conserved, whereas saturation of the central supply of facilities and overuse of the proximate resources downgrade the quality of the tourism product (Mourato and Mazzanti, 2002:51-54, Throsby, 2000:10-16, and 2002:102 ff). Unfortunately, in many cases these prerequisites are not met. Although they build the determinant for the travel decision, centrally subsidized heritage resources are offered to the tourism market below cost: local and national taxpayers carry the burden of sustaining quality (Mourato & Mazzanti, 2002:51ff.). As long as heritage assets are not valorized as entities that demand a maintenance price as public goods, tourism is unsustainable: heritage assets cannot be conserved, whereas saturation of the central supply of facilities and overuse of the proximate resources downgrade the quality of the tourism product (Throsby, 2001:10-16, 2002:102 ff.)

4.5. Accessing the Historic Environment

Cultural heritage attractions constitute the historic environment's distinguished features. But even so attraction cannot speak for themselves; they need a holistic planning and management approach to provide for an overall access on a visitor experience basis. Although of utmost importance protection and conservation measures do not make world treasures fully accessible to visitors. To attract significant visitor flows to heritage settings, HERODOT will have to provide for a holistic access. By coping demand and supply side requirements within the tourism planning and heritage management process, the Pilot Projects will most probably become open cultural windows, enabling their audiences to explore the self and the other, confront familiarity and novelty, experiencing real pasts in real presents.

Cognitive distance is a major component influencing destination selection. Information dissemination and easy access to heritage resources influence drastically the travel motive, especially if

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peripherality is a major obstacle to overcome. The concept of access is essential to HERODOT's Heritage Strategy. It includes physical, mental and spiritual accessibility. Providing for access in situ and virtual environments HERODOT provides for a richer tourism experience in a recreational environment (HFC, 1998:4 and 29). Accessibility is defined as the communication with the public, the accessibility of the destination and its attractions and the atmosphere of the place (Garrod and Fyall, 2000). It includes the existence of a strategy for tourism management at the metropolitan level, the quality of information and hospitality, the presence and quality of secondary or complementary tourist services, internal and external accessibility, attractions and events (Russo and van der Borg, 2002:633-634, Findlay and Southwell, 2004). The historic environment should be accessible to everyone, including people with mobility or sensory impairments, the elderly, parents with small children and anyone who is temporarily disabled as a result of illness or injury (Miller, 1979, Martin 1999, EC, 2003, Adams and Foster, 2004). Improved access can increase visitation. However, increased visitation must be managed so as to ensure it does not accelerate deteriorate the historic environment.

Public infrastructure being not commercial in nature, does not always provides for signage, way finding systems, restrooms, tourist information bureaus, visitor information centres and kiosks, trails, parks, public toilets, walking tracks, picnic facilities parking and public domain attractiveness as well as effective transport means. Access into historic structures is often difficult because earlier design and construction techniques did not usually consider people's varying abilities to the extent they do today. Technological improvements in assistance equipment and improvements in building design have helped to correct earlier inequities. Access to the historic landscape means unassisted barrier-free movement from arrival to destination (Stoneham et al., 2005:32ff). Access must be provided from the main access point, onto, into and through the site, historic building or historic landscape. It is expected that, once inside a historic building, the public visitor will have barrier-free access to all services provided to the general public (Martin, 1999:10). This includes bathrooms, offices, restaurant dining, etc. Corridors and interior doorways must be wide enough for a wheel chair, modest floor level changes must be ramped, and thresholds must be shallow. At a minimum, all services on the accessible entrance floor must be available to all visitors including the disabled. The extent to which a historic interior can be agreed upon without loss of its historic character will depend on the size, scale, and detailing of the features along the accessible route (Adams and Foster, 2004:29-48).

The major travel constraints usually cited are problems with the accessibility of accommodation (42%), the accessibility of destinations (36%), and lack of accessible attractions followed by the lack of accurate information (30%) (Darcy, 1998:39). For individuals with physical disabilities any change in grade including stairs and some ramps are severe barriers. Existing paths or trails should be evaluated to determine if their grade, alignment, width, and surface material are appropriate. Other outdoor features, such as drinking fountains, trash receptacles, and interpretive wayside exhibits should be designed in such a way that they are easily reachable and understandable by everyone. In historic public parks, recreational facilities including swimming places, camping grounds, picnic places, playgrounds, and ball fields, should be constantly evaluated to offer a variety of recreational activities to disabled people. One of the best solutions to landscape accessibility is minimizing the distance between arrival and destination points. This may require accessible parking, with curb cuts and a path within easy reach of an historic building, picnic area, or an interpretive trail. For some landscapes, a natural or historic site grade that is very steep or composed of massive terracing and steps may prohibit full access without damage to the character of the property: in this case, partial accessibility to some elevations may be necessary (English Heritage, 1995).

Economic accessibility includes generally the access to the sites, building and collections, audio facilities, access to temporary or special exhibitions, catering or restaurant services provided within museums, purchases from shops located in the vicinity of the site (Bailey and Falconer, 1993:172). Pricing policies should though justify the expenditure and aim to repeat visitation. Visitors are willing to pay a price, but they should receive value in return. Pricing policies are fixed prices indicating the right to consume types of heritage. Entry prices should be based on the analysis of the services rendered presupposing visitor participation at all costs, or there can be a scale according to target groups, or a policy for networking heritage clusters with significant advantages for ticket or package holders. Pricing policies should reflect the balance between price and returned value (Garrod and Fyall, 2002:686). Once a visitor enters a heritage place on an entry price he has a 'contract' with the cultural operator (Greffe, 2004:305-306). The price paid should reveal the services he is entitled to, the expected quality, behavioural norms- if necessary, the sense of contributing to a good cause

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(usually restoration, conservation, maintenance and expansion projects) and the ability to express his opinion regarding the fulfilment of the contract.

The range, capacity and quality of lodging, catering, retail, entertainment, public amenities and attractions are critical to the ability of a place to attract and retain visitors. Tourism is a 'people' industry and customer service is critical (AHC, 2001:11). Destination managers have to plan to deliver outstanding experiences from the first moment that visitors click on a web site or look at a brochure, to when they enter or leave a site or place. Impressions start at the entrance to sites and places: visitors are attracted to clean, welcoming, and well maintained infrastructure and environments. Highly-skilled staff knows what different visitors want from their experience. Local authorities may overlook the ugliness of their streets, the absence of trees, the poor lighting, trash and bad signage, but visitors don't. Quality of services offered is critical to both promoting customer spending and generating visitor referrals. Accessing quality services associated with all aspects of the visitor experience is for HERODOT the key to repeat visitation and word of mouth referrals, so essential to long-term destination viability.

4.6. Cultural Heritage Consumption Mix

Visitors, who do not dispose of time and information, do not benefit the local economy. Time lack and informational gaps disable them to consume quality tourist goods. Visitors treat destinations as differentiated only if their products are heterogeneous and offer unique experiences at different levels: they may choose to visit a country because of cultural affinity, or because the attach meanings and values to certain attractions (McKercher at al, 2004:395, Snepenger at al, 2007:311, Jamal and Kim 2005:69). They may be attracted by the quality of nature or by a range of diverse activities, or the quality of services offered at destination level. Several supply-side related factors such as quality, resources, destination environment, infrastructure, and value can influence the tourist's intention to opt for a destination. The General Agreement on Trade in Services classifies four main supply modes: cross-border supply, consumption abroad, commercial presence and presence of a natural person (Zhang and Jensen, 2007:227). Supply is composed of four components: transportation, attractions, services and information and promotion (Gunn, 1998 in Kelly 1998:4, Gunn, 2004:5, Gunn and Var, 2002:225). Transportation is the linkage between the tourists' place of origin and the destination; together with the destination's internal transportation network (Prideaux, 2000 in Zhang and Jensen 2007:229). A complete planning process should consider provision of all aspects of physical infrastructure: transportation, water, sewer, energy and communications in this structural component (Gunn, 2004:4). Transport is a significant factor in both tourism development and the type of markets in which destinations compete. Another important structural component is information and promotion. CRSs and GDSs, internet marketing for tourism make it convenient to travel in the destination countries also play a significant role. It is therefore important to provide each tourist market segment with information and promotional materials that create the experience expectation and bring tourists to a destination. Another aspect of this component is providing good signage in the destination region to ease and direct movement of people. Service is the other significant factory concerned with accommodation, catering (food and beverage establishments) and personnel. Attractions, the magnets that often entice a person to travel to a particular destination, are part of the real tourism experience of a destination region (Gunn, 1972:24 in Lev, 1987:554, 381, Inskeep, 1991:269 Richards, 2002: 1048, Leiper, 1990:381, Swarbrooke, 2002:44). They include the unique features of a place that reflect history, life style and environment, in other words they provide visitors with a non-exchangeable sense, the sense of place. Any time a location is identified or given a name, it is separated from the undefined space that surrounds it. Some places, however, have been given stronger meanings, names or definitions by society than others. These places, in terms of tourism, are successful destinations. HERODOT uses the 'immovability' and 'irrepleceability' of the historic environments to create competitive tourism products based at selected localities. An attractive mix may consist of the most different elements put together: the more diverse, the better for the variety of the experience (Russo and van der Borg, 2002:632, Moreno, Santagata and Tabassun, 2004:5, Russo and van der Borg, 2005:9, Provins, 2005:14). Each Pilot Project will offer a complex source of information concerning a summative tourist product: geographical location, climatic conditions, natural and cultural resources, local traditions, events and cuisine, major tourist attractions in built and natural environment, accessibility networks.

In order to promote place-centric heritage consumption, HERODOT has modelled a distinctive heritage typology for each Pilot Project. In order to make attractions accessible to potential visitors

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cluster stakeholders together with HERODOT decided to concentrate on a viable product at local level "the place's mix". The historic environment has been classified into pure heritage classes (natural, man-made, spiritual) in order to their scientific and social properties to be documented: present status, carrying and service capacity, social, aesthetic and historic values. A synthesis of mixed groups of heritage classes which reflect a place's identity and are able to globally export a place's image together with the supply side basic elements (accommodation, transport, accessibility, signage, catering, entertainment, shopping) would then enliven tourism activities in the region. Attractions were grouped according to location, key themes, festivals and events. Theme routes were developed and heritage trails designed, whereas consideration was given to their proximity to markets. HERODOT classifies attractions also according to types and themes: Some do not appeal to some visitors, yet appear fascinating to others. Some are passive; some are active with a retail focus. Different audiences have different needs but certain heritage attractions are on the menu for all. Concerning heritage presentation HERODOT has adopted a visitor centric approach to appeal to audiences concerned with quality experiences, whose visitation pattern is dependent on the assets to be discovered.

4.7. Defining a Heritage Strategy

Attractive, well-kept cultural and heritage assets are a proven way of improving self-respect and community cohesion particularly in areas, which are undergoing regeneration. It is also a key element to create sustainable environments for future generations. The Heritage Strategy suggests the networking and presentation of all significant natural peculiarities, effective management and sensitive conservation and presentation of archaeological sites, townscapes, landscapes and historic buildings, ranging from country houses to factories and groups of houses. The Heritage Strategy's main objectives are to:

- Use the historic environment in the intervention area of HERODOT to attract visitor flows Make the region's historic environment accessible to all as a means of education, inspiration and understanding.
- Conserve key aspects in the life of the broader region which tell the story of its development
- Use the regions' historic environment to stimulate civic pride by encouraging local people to become involved in heritage activities and tourism.
- Use distinctive natural and cultural resources within the area defined by the Heritage Cluster to create powerful visitor attractions and consequently stimulate economic regeneration at local level
- Create an non-exchangeable tourism image for "HERODOT"

THE CLUSTER'S HERITAGE STRATEGY: MAIN OBJECTIVES
• **Classify** heritage assets
• **Select** significant, distinctive and visit-worthy features (Cultural Mapping)
• **Signify** heritage assets
• **Communicate** Significance and Place Image to locals and visitors
• **Define and Communicate** visitor experience outcomes
• *Define and Communicate the Project's Identity* (main visitor experience outcome)
• **Influence** Visitation Pattern
• **Create** the Place Mix (Heritage Consumption Mix)

Fig 8: A theoretical model for HERODOT's Heritage Strategy

5. HERODOT: PROJECT IMPLEMENTATION

A collaborative partner network has been developed though dynamic bottom up procedures, led by self-governance modalities: decisions about heritage management practices and local tourism policies are not anymore an exclusive affair of the Lead Partner. They have become instead a central issue in the planning process and in the synergetic education of all partner included. The Pilot Projects are goal-driven, reflecting relevant policies and guidelines (HFC, 1998: 6). Proposals formulated by local stakeholders reflect aims and targets at local or regional level. The cultural operator's (HERODOT) main goal was to use natural heritage to promote ecotourism in the intervention area of the Project. The planning team started identifying the broadest goals relevant to the project. Project development emerged as a collaborative process among:

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    a-   the academic institutions (Universities of the Aegean, Catania, Bari, Basilicata, Reggio di Calabria)

    b-   the industry-related partners (ANOL, ANED, Science and Technology Park of Sicily)

    c-   Local Authorities and representatives of Local Authorities (Region of Sicily and partner-related local authorities, regional and local governments)

A supply side planning process was adopted, since preliminary research results indicated that the spatial entity covered by the proposed projects does not possess a distinctive image with proven market value to attract visitor flows. A specific local-led heritage strategy resulting synergies between small and medium tourism businesses at local level, various stakeholders and cultural heritage operators, local and regional governance and academic institutions is a systematic attempt in Italy and Greece to offer diverse market segments a variety of competitive tourism products and services.

5.1. The Partners' shared e-Library

An electronic Library is an indispensable tool for the Partners involved in the tourism planning process and the management of the historic environment. An electronic Library, also referred to as *e*-Lib, refers to a portal, intranet, extranet or internet site that replicates the resources of a physical library in an electronic format, while improving access and search capabilities. An *e*-Lib can provide for resources and documentation, or can combine internal documents with external resources to provide a full collection of pertinent information for distribution to partners, students, association members, patients, and more. The Project's *e*-Lib is a searchable online resource containing hundreds of documents referring to Heritage Management, carefully collected through researching and documenting efforts over the last months. The *e*-Lib consists of three major parts to serve partner needs and requirements. It is an important source for the Protection, Conservation, Planning and Management of cultural heritage classes, types and resources providing planners and managers with a series of tools, techniques and applications. It also contains a wide variety academic articles, research reports, cases studies and best practices classified by the Lead Partner in specific folders according to the respective subject matter. It offers a taxonomic system in the scientific field 'Heritage Management', 'Tourism Planning' and 'Heritage Interpretation" extending from basics to highly complex products and services with cases studies and best practices form all over the world. It also entails a section related to the Interpretive Planning Process accompanied with exemplary interpretive plans.

The face of the Library is evolving. Technology is seeping in causing great changes in the way organizations procure, organize, disseminate and preserve information. HERODOT Partners have direct access to a variety of documents regarding several topics of cultural heritage, tourism planning and heritage interpretation and have the skills and knowledge to conduct their own searches. Content is also increasingly being updated electronically or is being converted for broader access by remote users. This wealth of new digital content creates challenges for the LP in terms of how to organize, present and deliver information. In searching for options for the Project's *e*-Lib solution, one important distinction is to be made: this *e*-Lib is not the same as the Internet. While both these channels contain electronic documents in heritage and tourism matters in a highly searchable environment, there is a clear distinction between the two environments. The Internet is primarily comprised of materials that are unpublished and of unknown credibility. They may be produced by credible individuals or organizations, but they are not vetted by anyone. These materials – which often include books, journals, reports, newspapers, magazines etc. – may or may not be freely published online. In some cases the user may required a subscription or a login for access, in other cases, the materials may have be available under open access, but the content is controlled by and organization or individual. By contrast, this *e*-Lib is built using credible, carefully chosen materials that have been selected for inclusion by the LP with access rights for partners and partner-related organizations.

Also partners contribute significantly to the *e*-Lib by compiling sources regarding the projects and the project areas in particular. These are to be found in the Shared File Folder. The e-Lib will include by completion 30.000 documents approximately, organized taxonomically in folders and file folders offering insights to four major scientific fields:

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- Tourism Planning
- Heritage Interpretation
- Partner Shared File Folder

5.2. The Project's e-Course

In order to keep its distinctive features in a globalizing world, HERODOT has to enter the re-evaluation process of its heritage resources. Culturally encoded landscapes and tangible resources succeed as a tourism product only through the process of understanding. The process of transforming the highly diversified heritage potential in Greece and Italy to an indispensable component of alternative, special interest- and general tourism products through the effective highly skilled experts builds the core of the proposed training activity. D*e*Light, the Distance and e-Learning Course, especially designed to meet HERODOT's needs and requirements, will create a space, where learning becomes an easy task, a quick to complete procedure, e.g. an enjoyable experience with effective, permanent results. Assisting the presentation of information in a manner that encourages learner activities, the D*e*Light Curriculum will optimize understanding and the further development of long-term-memory-input. D*e*Light provides professionals with a methodological framework for interpretive planning, enabling significant places and items to obtain heritage value and visitors to acquire memorable quality experiences.

5.2.1. Designing the Curriculum

Human memory is a space hosting complicated procedures that take place in the 'learning machine', the human cortex: (Posner, 1997:220-221, Keller und Leuninger, 1993:221-238). Human memory is the collective function of the human ability to perceive and learn, to cognize: a property genetically intrinsic only to humans (Waxman, 1996:281). Memory is not only the information storage place, but also the information processor, whereas memory functions are distributed in the cortex and sub-cortex (Ellis und Young, 1990 in Pilzecker, 1996). The human memory processor consists of short-term memory, working-memory and long-term memory (Robinson, 1998:306, Baddeley, 1981 and 2003). In order to deliver effective instruction D*e*Light tries to make fruitful use of the anatomy and functions of both working and long-term memory. All instructional material is selected to fit working memory limits through the manipulation of cognitive loads. D*e*Light also strives to encourage the development of automated schemas that will be the result from the hierarchical sequences of cognitive chunks and can be easily harbored in long-term memory.

Although at present time human brain functions are not fully mapped (Berninger and Corina, 1998:352), the Curriculum will try to link causal mechanisms of human cognitive architecture and instructional design in order to facilitate higher cognitive results in a non-fully formative setting, being at the same time lesser time-consuming for the course participants. D*e*Light is designed within the framework of Cognitive Load Theory (Sweller et al. 1998:251-296, Paas et al, 2004:1-8, Rikers et al., 2004:173-182, Nowak and Canas, 2006). Curricula designed on CLT pronciples, facilitate presentation of information in a manner to optimize intellectual performance and knowledge transfer, encourages learner activities, helps to design an effective Curriculum, and predicts effective learning if problem formats are used that decrease extraneous cognitive load in combination with structures that increase germane CL. Following the above D*e*Light assumes that:

- Specific factors that may be responsible for learning disabilities have to be predicted and isolated by the designers.
- Learning material should be design in a manner that accords and not conflicts with human cognitive architecture
  - o All information that must be processed in working memory should be evaluated as an element interactivity continuum
  - o Low interactivity elements (low intrinsic cognitive load) interact minimally and so material can be learned serially without imposing a heavy working memory load.
  - o Interactions between the elements of high interactivity material require simultaneous processing by the working memory and therefore result in a high intrinsic cognitive load.
  - o Embedding interacting elements in schemas working memory processing is facilitated, only if multiple, complex elements are treated like single elements.

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- The instructional designs and procedures within the D*e*Light framework intend to reduce an extraneous cognitive load in the presence of a higher intrinsic load, generating if possible a medium to high germane cognitive load.

Instructional design that requires learners to engage in complex reasoning processing involving combinations of unfamiliar elements are likely to be deficient. Instructional design within the D*e*Light Curriculum strives to reduce extraneous cognitive loads and to redirect attention to cognitive processes that are directly relevant to schema construction. It should further present information effectively, facilitate domain specific knowledge acquisition, direct learners attention to relevant learning processing and last but not least students needs are to be considered and special skill builders could be redesigned during the first running phase. All instructional design has been analyzed from the a- perspective of working memory limitations, b- element interactivity continua and c- three types of cognitive loads, since these constitute defining aspects of human cognitive architecture (King-Johnson 1992, Knowlton, 1999, Bannert, 2002, Kirschner, 2002, Kolk, 2003,)

Design procedures are based on the reduction of working memory load, reinforcing the association chain by provocative use of schema construction and automation. D*e*Light presupposes a limited WM capacity to deal with visual, auditory and verbal material as well as an almost unlimited long-term memory, able to retain schemas (mental representations) that vary in their degree of automation. The Course structure will provide partners with domain specific knowledge acquisition, especially designed on a basis of hierarchical sequential segments in order to free the working memory from irrelevant cognitive load, enabling new cognitive content to relate to prior knowledge.

Prime goal of effective instruction should be the construction and automation of schemas, useful of solving problems of interest. CLT is concerned with the ease with which information is processed in WM, but not with procedures that reduce cognitive load at the expense of understanding. As cognitive load is to be understood a construct that represents the load that is imposes on the cognitive system when a particular task is performed. Three load types are distinct, whereas the relationships between them are extremely complex:

a- The mental load is imposed by task demands (task intrinsic aspects, element interactivity, immune to instructional manipulations and to task extraneous aspects)
b- The mental effort represents cognitive capacity (resources) allocated to accommodate task demands
c- The performance represents the individual performance associated with learners.

5.2.2. 5 Cognitive Modules

The Modules, sustained by Moodle, are specifically designed to reduce intrinsic cognitive load and to support self-directed-learning (Hmelo et al., 1997:392-395, Gerjets et al. 2004:33-58). Each cognitive module includes a short description of previous knowledge required, a short description of expected results (what is communicated to trainees), which are the basic elements of each module and why they are prerequisites to the next one. *Module 1 "Introduction to Tourism"* deals with sustainable tourism, introducing participant to the genius loci, a place's identity and spirit. *Module 2 "Heritage Management Basics"* refers to all five components of up-to-dated Heritage Management: Protection, Conservation, Management, and Interpretation. Partners are also offered a methodology to classify a place's assets to heritage classes in order to further select distinctive and visit-worthy features and to produce a place's identity. Learners familiarize with the Significance Assessment Process, a methodological approach based on criteria for the assessment of cultural heritage resources from natural and man-made environment, accompanied by tourism modifiers, which guarantee the appropriateness of the resources to enter the tourism market. The Module concludes with a short introduction to Heritage Economics. *Module 3 "Interpretation Basics"* will deliver the concept of interpretation, tools and procedures to create simple interpretive products. *Module 4* "Interpretive Planning" will deliver higher interpretive skills for planning holistic interpretive products and services and finally *Module 5* "Interpretive Applications" will act as a guide to help learners compose their examination thesis (which is the Pilot Project for each Partner contribution) as well as revise the newly acquired multidisciplinary knowledge.

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5.2.3. Learner Groups and Instructional Strategy

D*e*Light is designed to best serve the partners of HERODOT and associated participants grouped into the following target audiences:
- cultural and natural heritage operators, museum officers and curators;
- students from Partner-institutions
- managers and skilled staff from regional and local authorities;
- tourism- and land use planners, architects and civil engineers,
- environmental scientists, geographers, palaeontologists, geologists,
- experts from humanities and social sciences such as historians, archaeologists, ethnologists,
- ICT-experts and cultural technologists
- graphic designers, advertisement- and marketing experts as well as other related scientific fields

Learner group features were unknown at the time HERODOT has been launched, so that different group knowledge construction processes were assumed,. Later a target group analysis has been conducted on the basis of a mid-term evaluation in order for an optimal fine tuning of the learning material. Possible learning difficulties could arise, if new concepts and methods (large number of elements) need to be assimilated over a long period and if material high in element interactivity has to be acquired. If this material has to be processed simultaneously and not serial processing then it is hard to acquire causing a high intrinsic cognitive load. In this case, it is vital for success and motivation to reduce extraneous cognitive load. The prerequisite for entering the program is the familiarization with three learning units offered by the program outside of the Curriculum's time-line: a- introduction to tourism, b- introduction to natural and cultural heritage management, c- introduction to sustainable tourism development.

All partners are expected to participate actively the Course and keep the timetable. The duration of the course it set up to 20 weeks and three main sessions are covered by teaching staff in situ. D*e*Light will strive to create during the training process a fruitful space to promote inter-communication between learners and to promote interpretive application based on the learners' personal interests and professional experience. D*e*Light is designed on a progression basis to match higher skills and requirements, in the case participants have more time and interest. At the beginning of each Module Partners can download the "basic" reading material, which they have to study until the end of given periods. In addition, they can download and study extra reading material, if they wish to acquire better knowledge in each topic discussed. By the end of each time-period Partners have to complete and send to the tutors a small test. Weekly tests are normally two (2) small comprehension exercises that will help partners to better understand the reading material. The expected outcomes resulting D*e*Light should cover:

- Planning interpretive products and services for different audiences in recreational settings
- Developing Local and Regional heritage Typologies
- Creating sustainable tourism uses in cultural and natural heritage environments
- Signifying and Marketing Heritage Resources for Tourism
- Basic Evaluation Methodologies
- Interpretive Applications

5.3. The Network's Heritage Cluster (9 Pilot Projects)

HERODOT has developed 9 Pilot Projects very much concerned with physical and social impacts on resources to prevent the historic environment being damaged by uncontrolled visitation and the deterioration of visitor experience. Management actions that serve to improve the experiences of recreational users may have negative impacts on the environment, but on the other hand environmental management initiatives can diminish the quality of visitor experiences (Bayfield 1985 in McLennan, 2000:6). Efforts to enhance visitor experiences may have implications on safety, while efforts to ensure safety may impact visitor experience. Raising awareness about protection and conservation is therefore one of the Project's major objectives.

By applying persuasive communications HERODOT delivers messages that are likely to be understood and accepted by visitors, who consequently modify their behaviors in line with the message (Cialdini, 1996, Moscardo, 1996, Frauman, 2004). The basic argument is that in given situations visitor are mindful or mindless. Mindfulness as the product of novelty, surprise, variety requires a heavier

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mental effort on the part of the individuals. Mindlessness is a result of over familiarity or exposure to stimuli with a higher cognitive load that human working memory is able to process, or stimuli which are not perceived as personally relevant. Quality heritage presentation should produce mindful visitors who are active, interested and capable of questioning and reassessing the situation. Although connected with high costs improving quality in presenting heritage is a factor guaranteeing repeat visitation flows. Since quality in heritage presentations is a mix composed of tangible and intangible goods it is difficult to be perceived, measured and evaluated. Inherent to the situation is that visitor satisfaction and service quality are not identical concepts.

Behavioural objectives are constant considerations within the planning process. HERODOT helps reduce environmental and cultural damage by explaining the impacts of various behaviours and suggest appropriate alternatives. Visitor tailored information strives to substitute experience for places that are very fragile and/or difficult to visit (e.g. caves, sacred temples), for resources that do not posses landscape visibility or topics that are impossible to experience directly (e.g. chemical procedures, prehistoric, cosmic conditions). The Project's interpretive offers lead visitors to appreciate the value of artefacts to be left intact where they belong. Behavioural objectives are a constant consideration for site managers. In generally they wish to reduce environmental and cultural damage by explaining the impacts of various behaviours and suggesting appropriate alternatives. They may wish to substitute experience for places that are very fragile and/or difficult to visit (e.g. caves, sacred temples), or topics that are impossible to experience directly (e.g. chemical procedures, prehistoric, cosmic conditions) In particular they wish for instance to prevent visitors from picking up "souvenirs" at archaeological sites, such as pieces of marble - a constant problem at heritage places in Greece and Italy. Interpretive offerings tailored to this objective would guide visitors appreciate the value of artefacts left intact in their place. They should create the feeling that by not touching anything visitors are contributing to the site's maintenance, which would then benefit all interested parties. Research evidences that interpretive programs successfully target an audience's behavioural, normative, and control beliefs and are effective influencing the behaviours for which those beliefs are salient (Ham and Krumpe, 1996:11-23).

HERODOT: MANAGEMENT OBJECTIVES	
PROTECTION	
1	Communicates an understanding of resources/park story/national significance
2	Encourages audiences toward environmental and cultural awareness
3	Environmental Education
CONSERVATION	
1	Tourism Carrying Capacity
2	Modifies audience behaviour towards such as resource protection and stewardship
INTERPRETATION	
1	Reveals the sense of the place
2	Caters for experience diversity (multisensorial experiences)
3	Makes visitors part of the experience
ACCESSIBILITY	
1	physical
2	digital
3	economic
4	cognitive
5	affective
6	spiritual

Fig. 9: **HERODOT.** Goals Pursuit by Pilot Projects

The convergence process between supply and demand requires effective management of information with tourism value using novel tools capable of facilitating access to a resource on a holistic basis. HERODOT describes all necessary steps taken to plan for visitor accessibility and recommend ways to cope with demand- and supply-side tourism planning. HERODOT addresses a series of basic questions about the place's significance and the expected visit outcomes in regard to an accessible, holistic tourism product. The main outcome is a *Heritage Cluster* for non-captive audiences sustained by a print media: a Travel Box containing all nine Pilot Projects. Herodot, the first historian and traveller, will sustain visitors to explore the whole itinerary beginning from Olympia, travelling to Sicily, going northwards' to Southern Italy, covering the Region of Puglia, northeast to the country of Bacchus, Drama, with Lake Trichonida and Thermos, the sacred temple of the Aitolian Confederacy, to conclude the itinerary. In this way visitors gain an exquisite non-exchangeable,

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spatiotemporal experience travelling, -like once Herodot, the first historian and traveller did-, back and forth to remote and recent pasts and recent presents: great monuments, ancient civilizations that shaped the world, intriguing myths, powerful armies, emperors and revolutionaries. From the far most ancient times, to Middle Ages, the Renaissance, to preindustrial and post war landscapes. But most of all another visitor experience outcome is there to make us feel the intensity of the regions' historical continuity and cultural cohesion. Rural heritage emerges in the eyes of the visitor as the main connecting tissue. We learn to appreciate how close these ancient, rural civilizations are. Independently of technical achievements, the same unchanged agricultural production takes us back to the origins of humankind. The main ingredients of this trip, olive, wine, and wheat, distil our "taste of heritage". Farming on the same fields, fishing at the same shores, keeping livestock at the same places: a vast variety of fine products, refined through the ages by human labour and wisdom wait for us to discover them along with many secret stories, scenic beauties, fascinating events and activities. More over the Travel Box aims to manage leisure time for non-captive audiences in a high density symbolic environment. The Travel Box pursues specific mental, emotional, and behavioral objectives, while providing visitors with domain specific knowledge acquisition on an edutainment basis. The Travel Box employs visitor-centric information management and presents information with tourism value in accordance with human cognitive architecture: it presupposes a limited working memory capacity to deal with visual, auditory and verbal material and an almost unlimited long-term memory, able to hold mental representations that vary in their degree of automation. It considers working memory limitations, element interactivity continua and types of cognitive loads. The Travel Box is designed on a basis of sequential segments in order to free the working memory from irrelevant cognitive load, enabling new cognitive content to relate to prior knowledge, while providing for novelty and variety, surprise and exploration.

The Travel Box is in English with translations in the language of the Partners. It also provides for an overall accessibility and presents Project related activities to foreign and domestic visitors. Information architecture allows the human brain to expend less effort to concentrate on personal and meaningful content. Themes, the key stories or concepts that visitors should be provided with during leisure time, do not include everything we may wish to interpret, but they do cover ideas critical to visitors. The Project's goal is to produce themes that are understandable, concise, and complete thoughts, that are the most important ideas for the area's character. Equally knowledgeable readers ought to get roughly the same impressions from reading the themes. Project themes are structured hierarchical (themes and sub-themes) and are prioritized. The Travel Box will help diffuse the Project concept at national and international events involving tourism professionals. Supplementary to the print material is the Website of HERODOT, which will present the Pilot Projects, hosted in the websites of the partners respectively. A succinct presentation of the Network's Heritage Cluster, will highlight major resources within the spatial intervention area of the Project and provide domestic and foreign visitors a- with a short profile of the project and the areas involved, b-with a timeline of the historical period, c-with a succinct accessibility scheme and other related information.

HERODOT: THE HERITAGE CLUSTER	
PARTNERS INVOLVED	**PROJECT TITLE**
P1. Lead Partner: The IRIS Laboratory, University of the Aegean	*Co-Planning and Supervision of the Pilot Projects*
P2. Development Agency of Drama	Transformations of Water": Revisiting the culture of water in the lowlands of Drama
P3. Development Agency of Olympia	"The Black Gold Rail": Rise and Fall of Raisin in the Post-industrial Era
P4. Trichonida Development Agency	"Trail of Mysteries" The Cultural Route around the Lake Trichonida
P5. Mediterranean University Reggio di Calabria	"Everyday Myths in Calabria. Landscapes of Labour"
P6. Region of Sicily	"The Geo-tourism Trail" Hidden Messages in the Parco Naturale delle Madonie"
P7. Science and Technology Park of Sicily	"Iblea, the Taste of Heritage" Culinary and Visual Heritage Experiences in the South East of Sicily,
P8. University of Catania	"The Castle of Donnafugata" Iblea, Sicily
P9. University of Bari	"Historic Rural Sites in Puglia"
P10. University of Basilicata	"From latifundium to land reform: the stones tell..."

Fig. 10: HERODOT. Contents of the Travelbox

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6. CONCLUSION

Tourism is an industry of knowledge based activities. Places are important *if* they have a widely recognized identity connected with the visitor's prior knowledge and perception of the place. Heritage places providing the correct mix of infrastructure elements are able to satisfy visitors and at the same time provide residents with facilities and experiences that without tourism, they would not be able to enjoy to the same extent.

The complexity of territorial transformation and the extension of local/global relationships require a revision of knowledge and communication tools as proposed by HERODOT. In economic terms the Project's results guarantee new highly qualified jobs within the field of tourism planning, heritage management and interpretation and a high local tourism revenue through the operation of the Network's Heritage Cluster. Results will be further used for a follow-up project in order to enhance public presentation, management and marketing of heritage sites in different cultural contexts. HERODOT aims to make its results and tools developed, accessible to all possible stakeholders participating directly or indirectly this co-operation. Specified results, which guarantee the project's viability upon completion, include four main sectors: - the establishment of an intensive transfer know-how and knowledge networks, - innovative planning and management tools, - communication policies and promotional activities, - and in situ applications of know-how transfer.

HERODOT is pioneering a co-operation form, which heavily relies on evolving Know-How by Partners and transfer of know-how among Partners and partner-related institutions. The necessity is evident: Greece and Italy, with a highly diversified heritage wealth, have a strong profile among tourism-receiving countries. Paradoxically programs concerning tourism management basics and professional training limit their responsibility range in the managerial and operational aspects of conventional businesses. Destinations in Greece and Italy are facing the urgency to reengineer the cultural sector with acute and drastic measures. Establishing connections between all stakeholders in the public and private sectors along with effective heritage interpretation policies will render the historic environment into a value added tourism product.

A decentralized process within a transnational and multidisciplinary framework, able to guarantee for high-added value products is not necessarily a utopia. HERODOT manages successfully information with tourism value in virtual and in situ environments, by applying communication policies with the public in recreational learning environments and interpretive heritage presentation methods. The historic environment is promoted within the Partners' areas through the dissemination of best practices, experience and synergies among Partners. HERODOT expresses a first attempt to combine partners' interests and academic research to develop a viable tourism product through a self-governance modus.

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