Abstract: - Tourism is one of the most important revenue generating sectors for all countries besides its special feature as being an important job generator sector. It also serves as a catalyst for development. Similar to other industries, stakeholders have great importance in tourism sector. From tourism sector’s perspective, which is a leading economic sector for many countries for their growth and survival, it is clear that stakeholder management issues are very important in gaining business success. Heritage is often considered as a tourism resource that can provide economic opportunities for many heritage destinations, thus stakeholders of heritage tourism are important. Therefore, the Stakeholder Collaboration and conservation of Heritage Tourism has a critical influence on the sustainability performance of tourism industry and affects the economic benefits of tourism department and local government.

Key words— Heritage Tourism, Stakeholder, Stakeholder Collaboration

I. INTRODUCTION

Tourism is one of the most important revenue generating sectors for all countries besides its special feature as being an important job generating sector. In 2018, the industry helped to generate 10.4% of world GDP and a similar share of employment, and has shown enormous resilience over the last decade. It is observed that a very important contribution of tourism development in an area is the specific enhancement of the quality of the environs and the infrastructure in the area, which benefit not only the tourists but also the local population [1].

The tourism sector could be thought as a system. There are several reasons to see tourism as a system. The first reason is the interdependency in tourism which means that all organizations in tourism sector are interrelated parts working together to achieve common purposes. The second reason behind using system approach for tourism is its dynamic and constantly changing characteristics. In other words, tourism can easily be affected by many external influences such as war, terrorism, political uncertainty, international relations, epidemics, technological developments, and changes in demographic conditions. Tourism is a complex sector and consists of different types of activities and organizations. This characteristic of tourism is accepted as another important reason to see tourism as a system. The fourth reason is the competitiveness of tourism. As competition in tourism is intense, tourism organizations of all kinds have to compete with each globally. The last reason for using the systems approach in tourism is the need for responsiveness. A change in one element of this system causes changes in other parts of the system. Therefore, harmony of all parts is required for overall success of tourism. To create this harmony, stakeholder management practices should be used as a key to create strong relationships between the tourism organizations and their stakeholders.

Participation of stakeholders in the decision-making process is very important for sustainable tourism development. According to UNWTO (2005) there are a number of stakeholders who may impact directly or indirectly on tourism planning and development. They play a wide variety of roles and may sometimes have competing aims and objectives.

II. STAKEHOLDER AND STAKEHOLDER COLLABORATION

Freeman defined stakeholder as any group or individuals who can influence or be affected by an organization’s process of achieving its goals. The involvements of multiple stakeholders enhance the value and improve the effectiveness of implementing innovations.

Tourism stakeholder is defined as any individual or group which is included, interested in, either affected by tourism, in positive or negative way, in the tourism industry [6].

According to UNWTO, “stakeholders in tourism” includes the following players:
• National governments;
• Local governments with specific competence in tourism matters;
• Tourism establishments and tourism enterprises, including their associations;
• Institutions engaged in financing tourism projects;
• Tourism employees, tourism professionals and tourism consultants and Trade unions of tourism employees;
• Tourism education and training centers;
• Travellers, including business travellers, and visitors to tourism destinations, sites and attractions;
• Local populations and host communities at tourism destinations through their representatives;
• Other juridical and natural persons having stakes in tourism development including non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services.

According to Freeman stakeholders can be divided into two groups primary stakeholders i.e. those stakeholders without whose continuing participation the organization cannot survive as a going concern and secondary stakeholders i.e. those stakeholders who influence or affect, or are influenced of affected by the organization, but are not engaged in transaction with organization and are not essential for its survival. Figure 1 shows the various stakeholders and their classification.

**Fig.1 Classification of Stakeholders by Freeman**

Stakeholder collaboration for community-based tourism planning is a process of joint decision making among autonomous, key stakeholders of an inter-organizational, community tourism domain to resolve planning problems of the domain and/or to manage issues related to the planning and development of the domain [7].

Buhalis(2000) believes that destination is comprised of a collection of suppliers and services and that destination experience is composed of small encounters with destination stakeholders (taxi drivers, hoteliers). Also tourists’ perception is affected with elements of the local attractions such as museums, theatres, beaches, theme parks. Tourists consume destination as a tourism product without realizing that each element of the product is affected and managed by individual stakeholder, who finally affect tourist’s complete impression of the destination. Tourists also believe that destination stakeholders hold destination inner values or core value and destination products represent a mix of their professional and personal interests [4].

**III. HERITAGE TOURISM**

According to UNWTO [United Nations World Tourism Organization] tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

According to UNWTO definition of cultural tourism, which is defined as: “A type of tourism activity in which the visitor’s essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions”.

Architectural Heritage Tourism (AHT), as a significant part of cultural heritage and tourism resources, includes not only the most important commemorative buildings but also the secondary architectural buildings and their natural and artificial environments located in ancient towns and characteristic villages. It is considered as an important cultural attraction and a testimony of history that can tell the historical changes of a city. Therefore, AHTs are of great historical and cultural value [13].

The relationship between heritage and tourism is well documented and it is generally assumed that culture and tourism are interdependent. The growing interest in
cultural resources opens new perspectives for the economy in culturally rich destinations which in turn provide the tourism industry with challenges of managing heritage facilities and attractions, and for public agencies [6]. According to UNESCO World Heritage Convention, World Heritage properties are important travel destinations that if managed properly, have great potential impact for local economic development and long-term sustainability.

The approach of heritage organizations is to protect and preserve, while tourism has the overriding aim of becoming a profitable business. Therefore, the management is often characterized by a series of conflicts where conservationists perceive heritage tourism as compromising conservation goals for the benefit of profit [13].

IV. STAKEHOLDER COLLABORATION AND HERITAGE MANAGEMENT

Some international organizations such as the World Heritage Convention advocated that measures must be taken for improving the stakeholders’ effective participation for the Sustainable Development of AHT. However, it should be recognized that it is difficult to accomplish the maintenance and conservation by relying on any single stakeholder and no individual stakeholder can be fully responsible for all sustainable activities. Moreover, there are large divergences among all stakeholders in performing their responsibilities because of the discrepancy of their interests and motivations. Therefore, events about the risks faced with architectural heritage often occur in many cities due to the lack of protection from stakeholders. There is an urgent need to take more effective measures for arousing the awareness and enthusiasm of all stakeholders to the Sustainable Development of AHT [13].

The participation of stakeholders in various sustainable activities of architectural heritage has been considered as one of the key factors impacting the Sustainable Development of AHT. Local residents and other different stakeholders, such as tourism management department, experts, and community resident committees, should be involved in the decision-making process for a better maintenance and protection scheme of architectural heritage. All these stakeholders play different roles in the practice of sustainable Architectural Heritage Development [13].

In India the state of Kerala known as Gods Own Country, has been maintaining an important role in tourism. Tourists visit Kerala because of the natural beauty, but the cultural heritage of the state has great importance. Museums, palaces, places of worship and forts constitute the principal physical assets under heritage and culture tourism. Complementing these, there are different cultural and religious festivals, performing arts, martial arts, fine arts, handicrafts & cuisine. Kerala’s religious/cultural festivals and celebrations such as Thrissur Pooram, boat races in Alappuzha and such others attract considerable tourist interest. Performing, ritual and martial art forms like Kathakali, Theyyam and Kalarippayattu have also been receiving exposure.

Department of Tourism promotion Council (DTPC) was organized as autonomous societies for decentralized tourism planning, with district as the primary unit. Thiruvanthapuram and Ernakulam district are famous for heritage tourism destinations. Considering Ernakulam as an example, Fort Kochi-Mattancherry integrated Heritage zone is considered as most popular heritage site for both domestic and international tourists. There are a number of public, private stakeholders involved in the heritage tourism management activities. Also local residents and visitors are important stakeholders for the heritage conservation of the area. The public sector stakeholders include, Central and State Government Tourism Authorities, Architectural survey of India, Police Department, INTACH (Indian National Trust for Art & Cultural Heritage), Corporation of Cochin (local self-government), and Center for Heritage and Environmental Development Cochin. Heritage Association, Kerala Tourism Development Cooperation (KTDC), Taxi owners association, Merchants association, Homestay association, Police Department, INTACH (Indian National Trust for Art & Cultural Heritage), Corporation of Cochin (local self-government), and Center for Heritage and Environmental Development Cochin. Heritage Association, Kerala Tourism Development Cooperation (KTDC), Taxi owners association, Merchants association, Homestay association, Police Department, INTACH (Indian National Trust for Art & Cultural Heritage), Corporation of Cochin (local self-government), and Center for Heritage and Environmental Development Cochin. Heritage Association, Kerala Tourism Development Cooperation (KTDC), Taxi owners association, Merchants association, Homestay association, Police Department, INTACH (Indian National Trust for Art & Cultural Heritage), Corporation of Cochin (local self-government), and Center for Heritage and Environmental Development Cochin. Heritage Association, Kerala Tourism Development Cooperation (KTDC), Taxi owners association, Merchants association, Homestay association, Police Development Cochin. Heritage Association, Kerala Tourism Development Cooperation (KTDC), Taxi owners association, Merchants association, Homestay association, Police and Public and Private Transportation sectors are also part of these Heritage conservation and Tourism promotion activities. Collaboration between all these stakeholders promotes Sustainable development of heritage tourism in Fort Kochi.

V. LITERATURE REVIEW

Literature has been reviewed to understand methodology of stakeholder collaboration, roles of different stakeholders, and how stakeholders have been involved in Heritage Tourism activities.

A. Identifying Critical Stakeholders for Architectural Heritage of Tourism, in the case of China

The Architectural Heritage especially the Heritage Tourism of China was destroyed in the process of Urbanization due to lack of protection from the
stakeholders. Hence it was necessary to identify the critical stakeholders for conserving the Architectural Heritage Tourism. Thirteen different stakeholders were identified and a questionnaire survey was conducted with the qualified respondents. Six stakeholders were identified as the critical stakeholders for the Sustainable Development of Architectural Heritage Tourism of China and certain interventions were made to improve the efficiency of their performance.

Issues for destruction of AHT of China

There were number of policies and regulations enacted for the protection of Architectural Heritage of China. Lack of proper execution of the policies and regulation was the cause of decay of Heritage. Few stakeholders were involved in the protection of Architectural Heritage, and lack of communication between Government agencies and public resulted in the poor performance of Heritage Tourism.

Table V.1 shows the Stakeholder group identified and their responsibilities.

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central government</td>
<td>Establishing the policies and specifications and supervising the implementation</td>
</tr>
<tr>
<td>Local government</td>
<td>Implementing the policies of architectural heritage protection within its administrative division</td>
</tr>
<tr>
<td>Tourism management departments</td>
<td>Checking the operation of architectural heritage</td>
</tr>
<tr>
<td>Community resident committees</td>
<td>Communicating the protection plan to residents and coordinating the relationship between residents and administration of architectural heritage</td>
</tr>
<tr>
<td>Real Estate development enterprise</td>
<td>Investing and organizing the project of architectural heritage protection under the authority of local government and administrations</td>
</tr>
<tr>
<td>Local residents</td>
<td>Participating in the protection of architectural heritage and understanding the policy in the architectural heritage protection</td>
</tr>
<tr>
<td>Travel agencies</td>
<td>Ensuring the fair use of architectural heritage and the less damage of architectural heritage from tourists</td>
</tr>
</tbody>
</table>

| Expert group | Providing intellectual support for the protection of architectural heritage |
| Media | Reporting and disseminating information about architectural heritage protection |
| Construction company of architectural heritage protection | Completing the project of architectural heritage protection according to the requirements of quality and time |
| Tourists | Providing feedback and suggestion for the architectural heritage protection |
| Administration of architectural heritage protection | Using, managing, and maintaining the architectural heritage |

B. An Analysis of stakeholder Collaboration in Tourism destination, in the case of Montenegro

The study has shown that tourism stakeholders collaborate at the national level in the process of managing Montenegro as a tourist destination. The author has identified the destination management functions where collaboration occurs and who the stakeholders are, in addition to measuring effectiveness of collaboration process.

Table V.2 shows the Stakeholder group identified and their responsibilities.

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of sustainable development and tourism</td>
<td>Agency for formulation of national policies, programs, rules and regulations, and for coordination of national tourism activities</td>
</tr>
<tr>
<td>• Tourism Development Department</td>
<td></td>
</tr>
<tr>
<td>• Department of Tourism strategy and Policy</td>
<td></td>
</tr>
<tr>
<td>• Department of tourism Sales and Market</td>
<td></td>
</tr>
<tr>
<td>NTO of Montenegro</td>
<td>development of tourism and agriculture sectors, in alignment with national and local strategic development plans</td>
</tr>
<tr>
<td>-------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>To develop tourist information system</td>
<td>LTO independent entities setup by the municipality</td>
</tr>
<tr>
<td>Work on innovation of tourist products</td>
<td>• Improvement and promotion of original values from the municipality area for which the LTO is founded;</td>
</tr>
<tr>
<td>Research tourism market and position tourist products</td>
<td>• Coordination and organization of cultural, artistic, entertaining, economic, sports and other events which can enhance tourist offer;</td>
</tr>
<tr>
<td>Follow LTOs’ program fulfillment</td>
<td>• Offering services and information to guests;</td>
</tr>
<tr>
<td>Align interests of all tourism organizations</td>
<td>• Organizing tourist-info bureau in tourist places;</td>
</tr>
<tr>
<td>Cooperate with travel organizations and transport companies</td>
<td>• Registering and following tourist traffic;</td>
</tr>
<tr>
<td>Sustainable tourism development</td>
<td>• Cooperating with local authorities;</td>
</tr>
<tr>
<td></td>
<td>• Implementing questionnaires and other types of research with an aim of estimating quality of tourist products.</td>
</tr>
<tr>
<td>Regional Destination Organization</td>
<td>Montenegrin Tourist Association (MTA)</td>
</tr>
<tr>
<td>Mission is to enhance development of the region and municipalities within the region,</td>
<td>• It is covering hotel sector, sector of travel agencies, restaurant sector,</td>
</tr>
<tr>
<td>Through close cooperation with local stakeholders in public and private sectors,</td>
<td></td>
</tr>
<tr>
<td>Increase engagement of European funds, and creation of employment</td>
<td></td>
</tr>
<tr>
<td>Income generating opportunities through</td>
<td></td>
</tr>
</tbody>
</table>
sector of private accommodation, camping sector, and transportation sector

- Raising funds form memberships, sponsorships, donations and other sources aligned with the law

VI. DISCUSSION AND FINDINGS

It is clear that stakeholder collaboration is essential for sustainable tourism development. Collaboration can enhance destination branding, impacts management, benefits distribution, and community cohesion and visitor experiences [8]. Collaboration also helps to minimize potential tensions and fosters more successful host-guest relationships [11]. Collaboration allows more appropriate development plans to be established, which help to respond rapidly to local stakeholder’s needs, ambition and sensitivities [5]. Coordination and collaboration in planning are needed in a fragmented nature of tourism [3].

Barriers for stakeholder collaboration and some general measures to enhance stakeholder collaboration.

- Inefficient administrative system creates a barrier for collaboration.
- There is need for establishment of an organization to lead tourism collaboration.
- Public authorities should create proper regulations to manage the stakeholder collaboration process.
- There is a need to reassign the functions and task of relevant department and functional body to guarantee they do not overlap and create conflicts and confusion
- There is a need for unification of public institutions with tourism related functions.
- Specific tasks and responsibilities for each stakeholder should be assigned separately, so that they can best apply their capabilities and the efficiently manage their resource for achieving the common goal
- Moreover lack of knowledge of the benefits of tourism act as a barrier to collaboration, thus education programs would be beneficial.
- The public sector needs participation of the wider community in the tourism development process, awareness campaign for residents on the benefits of tourism, and the development of economic linkages between the residents and tourism is essential.

- Unequal distribution of benefits among the tourism enterprises creates a feel of reluctance in the people to engage in the tourism activities.
- Lack of policies and strategies for stakeholder collaboration, and Top-Down institutional mechanism create barriers for stakeholder collaboration
- If the tourism industry benefits a wider section of the community, it helps to create a suitable environment for collaboration and coordination.
- A clear definition of public institutional roles regarding tourism decision making and indicators to measure the results of collaborative efforts can enhance stakeholder collaboration.

- Need for establishment of Destination Management organization (DMO) - Take responsibility for leading destination marketing, management and facilitating of coordination and collaboration between stakeholders involved in tourism at all levels
- Need for proper involvement of all stakeholder group in the decision making process. Participation of local community must be there in each decision making process.
- Some financial management issues also create barrier for stakeholder collaboration, such as more focus on the agency’s benefits, limited financial budgets, and inflexible financial mechanism
- Allocation of fund for tourism activities should be based on broad discussion with the stakeholders and should be in a transparent way to create trust between stakeholders
- Strategies for promoting public private partnership must be adopted and it is necessary to ensure that all investment create benefits for local people
- Developing strategic partnerships to achieve greater benefits from tourism.
- Local government should be aware of negative impact of tourism and they ensure new tourism project should not affect the culture and environment adversely
- Cumbersome administrative procedures, asynchronous management system, legal framework and policy mechanism also create a barrier for collaboration
- Increase communication between the stakeholders.

Tourism Destination Management requires strong collaboration between stakeholders, and it can serve as a tool for increasing competitiveness of the area. Close
cooperation between tourist supply market players is needed for sustainable tourism management and Heritage conservation. Public sector leads overall development of tourism industry; when making decisions it has to incorporate needs of private sector in each destination management function.

CONCLUSION

It can be concluded that Stakeholder Collaboration is necessary for Heritage Tourism Management. It helps to safeguard Heritage and achieve sustainable economic development. Stakeholder collaboration makes the stakeholders aware and stakeholders become committed to sustainable development, with capacity to manage tourism sustainably. Stakeholder collaboration can strengthen the local community, creating a suitable environment by advocating policies, strategies, and frameworks that support sustainable tourism as an important vehicle for protecting and managing cultural and natural heritage.

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