



# **SKILLS AND TOOLS TO THE CULTURAL HERITAGE AND CULTURAL TOURISM MANAGEMENT**

Papers collected and coordinated by Sara Santoro  
in the framework of Tempus IV project

**II VOLUME**





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**II VOLUME**

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**Network for Post Graduate Masters in Cultural Heritage and Tourism Management in Balkan Countries  
(CHTMBAL)**

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*This book is dedicated to prof. Khaled al-Asaad, Head of Antiquities for the archaeological site of Palmyra, brutally killed on 18th August 2015 and to all those who, like him, dedicated their lives to the preservation of Beauty and Culture*



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# Tools for heritage tourism management of Roman Tarraco. Product manuals

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## 1. Introduction

The city of Tarragona (Catalonia, Spain), capital of the province with the same name, is a city with a population of 133,000 inhabitants (2014) on the Mediterranean Sea shore<sup>1</sup>. It is an industrial and touristic city with university and services. It has a refinery owned by REPSOL and next to it there is a large petrochemical complex consisting of 31 companies (AEQT). Due to its capital nature there can be found large public hospitals, the Provincial Court of Justice, the provincial council and the Rovira i Virgili University. At the same time, Tarragona has a temperate climate with an annual average temperature of 16°C and large sandy beaches and warm waters. Therefore, it has become the centre of the Costa Daurada, a sector with major world tourist attractions.

Only 12 km away there is Salou, a tourist and residential centre of reference. In 2011, Salou overtook Benidorm as the leading municipality in hotel occupancy rate in Spain, with 74.9% out of the total hotel occupancy throughout the whole year. Salou has 27,000 inhabitants (2014) and an accommodation capacity of 30,775 beds in 2013 (18,769 in hotel, 4,529 in apartments and 7,477 in campsites). In this municipality, the great theme park Port Aventura can be found, and this year 2015, it is expected to start building a great leisure and casinos complex known as Barcelona World. Over 40 km of coastline with beaches interspersed with large continuous pine forests, other neighbouring towns known as Cambrils, Torredembarra, Altafulla, Rodà Bara or Vendrell and Coma-Ruga complete the offer of residences, apartments and hotels.

The access to Tarragona is ensured by the Reus airport, only 7 km away and the Barcelona airport, located only 90 km away by motorway. Next to the High Speed Train station (AVE) in Perafort and the motorway A-7. Com-

munications are ensured then at all levels: regional, national and global.

Facing tourism in Salou based on the beach and leisure, water sports, sea-food Gastronomy and proximity to Port Aventura, the Tarragona hiker is offered an historical city with magnificent monumental remains of its Roman past. In the past, Tarragona was Tarraco, a Roman colony that acted as the capital of the province Hispania citerior, the largest in the Roman Empire. The archaeological site of Tarraco and its monuments -city walls, forums, temples, theatre, amphitheatre, circus, suburban villas, arches, tombs and mausoleums and quarries- have been recognised by UNESCO as a World Heritage Site in the year 2001.

We now present a brief reflection on the use of these important monuments using the so-called product manuals. As we know, these manuals are the reference tools for actors of tourism, tourism promotion, and bodies of municipalities and managers of heritage assets to develop tourism products and services efficiently, from the destination point of view. It is basically to generate a focus on the product design performances contrasting all available data.

## **2. Tourism Competitiveness Plan of Roman Tarragona.**

In our case, these manuals have been the first result of the “Plan of Tourism Competitiveness Tarraco Romana”, a tool for economic support created in 2010 to develop an action plan, which has been supported by the State and the Catalan governments. This is a project led by the city of Tarragona, which has made a firm commitment to become a cultural touristic destination of reference in the north-western Mediterranean Arc. The PCTTR encompasses all the assets of World Heritage by a committee composed by the municipalities of Tarragona, Constantí, Altafulla and Roda de Bara along with other participating administrations: the Diputació de Tarragona and the District Council. Conducting product manuals was considered essential to improve touristic competitiveness and it is a tool available to almost all the destinations considered World Heritage Site.

The transfer area of the Tourism and Leisure PCT in partnership with Ros Development & Planning have developed in 2011 six touristic product

manuals for the Tarraco Romana, after winning the competition held by the Tourism Competitiveness Plan of Roman Tarraco. The manuals, which are structured on a common basis methodology, have a specific development according to the segment to which they refer.

### 3. Product manuals.

Tourism is not a homogeneous activity, destinations are every time more specialised and source markets are increasingly heterogeneous. The heritage of Roman Tarraco is likely to attract or interest a wide range of types of visitors. The reference segments are as follows:

1. Day-Trip visitors, especially those from the nearby coast. City-Break visitors with special attention to the markets generated by the High Speed Train (AVE) and the Airport. Also visitors with its own vehicle.
2. Visitors who come to conferences and conventions.
3. Business visitors.
4. Cruises.
5. Territorial Hub.
6. Tarraco Viva Festival.

The manuals propose guidelines and actions for the destination, not the heritage sites. The object, therefore, is to improve the management at the touristic destination. Each manual follows the same scheme:

1. Demand analysis. Typology and visitor behaviour: current and potential markets.
2. Supply analysis and evaluation of its potential for each segment.
  - Resources;
  - Touristic services;
  - Accessibility and mobility.
3. Analysis of the city of reference (benchmarking). In our case, the cities of Santiago, Donostia, Gijon, Valladolid and Cartagena have been chosen for their similarity in population and size.
4. Evaluation of promotion and marketing.
5. Basic strategies.

6. Analysis of the value chain.

For the demand analysis data produced by the Observatory of Tourism of Costa Daurada has been gathered. These include:

- Facts from visitors to the city of Tarragona;
- Summary of the hikers' profile in the city of Tarragona;
- Stay duration;
- Facts from the visitors mobility - Tracking operations to the Old Town;
- Tarragona city visitors' facts.

	2009	2010	2009%	2010%	Variation 2009-2010
Number of tourists	728,086	644,212	24.74%	26.38%	-11.52%
Number of hikers	2,214,364	1,797,984	75.26%	73.62%	-18.80%
Total of visitors	2,942,450	2,442,196	100%	100%	

Source: Observatori de Turisme de la Costa Daurada

Fig. 1. Tarragona Tourist flow 2009 - 2010

Demand analysis.

According to the data shown, it can be said that between 2009 and 2010 there was a significant decrease in the number of visitors and tourists in the city of Tarragona, with an average close to the 15%. The majority of the hiker profile was a tourist between 35 and 54, of Spanish and French origins, lower-middle class, who arrived by car attracted to discover the city and its culture. Their intentions are going for a walk, visiting cultural sites and going shopping. The most visited monuments were the Cathedral, the National Archaeological Museum, Circus, Praetorium, Amphitheatre and the “Balcón del Mediterráneo”. The duration of the visit was between 1 and 13 hours with an average of about 4 to 6 hours (4 hours = 26.8% of respondents, 5 hours = 26.5%; 6 hours = 18.7%).

According to the analysis of tracking and analysing congestion from GPS signals between 12 and 14h in one day in 2011, there is clear evidence to conclude that the areas with higher presence of visitors are concentrated

SUMMARY OF THE HIKER'S PROFILE IN TARRAGONA CITY	
Age	Tourist between 35 and 54 years old are the 36.9% out of the total
Geographical origin	French (26.1%) and Spaniards (markets of Madrid, Castilla La Mancha and Comunidad Valenciana)
Median stay	Median stay of 5.4 hours
Motivations	Discovering the city (18.6%) and the culture (14.1%)
Means of transportation	Car
Social class	34.2% middle-low
Activities carried out	1st: go for a walk
	2nd: visit cultural and/or natural places
	3rd: go shopping
Visited towns (apart from Tarragona)	The most visited are Barcelona(46.5), Cambrils (37.6%), Reus (28.6%), Salou (15.2%), La Pineda (11.1%) and Montserrat (10.4%).  Note: Roda de Barà (1.4%), Altafulla (1.5%) and Constantí (0%).
Main visited places	Cathedral, National Archeological Museum, Roman Praetorium, Roman Circus, Balcón del Mediterráneo, Amphitheatre

Fig. 2.

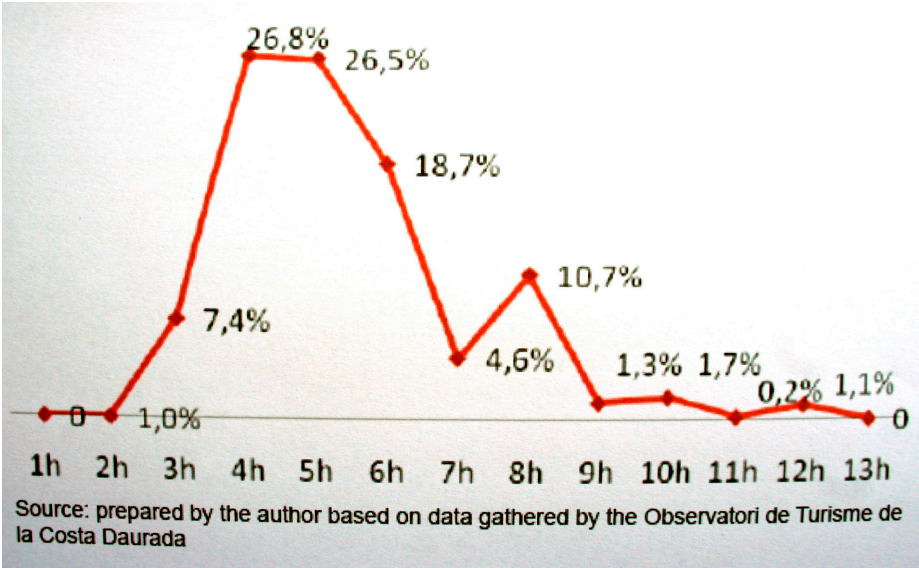


Fig. 3.







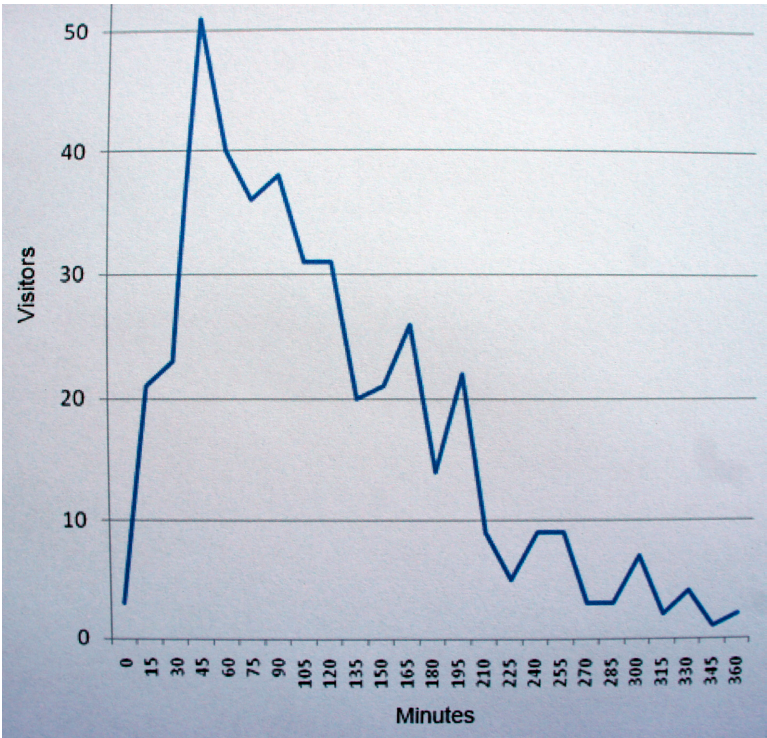


Fig. 6.

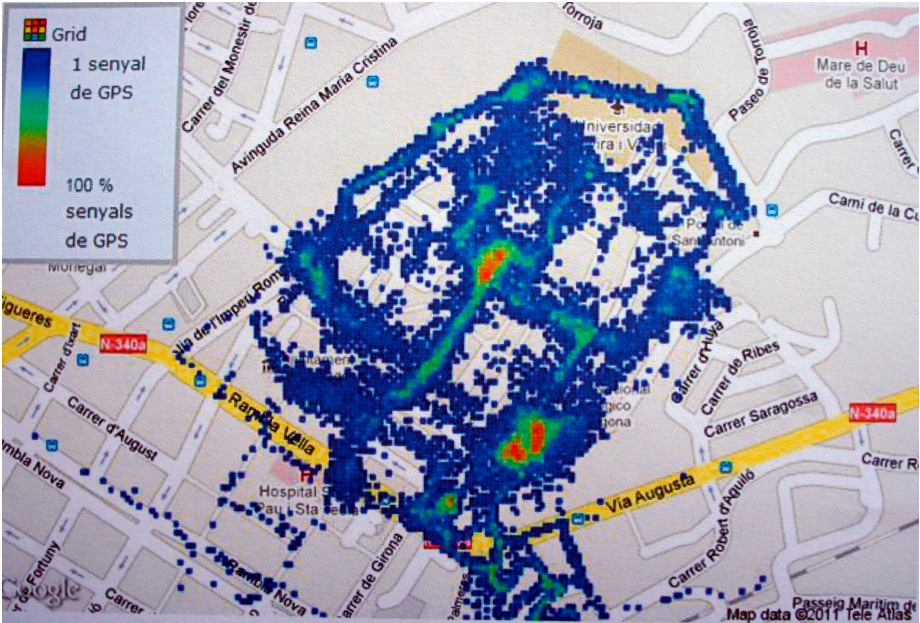


Fig. 7.





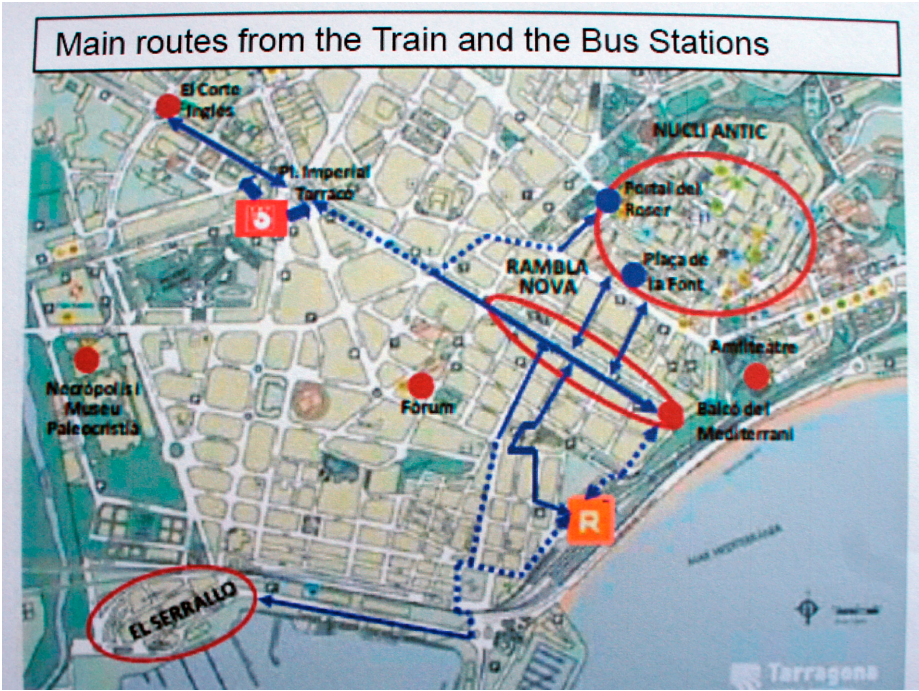


Fig. 9.

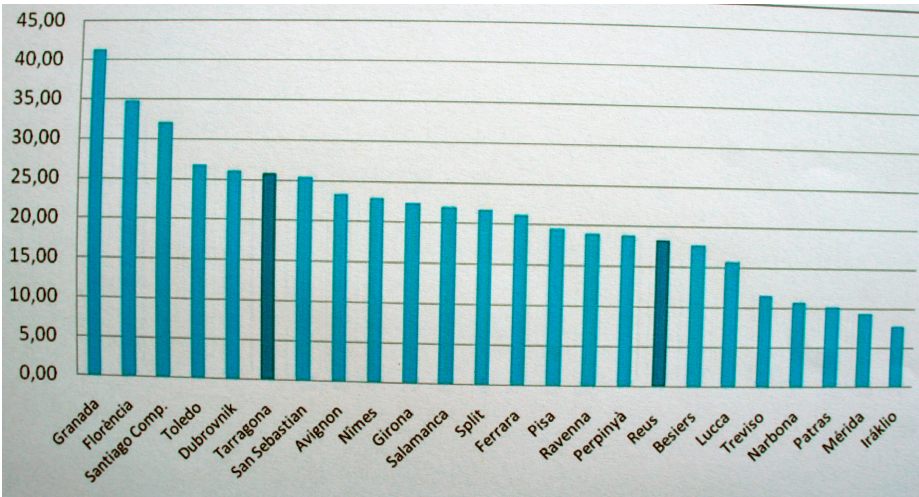


Fig. 10.

## Promotion and marketing

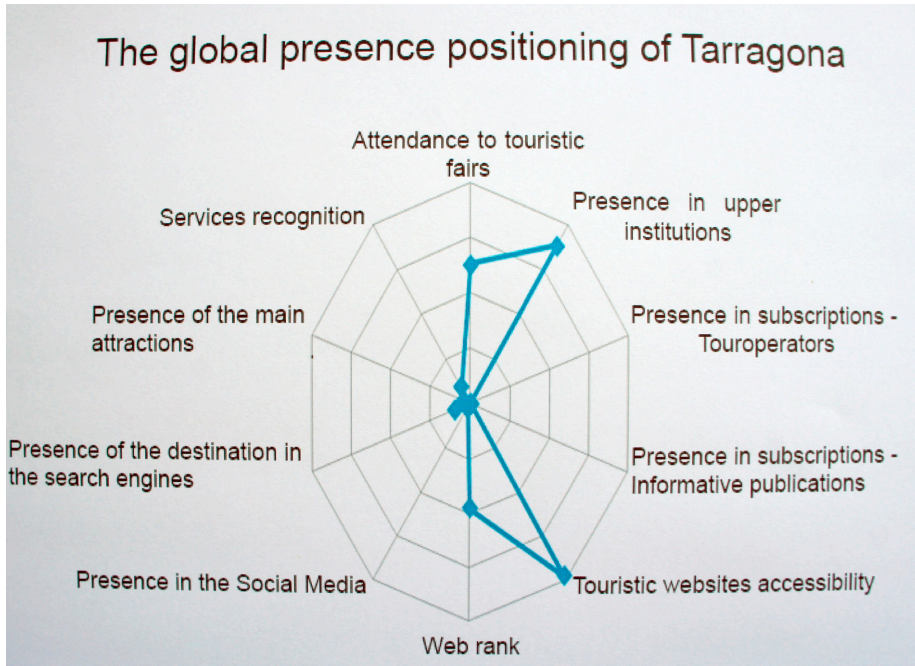


Fig. 11.

The diagram showing the overall index (IGPREM) for urban destinations with cities of similar characteristics to Tarragona, places the city in a heading group along with Toledo, Dubrovnik, San Sebastian and Avignon. All of them placed with a certain distance to the three heading cities of Granada, Florence and Santiago de Compostela (Fig.10).

The indicators system of market presence (SIPREM) of 2010, shows the next global positioning for the “destination Tarragona” (Fig. 11):

## Strategies

This is to identify and prioritise improvement values of each segment base. For example, in the case of the Day- trip - which is currently considered as the most important - the strategic values are: repetition, loyalty and lengthen the time the visit. The strategies are related to the product, segmentation, positioning and organisation.

The product strategy means identifying the different offered elements regarding the scope of the manual (day-trip, short break, cruises, hub, etc). For the day-trip these elements are physically much more concentrated than in the case of the Short-break. The day-trip includes the management of individual visitors, which is practically non-existent on cruise ships. The segmentation strategy is both geographical and typological. For ex-

POSITIONING BASIS	KEY ATTRIBUTES	CONCEPT OF SYNTHESIS
<b>Regarding the Main Benefit</b>  What main benefits will the tourist obtain by visiting the destination?	<b>Feelings/ Experiences</b>  <b>Live</b> a different day breaking the holidays' routine of "sun and beach"  <b>Discover</b> the heritage of a Roman Imperial capital  <b>Enjoy</b> the atmosphere of 100% Mediterranean city, go for a walk, tasting its gastronomy and buying in their shops.	<b>Close to your beach. Break your holidays' routine by living and discovering with your family and friends the atmosphere of a Mediterranean city declared World Heritage.</b>
<b>Regarding differentiation</b>  What differential elements do we offer compared to other destinations?	<b>Authenticity</b> of its monuments and its atmosphere (with more than 2,000 years of history)  <b>Diversity</b> of offers for all the publics	
<b>Regarding image</b>  What images would we like to show to identify the destination?	<b>Historic-Cultural Heritage</b>  Amphitheatre, Local Forum, Cathedral, City Walls, Roman Circus, etc.  <b>Lifestyle/ Mediterranean atmosphere</b>  Streets and squares in the old town, Rambla Nova, Balcón del Mediterráneo, the harbour and Serrallo	

Fig. 12.

ample, in the day- trip strategies differ if the visitor is second resident, or if is staying in campsites or if hosted on hospitality.

The positioning strategy shows how do we want to be perceived by the market compared to the competitors. What image do we want to convey and referred to what audiences.

Finally, organizational strategy refers to the participation of different stakeholders. For example, in the day-trip the product clubs creation is proposed.

Positioning strategy. Example day-trip (Fig 12).

For its part, the analysis of the value chain involves the following links:

- Pre-purchase = Report and Communicate.
- Purchase = Motivate and Marketing.
- Access = Transport, Mobility signage.
- Consumption = Service and Satisfaction.
- Post-consumer = Loyalty and Prescribe.

Proposals for action in the analysis of the value chain can be understood from the following example: Consumption stage for day-trip. It would have the following chain links:

- Market needs = Information node and Roman Tarraco overview.
- Supply situation = Lack of a benchmark.
- Proposal or recommendation = Creation of the Visitor Interpretation Centre of Roman Tarraco.
- Impact of the proposal = Very High Priority.

Therefore the value chain development imply main action programs to recommend the following Nine (Fig. 13):

1. Interpretation and visitors centre creation.
2. Boost trips from core destinations (Barcelona and Salou).
3. Invigorate and promote the gastronomic and wine offer.
4. Cooperation between the Tourism Sector and the Trade Sector.
5. Improvement and adaptation of the hotels.
6. Collaboration between Tourism Sector and Culture and Museums Sector.

Nº	ACTION PROGRAM	DAY-TRIP	SPANISH CITY-BREAK	LOW-COST CITY-BREAK	TERRITORIAL HUB	MEETINGS AND CONFERENCES	BUSINESS/ PROFESSIONAL
1	Interpretation and visitors centre	**	**	*	*		
2	Boost trips from core destination	**					
3	Invigorate and promote the gastronomic and wine offer	**	**	**	**	**	*
4	Cooperation between the Tourism Sector and the Trade Sector	**	**	**	*	*	*
5	Improvement and adaptations of hotels		**	**	**	**	**
6	Collaboration between Tourism Sector and Culture and Museums Sector	**	**	**	*	*	*
7	Events organization with a touristic focus	**	*	*	*		
8	Boost trips from Tarragona to the area of influence		*	*	**		
9	Internal mobility and accessibility	*	**	**	*	**	**

Fig. 13.

- 7. Events organization with a touristic focus.
- 8. Boost trips from Tarragona to the area of influence.
- 9. Accessibility and internal mobility.

## Notes

- <sup>1</sup> This work stems from the presentation given by prof. Jordi Calabuig at the meeting on Campus International Excellence Southern Catalonia held in Tarragona in November 2011. The text has now been revised by prof. Joaquín Ruiz de Arbulo. The English version was made by Imma Gris and Ferran Gris.

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Facultat de Turisme i Geografia de la URV: <http://www.ftg.urv.cat/>

Institut Català d'Arqueologia Classica: <http://www.icac.cat>