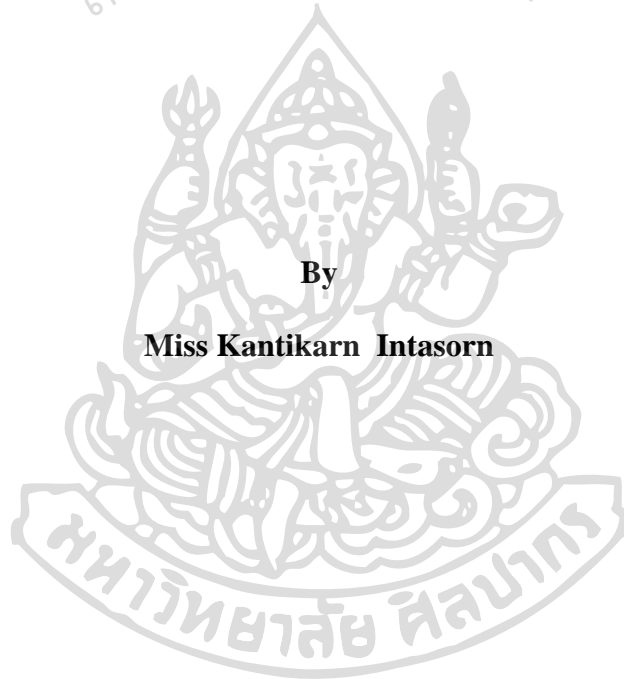




**HERITAGE HOTEL IN INDIA: A CASE STUDY OF RAJ PALACE, JAI MAHAL,
RAMBAGH PALACE, SAMODE HAVELI AND NARIN NIWAS PALACE IN
JAIPUR RAJASHAN, INDIA**

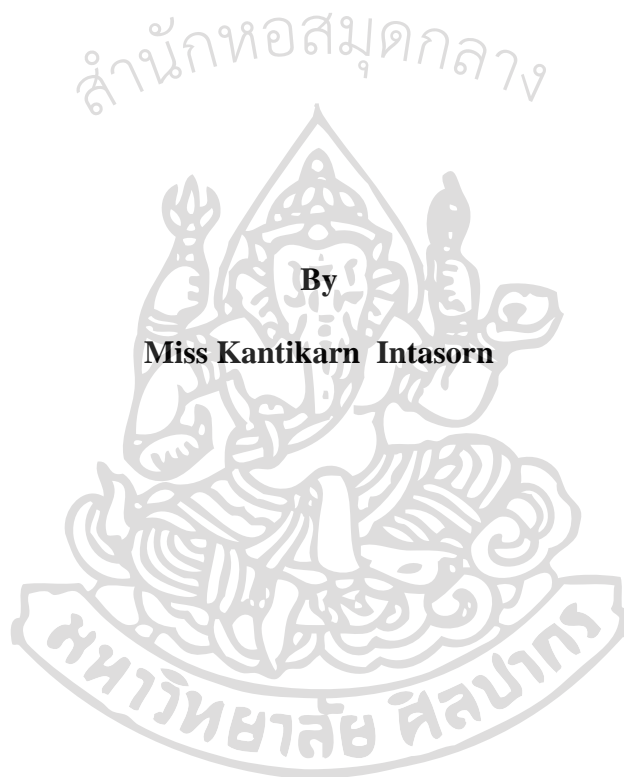


By

Miss Kantikarn Intasorn

**A Thesis submitted in Partial fulfilment of the Requirements for the Degree
Doctor of Philosophy Program in Architectural Heritage Management and Tourism
International Program
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The Graduate School, Silpakorn University has approved and accredited the Thesis title of “Heritage Hotels in India: A Case Study of Raj Palace, Jai Mahal, Rambagh Palace, Samode Haveli and NarainNiwas Palace in Jaipur Rajasthan, India” Submitted by Miss Kantikarn Intasorn as a partial fulfilment of the requirements for the degree of Doctor of Philosophy in Architectural Heritage Management and Tourism

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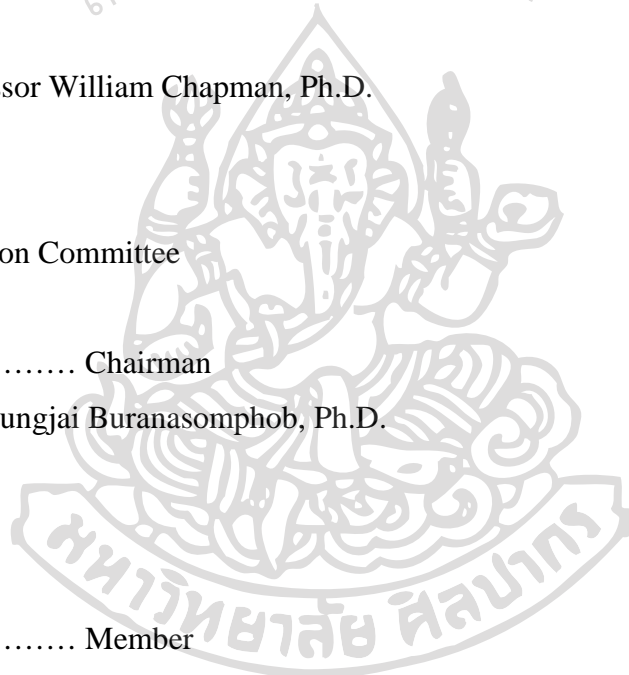
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KANTIKARN INTASORN : HERITAGE HOTEL IN INDIA : A CASE STUDY OF RAJ PALACE, JAI MAHAL, RAMBAGH PALACE, SAMODE HAVELI AND NARIN NIWAS PALACE IN JAIPUR RAJASHAN, INDIA. THESIS ADVISOR ; PROF. WILLIAM CHAPMAN, Ph.D.

This thesis studies aspects of success of heritage hotels in India and the implication of repeating this concept in Thailand. Relevant secondary tourism data in relation to tourist receipts and income generated from tourism activities are provided so as to present the different developmental state of the world and Thailand's heritage tourism. This paper aims to identify this unique aspect of heritage tourism – using the unique cultural, historical and architectural heritage of one's country, reviving it not just as an object of admiration but to turn it into a key living and practical component of the tourism industry and create a unique, an altogether a higher class of tourism attraction. Heritage tourism studied by the current Western and Thai academics are limited to the World Heritage Sites inscribed by UNESCO such as Historic cities of Ayutthaya and Sukhothai, Ban Chiang Archaeological Site, Dong Phrayayen-Khao Yai Forest and Thungyai-Huai Kha Khaeng Wildlife Sanctuaries. Using the experience in India particularly focusing on five heritage hotels in Jaipur Rajasthan India: The Raj Palace, Jai Mahal, Rambagh Palace, Samode Haveli and Narain Niwas Palace, I have conducted a research through both secondary data and also primary data gathering through in-depth qualitative interviews with key stake holders in the management and development of Heritage Hotel industry as well as visitors encountered. Themes are identified from the issues concerned by the five stakeholder groups and some recommendations are thus made. In all, this thesis on Heritage Hotel in India makes a further advance by establishing a new direction for Thai academic and government policy maker so as to upgrade and diversify the current focus of Thai tourism through the smart use of our Thai historical architectural heritage, that is largely left abandoned and neglected.

Program of Architectural Heritage Management and Tourism Graduate School, Silpakorn University Academic Year 2012

Student's Signature

Thesis Advisor's signature

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Many people said that “Life is just like the journey because we never know where we are going. The only thing is hope that our journey will lead us in the right direction.”

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Chapter-1

Introduction

Tourism is fast becoming the biggest industry in the world, “The Greatest Show on Earth”.The lifeblood of much of that industry is heritage.

Priscilla Boniface and Peter J. Fowler (1993)

1.1 Background

At the beginning of this twenty-first century, there are over 650 million people travelling internationally on an annual basis, and this is expected to rise to 1,600 million in twenty years' time (Andrew Holden, 2003). Today, travel has become a true global business. In the words of Rocco Forte (1991): “Travel and tourism is now the world's largest industry”. Unprecedented and continuous growth during the last few years has led to a flourishing influx to the economy from the tourism industry. Tourism has now been recognized as a major industry in many countries of the world. According to the latest World Tourism Organization (WTO) estimation it accounts for more than 10 per cent of the world's exports (Motiram, 2003).

Interestingly, in recent years, tourism itself has become an increasingly complex phenomenon, with political, economic, social, cultural, educational, biophysical, ecological and aesthetic dimensions. The achievement of a beneficial inter-action between the potentially conflicting expectations and aspirations of visitors and host or local communities, presents many challenges and opportunities. Megan Epler Wood (2002) stated the following principles:

- All tourism in natural and cultural settings is economically sustainable.
- Ecotourism contributes to the conservation of places visited and to the conservation of biodiversity.

- Ecotourism benefits host communities.
- Opportunities are available to visitors of different socio-demographic backgrounds.
- Respects Indigenous culture and their unique perspectives and knowledge about the landscapes that form their country.
- Ecotourism uses education/interpretation to further the conservation cause and add value to the experience.

Culture and how it interacts with tourism is increasingly a key aspect of tourism in the 21st century. Tourism and its interaction with cultural heritage are described as a *Domestic and international tourism continues to be among the foremost vehicles for cultural exchange, providing a personal experience, not only of that which has survived from the past, but of the contemporary life and society of others* (Christou, E.). It is increasingly appreciated as a positive force for natural and cultural conservation. Tourism can capture the economic characteristics of the heritage and harness these for conservation by generating funding, educating the community and influencing policy. It is an essential part of many national and regional economies and can be an important factor in development, when managed successfully.

1.2 Objectives and Scope of the study

This thesis “*Heritage Hotels in India and the implication for Thailand - A Case Study of Raj Palace, Jai Mahal, Rambagh Palace, Samode Haveli and Narain Niwas Palace in Jaipur, Rajasthan*” as the name suggest focuses on Heritage Hotel. Using the success of Heritage Hotel in India in particular the five heritage hotels as named above, as a case study, examining the key factors that created the success in India and examine if this concept and synthesize competing perspectives on this idea if it can be transplanted to Thailand, and to determine policies for the development that can aid the concept of heritage hotel be successfully be developed in Thailand.

The study focuses upon the heritage hotels as an instrument of the tourism industry in the City of Jaipur, Rajasthan, India and the implication for Thailand. This study aims identify and establish:

- a) The importance of “heritage” especially in the above mentioned heritage hotels in the overall tourism strategy of Jaipur.
- b) “Heritage” as a unique selling point (USP) in Jaipur’s overall tourism platform. A key question that must be answered is the motives of visitors to heritage hotels, its views and attitude towards the whole question of heritage hotel.
- c) Economic and social repercussions to both the local people and the government on the conversion of ancient palaces into heritage hotels. To answer this question the research needs to establish how such heritage sites (particularly hotels) accommodate the economic activities available within the vicinity.
- d) Analyze the growth potential of the tourism industry in Jaipur AND how the economic activities, government policies, environmental consideration affect the growth of tourism in Jaipur, by
 - a. Examine the views and attitude of tourists as well as their expectations about the facilities provided by the tourist industry in Jaipur.
 - b. Examine the investments, income, and expenditures made by the government, non-governmental, and international organisations along with their strengths and weaknesses.
 - c. Find out the various effective measures for promotion of tourism and the measures taken to protect the heritage, environment etc. and make suggestions effective measures for promotion of tourism and tourist satisfaction in Jaipur.

1.3 Significance of this Research

The importance of Tourism in the Indian economy cannot be over-emphasized. Tourism in India is third largest foreigntaxe earner (US\$ 5731 million in FY 2005) and contributes to 6%

of GDP. The Ministry of Tourism estimates that by the end of 2012 the foreign exchange earnings will cross US\$ 12 billion. Another parameter, in which India ranks very high, is the employment provided by the industry. The sector contributed 41.8 million jobs in 2004 (8.78% of total employment).

Currently, the India's tourism industry is blooming and was ranked in the front line of the global tourism recovery of 2010 (by UNWTO 2011). According to the Indian government in 2010, there were 2.108 million international tourists; which accounted to 15.72% from the USA and another 14.66% from UK, 8.97% from Bangladesh. Comparing to 2009 tourist statistics shown a growth of -2.2% from 2008 (believed it was the global impact of the recession) and 8.1% growth in 2010, domestic traveling, it was about 130 times of the amount of international tourism, or about 650.04 million travelers in the same year. Moreover, the domestic travel also had a two digit growth of about 13% since year 2000, which only 220.11 million travelers was recorded. However, the Indian travelers were not the biggest in money spenders, but still create massive sum of money spending due to the amount of travelers in 2010 – it was account of USD \$31.28 billion in the Gross Domestic Product (GDP) and expected to be USD \$34 billion dollars in 2011. Together with the international travellers, it was expect to USD \$76 billion dollars in 2011.

According to Mr. Toby Nicol, Communications Director, and Mr. Anja Eckervogt, Media Relations Manager of World Travel & Tourism Council (WTTC), An Oxford Economics' research showed Domestic tourism in India contributes almost three times bigger than the size of automotive manufacturing industry and generates more jobs than the chemical manufacturing, automotive manufacturing, and communications and mining sectors added together.

Both direct and in-direct impact to the Indian GDP, tourism contributed about INR 6.7 billion around 6.4% of total GDP. This compares to 3.3% for automotive manufacturing, 4.5% for education and 3.7% for the mining industry. Moreover, tourism industry supported about 39 million

jobs within India. Tourism could be considered as export product that created revenue of about INR950 billion which was 12% of all service exports and 3.9% of all exports in 2011.

The study compared the effect of Travel & Tourism spending on GDP and the wider economy. In India INR55 million (US\$1 million) in Travel & Tourism spending:

- Generates INR 72 million (US\$1.3 million) in GDP which is greater than the agriculture, automotive and chemicals industry
- Generates INR 10 million (US\$189,000) of gross value added in agriculture
- Generates INR 6 million (US\$109,000) in the wholesale and retail sector
- Supports 407 jobs, which are more than the average of communication services (381 jobs), heritage financial services (329 jobs), manufacturing (315 jobs) and chemicals (231 jobs).

First there is a deep divide within the international tourism experts' fraternity on cultural tourism. Should we add more value, how to sustain and maintain benefits achieved. Second, for those see cultural programmes as a means to motivate and promote heritage sites, some economists had for many years promoted cultural and heritage tourism in the development of the tourism industry. Believers to this school of thought such as International Council of Monuments and Sites, UNESCO and Nordic World Heritage Office, and Committee for the Protection of the World's Cultural and Natural Heritage (1999, 2005, 2007), Sukhothai: World Heritage (1998, 2001 2005, n.d.) in creating a sustainable tourism.

As a key component the social and economic viability of India there have been many research made on the subject, from the review of literature currently available, we come to understand the positioning and situation of heritage site development in the context of development.

Another area of interest to tourism expert is the area of specialty tourism. Ecotourism, special interest tours such as art and history, health and nutrition, food and wine are just some areas that increasingly popular. As a component of art and history, the word heritage is increasingly use as a driver for this type of special interest tourism. These case examples cited are heritage tourism but doubters to this hypothesis cite studies from “The World Heritage List: Filing the Gaps – an Action Plan for the Future” and the “Executive Summary of the Third World Heritage List: Filling the Gaps – An Action Plan for the Future” in 2004. The heritage tourism does not contribute to any significant contribution to economic growth in India – the establishment of heritage site development has no bearing on the consideration. To date there has been no research to proof otherwise and any claims made were largely based on observations and anecdotal information and secondary reports.

1.4 Tourism Theoretical issues and Definitions

First the relevant terms used are defined, and review the main perspectives concerning heritagetourism in the relevant literatures. Following this, an overview of the main views is presented, and this research is positioned in its theoretical context. The research problem and objectives will then be determined, and the basis on which the theoretical and methodological choices were made is reported.

First of all we look at some theories on tourism. It is summarized in the following table.

Table – 1 Show the summaries of major theories pertaining to tourism.

Keywords:LDC – Less-Developed Country, MNC – Multi-National Corporation

Modernisation Theory	Underdevelopment Theory	Sustainable Approaches
1.1 Tourism is a mode of modernization enabling LDCs to develop along ‘Western’ lines.	2.1 Tourism is a new form of imperialism. It leads to the development of DCs at the expense of LDCs. Overdependence on tourism.	1.3 A useful economic activity that benefits hosts and guests. Tourism is not a panacea and should be part of a balanced economy.
2.1 Capital, expertise, technology and ideas originate outside LDCs where they are brought via MNCs. Tourism is controlled by MNCs.	2.2 MNCs are main change agents of neo-colonialism. MNCs control of tourism is a concern.	2.3 Sensitive to needs and aspirations of host population. Local participants take part in decision-making. Local employment at all levels. Tourism controlled by host community
3.1 Modernity and tradition seen as Culture blocks to development. If barriers are removed or minimized, growth can occur.	3.2 Disregard of culture and tradition is a loss to the host community.	3.3 Socially and environmentally considerate. It draws appeal from the total character of the host destination – scenery, history and culture.

4.1 Tourism is large scale, mass package form for foreigners. Market-led.	4.2 Tourists distinct from host population. Mass tourism. Competition among LDCs.	4.3 Scale and pace of tourism development must respect character of the destination. Asset-led tourism. Balance between foreign and domestic tourism sought.
5.1 Minorities within destination country seen as change agents – as modernizing elite.	5.2 Existence of minority elites seen as a barrier to development for population as a whole.	5.3 Elitism is not favoured.
6.1 Tourism is seen as a generator of employment, hence a benefit.	6.2 Tourism is seen as an exploiter of local labour.	6.3 Tourism seeks to bring varied, attractive and well-paid jobs.

Source: Woodcock and France (1994) cited in Lumsdon, Les, (1997), *Tourism Marketing*, (London: International Thomson Business Press), p. 268.

1.4.1 Definitions: Cultural Tourism

Cultural tourism is defined as visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, and scientific or lifestyle/heritage offerings of a community, region, group or institution (Silberberg, 1995).

Cultural tourism is experiential tourism based on being involved in and stimulated by the performing arts, visual arts, and festivals. Heritage tourism, whether in the form of visiting preferred landscapes, historic sites, buildings or monuments, is also experiential tourism in the sense of seeking an encounter with nature or feeling part of the history of the place (Hall and Zeppel, 1990).

Andersen, Prentice and Guerin (1997) researched the cultural tourism of Denmark. They chose several attributes, such as historical buildings, museums, galleries, theatres, festivals and events, shopping, food, palaces, famous people such as writers, artists, celebrities, or famous people in the history, castles, sports, and old towns. They identified the important attributes as being castles, gardens, museums, and historical buildings, when tourists made a decision to visit Denmark. Richards (1996) focused on the marketing and development of European cultural tourism. He chose several attributes related to cultural/heritage destinations in order to analyse European cultural tourism. Especially, through analysing these attributes, this article indicated a rapid increase in both the production and consumption of heritage attractions.

Glasson (1994) explained the impacts of cultural/heritage tourism and management responses through an overview of the characteristics of tourists to Oxford. Peleggi (1996) examined the relevance of Thailand's heritage attractions to both international and domestic tourism, including an analysis of the state tourism agency's promotion of heritage and the ideological implications of heritage sightseeing in relation to the official historical narrative. This research provided several attributes, such as traditional villages, monuments, museums, and temples. Philipp (1993) studied black-white racial differences in the perceived attractiveness of cultural/heritage tourism. The article surveyed a Southern metropolitan area and chose various attributes. The research found that white tourists were more interested in cultural/heritage destinations than black tourists.

In this study, both heritage and cultural tourism are used in combination or interchangeably.

1.4.2 Definitions: Heritage tourism

Heritage Tourism has been defined as:

- A broad field of specialty travel, based on nostalgia for the past and the desire to experience diverse cultural landscapes and forms. It includes travel to festivals and other cultural events,

visit to sites and monuments, travel to study nature, folklore or art or pilgrimages (Zeppel and Hall, 1992).

- The word “heritage” in its broader meaning is generally associated with the word “inheritance,” that is, something transferred from one generation to another. Owing to its role as a carrier of historical values from the past, heritage is viewed as part of the cultural tradition of a society. The concept of “tourism,” on the other hand, is really a form of modern consciousness (Nuryanti, 1996).

The above are just two definitions have been developed to define the word “heritage”. However heritage means different things to different people in different contexts. Heritage can be defined as “contemporary uses of the past” (Ashworth, 1997) while Millar (1995: 120) defines heritage as “a special sense of belonging and of continuity that is different for each person.” Heritage includes “historic buildings and monuments; the sites of important past events like battles; traditional landscapes and indigenous wildlife; language, literature, music, and art; traditional events and folklore practices; traditional lifestyles including food and drink and sport” (Sethi, 1999: 1). Heritage is classified into two groups as tangible immovable resources (e.g. buildings, rivers, natural areas); intangible movable resources (e.g. objects in museums, documents in archives); or intangibles such as values, customs, ceremonies, lifestyles, and including experiences such as festivals, arts and cultural events (Timothy and Boyd, 2003: 3). According to Natural Heritage of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in 1972, heritage is divided into two categories namely cultural heritage and natural heritage.

Cultural heritage includes monuments (architectural works of monumental sculpture and painting, elements of structures of an archaeological nature, inscriptions, cave dwelling and combinations of features, which are of outstanding universal value from the point of view of history, art or science), groups of buildings (groups of separate or connected buildings which, because of their architecture, their homogeneity of their place in the landscape, are of outstanding universal

value from the point of view of history, art or science, and sites (works of man of the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view) (UNESCO 1972).

However, in this study, the term Heritage is used to denote the Heritage Hotels. In this sense, 'heritage' refers to the intrinsic historical and cultural values of these buildings. Also the privilege that is bestowed on the visitor in being able to stay in and interact with a building, which might otherwise be reserved only for Museum purposes, moreover the notion that as our heritage – that is something precious that we have inherited, we should therefore take care of and maintain them for future generations to appreciate.

1.4.3 Definition: Sustainable tourism

Lane (1991) defined Categorically Sustainable Tourism (CST) as tourism that provides:

“...satisfying **jobs** without dominating the local economy. It must not abuse the natural environment, and should be architecturally respectable. The benefits of **tourism should be diffused through many communities**, not concentrated on a narrow coastal strip or scenic valley”.

He also suggested that the **quality of the experience for the tourist is critical**. Specifically, he stated that: “...the visitor will gain in-depth understanding and knowledge of the area, landscapes and peoples. The tourist will become concerned and, therefore, protective of the host area” (Lane, 1991). Additionally, while the tourist is often cited as the cause of many negative impacts, discussions of improving the nature of tourism and behaviour of tourists is rarely included in any detailed discussion. Krippendorf (1987) recognizes this when he states that:

“The damage tourism causes to the people, economy and environment of the host area, especially in the long-term, remains hidden from the tourist. He (the tourist) has been left out of all discussions on the subject; even though he is one of the main protagonists...they are therefore carefree and ignorant rather than devious. To lay all blame at their door would be as wrong as denying their responsibility. But they should certainly be made aware of the situation”.

In the wake of the current economics and conservation contribution to the development of the respective heritage hotel in India, this thesis will further explore the viability of the Heritage Hotel in Jaipur, as an alternative route in the tourism development paradigm.

It is expected that the findings of this research will be beneficial for policy makers working in *international development* such as Non-Government Organizations (NGOs), donors as well as development consultants working on strategy development in the private sector, rural development programme and Corporate Social Responsibility (CSR) cooperation.

1.5 Outline of Subsequent Chapters

The following chapters include Literature Review, Research Design, Results, and Conclusion. - Chapter 2 Literature Review contains previous literature on Heritage Tourism in General with emphasis on Thailand and India. Information on Heritage Hotel in India were highlighted, the tourists' motivation, and tourists' satisfaction are developed based on the findings and theories from previous studies. - Chapter 3 Research Design consists of detailed information on the methodology of this study. - Chapter 4 Results consists of the data from the empirical study are analysed and the results are presented. - Chapter 5 conclusion contains a brief summary of the study, discussion of the results, and the managerial implication.

Chapter 2

Literatures Review

2.1 Introduction

This chapter reviews the literature concerning heritage tourism in Asia. It is divided into three sections: the general literature on heritage tourism in general; heritage tourism in India; and heritage tourism in Thailand. The objective of the chapter is to understand the research methods and gathering the latest findings of heritage tourism studies particularly in India and also implication to Thailand in order to determine the gaps in the existing literatures. The literatures can be used to develop conceptual background for the analysis of tourism in Heritage Hotel.

2.2 Heritage Tourism in General

Asia has become one of the most dynamic tourist destinations, partly due to the price of the transportation decreasing with low cost Air fares on many operating Airline Companies. Moreover, the improvement of infrastructure such as International roads that link one country to another country, high speed trains, holiday cruise, technology and social media. As social media could create a wider perception of the brand and enhance dialogue with customer.

Economic growth and rising of income brought affluence to the region particularly with new economies such as BRICS (Brazil, Russia, India, China, and South Africa) consumers. In 1998, the World Tourism Organization (WTO) forecast that by the year 2020, East Asia and the Pacific will be the most dynamic tourist destination in the world, particularly with the rapid growth of the tourism industry in China, South Korea, Thailand, Singapore, and Malaysia. This WTO study *Vision 2020 – A Perspective for Asia and the Pacific*, estimated international tourists worldwide will reach 1.6 billion by 2020 generating a turnover in excess of US\$ 2 trillion. East Asia and the Pacific will account for 27.3 per cent of world tourism by 2020. The rise of Asia is readily apparent. In 1997

there are just 90 million tourists rising to 438 million by the end of the first decade of the 21st Century.

Several scholars have commented on the phenomenal growth of heritage tourism in recent years (Hall 1996; Hanna 1993; Henderson 2002; Lowenthal 1998, 2005; Richards 1996; Timothy and Boyd 2003; Tunbridge and Ashworth 1996). According to Hall (1996: 496) said that “heritage is now an integral component of contemporary tourism products at both attraction and destination level.” But, what is heritagetourism? This apparently simple question is in fact very difficult to answer as heritage tourism has definitional difficulties (Garrod & Fyall 2001; Lowenthal 2005; Timothy and Boyd 2003). MacCannell (1976) suggested that through heritage tourism, tourists seek meaningful and authentic experiences. Other authors (Graburn 1989; Prentice 2001; Taylor 2001) have commented on the importance of authenticity in heritage tourism. However, according to Bruner (1996); Cohen (1988); Shackley (2001); Urry (1990) they disagree to the above and claimed that tourists do not seek only authenticity; they look for a quality experience to have fun and enjoyment. So who is right?

Appadurai and Breckenridge (2001: 406) commented that heritage representations “range from the problems associated with ethnicity and social identity, nostalgia, and the search for ‘museumized authenticity, to the tension between the interests states have in fixing local identities and the pressures localities exert in seeking to transform such identities.”

Many studies attempt to identify cultural/heritage destination attributes which satisfy tourists when they visit these destinations. Andersen, Prentice and Guerin (1997) researched the cultural tourism of Denmark identified attributes, such as historical buildings, museums, galleries, theatres, festivals and events, shopping, food, palaces, famous people (such as writer...), castles, sports, and old towns are key USP for a cultural holiday in Denmark. Richards (1996)’s papers is on the marketing and development of cultural tourism in Europe as a whole while Glasson (1994) focuses

that on Oxford England. Both writers chose several attributes related to cultural/heritage destinations in order to analyse European cultural tourism reach a conclusion similar to Andersen, Prentice and Guerin (1997).

Philipp (1993) took a racial approach to heritage tourism in America and concluded that white tourists were more interested in cultural/heritage destinations than black tourists.

Sofield & Li (1998) studied the cultural tourism of China by selecting a wide number of factors as key to a successful heritage holiday. They are history, culture, traditional festivals, historical events, beautiful scenic heritage, historical sites, architecture, folk arts and culture villages as the attributes of significance. Huang (2006) focuses on the Chen Clan mansion in Guangzhou China as a case study on the emergence of heritage tourism in China, while Xie (2001) debates the authenticity of local culture tourism in Hainan China.

Janiskee (1996) emphasized the importance of events through several attributes such as festivals, historic houses, traditional ceremonies, music, dancing, craftwork, food, and the direct experience of traditional life.

2.3 Heritage Tourism in India

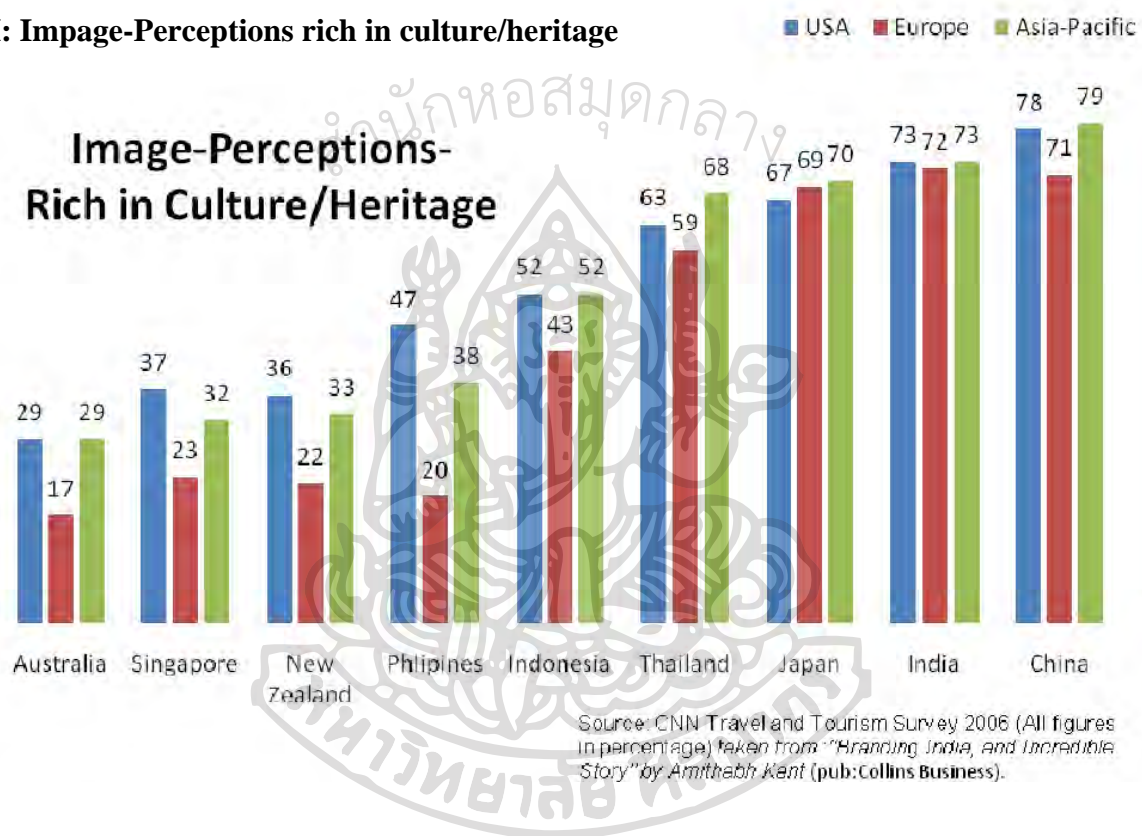
With the blooming economy, tourism industry contributed significantly to the growth. Tourism industry was also considered as a commodity and also had big impact/influence to all other forms of tourism in both direct and in-direct ways.

The heritage tourism in India also illustrate in different forms including the times of the immemorial of the history and heritage reflecting different feels and senses, sorrow, love, betrayal, and joy; which were the true sense of footprints of the Indian culture.

Heritage Tourism is described as “a traveling to explore and experience the places,activities and artefacts that authentically represent the stories and people of the past and Present.” It is also considered as a traveling towards cultural heritage.

In India, heritage tourism is an important product that contributes to the total tourism incomes. The figure shows the number of people in percentage of the total tourists from 3 regions that travel to different sites for culture and heritage purposes.

Graph I: Image-Perceptions rich in culture/heritage



India's culture is very much related with its present. All the development or progress of any heritage site must be carefully considered. Culture and heritage has always been and will remain the biggest draw for tourism in India. "Tourism in India revolves 90 per cent around its history, culture and adventure, clubbed with business travel.

The development required different treatment and support in asset management. Heritage hotels are described as one of the major sources of foreign-exchange earnings for India by the report,

as foreign tourists like them due to their historical and monumental value. The Indian government recognises the concept of heritage hotels was introduced with a view to convert have lies, castles, residences, forts and palaces in to hotels with the view of creating more rooms and also preserving the culture and heritage of the region.

In 2007 the Tourism Finance Corporation of India submitted to the Ministry of Tourism Government of India a report on evaluation of the scheme “incentives to accommodation infrastructure in India” tells of 90 heritage hotels in 2001 with 1970 rooms in India but dropping to 76 heritage hotels in 2006 with 2611 rooms. Total of 33 of the heritage were located in Rajasthan. According to the India Heritage Hotel Association (IHHA) found 1990, IHHA set the aim to unite and bind in a common bond all heritage hotels in the country. IHHA also tried to preserve forts, palaces, haveleis, and traditional buildings from where these hotels operate from decay, and offer the guests with rich and traditional experience that has marked India as ‘heritage destination of international heritage tourism.'

Heritage hotels that officially register with IHHA was only 14 hotels in 1990 and rose to 54 in 1993, 123 in 2004, 141 in 2008, and 174 hotels in 2011. However, it is believe that there will be a numbers of hotels that were not yet register with IHHA yet.

The stage of Rajasthan was the lead to create a business venture of heritage by converting their ancestral homes into hotels. Started in 1970s, Taj (as one of the biggest hotel chain) took initiative and risk to maintain and manage these pieces of history in an efficient manner.

The latest venture was the joint operation between Taj and the Falaknuma Palace in Hyderabad which already made an impact to the international market. With the consequences, the heritage hotel industry became one of the profit makers in the hotel business. In addition to the big hotel chain, smaller players in the market such as small individual owners also found this to be a lucrative venture; not only addition revenue, but also maintain the difficult architecture.

Nowadays, heritage hotel is defined as a luxury experience. Travellers coming into India, by default relates heritage hotels to luxury, the reasons are a plenty. The history behind the structure and the region are the high service standards Indian hotels, among others.

For experienced travellers are now look for more luxury; meaning these palaces that converted to heritage hotels or the next level in luxury.

According to Sheila Nair, CEO of Jodhana Heritage Resorts, the global trends in travelling are changing as the traveller today is looking for off-the-beaten places and hidden gems with heritage and culture rather than just high-tech hotel rooms. To maintain the edge it is important that heritage hotels in India realise the need to redefine themselves.

In addition, Prithvi Singh of Narain Niwas Palace in Jaipur defines heritage hotels, “Heritage hotels gives you a taste of culture, heritage and history of the area they are located in, and each of them are different so they cannot be compared.” This definition itself provides the basis of a new perspective. Most heritage hotels today cater to the international tourists, which while bringing in the revenue does pose a threat with the seasonality of the Indian market. Topped by India being touted as an expensive destination it is time to look at developing home grounds as a market. That needs not only the ability to approach the right audience but also create one. Knowledge and education to generate interest in Indian culture is important.

Starting from the state of Rajasthan, the central Indian government starts to promote the heritage hotel concepts to other states; which include:

Bihar - The state government would encourage establishment of heritage hotel in Bihar by identifying heritage buildings and mansions to convert them to heritage hotels in order to provide quality accommodation to tourists.

Gujarat - The state has announced policies related to medical tourism, eco-tourism, hotel investment incentive scheme and heritage tourism policies under the umbrella of Tourism Policy 2003-2010.

Madhya Pradesh - To keep up the interest in investors, a special package of incentives for the tourism industry has been prepared. These incentives will also be available for private entrepreneurs for activities like hotels, motels and restaurants, heritage hotels.

Orissa - Park Hotels, Viceroy Hotel, Mahindra Holidays and Resorts India, Kamat Hotels (India), Muthoot Hotels and Tourism Ventures, Mahodadhinivas, Puri - being developed as a heritage hotel on the BOT format. A few heritage hospitality players in the fray include Welcome Heritage and Neemrana Hotels. In addition, 32 more properties belonging to department of tourism, government of Orissa have been proposed to be developed on long term lease basis.

Rajasthan – The Tourism Unit Policy 2007 gives concessions to heritage hotels. Heritage properties which are being converted to heritage hotels with a minimum of 10 rooms have been exempted from 100 per cent conversion charges. Similarly converting heritage hotels would also get 75 per cent concession on stamp duty, provided the property is more than 100 years old. Hotels will also be getting 50 per cent remission in luxury tax during the off-season.

Tamil Nadu - The government is encouraging investments in to the state and is providing subsidies for conversion of heritage buildings, as well as providing soft loans. For three-star and above hotels, 10 per cent of the total project cost (excluding land value) or a maximum of Rs 100 lakh is a one-time subsidy being offered for the construction of a hotel.

Uttar Pradesh - The tourism policy of Uttar Pradesh was enforced in December 1998. According to the policy investors are promoted to invest in the heritage hotel category. A scheme to promote heritage hotels where developers would get a subsidy of 10 per cent and ceiling of Rs 7.5 lakh was set up. The state would take up the responsibility of restoration of ancient places; have lies, buildings and forts.

Puducherry - The government had announced various fiscal incentives and subsidies, mainly as it proposed development of at least 500 rooms in the three to five star hotel category and heritage hotels over the next few years. Interest subsidies were announced as well as separate incentives and construction subsidies for heritage hotels and buildings. Over the years, the investment subsidy has been hiked to a total of 25 per cent of total investment subject to a maximum of Rs 100 lakh per project, provided it commenced commercial operations post April 1, 2005.

Once again, the stage of Rajasthan led the other stages to move forward on the opening up the prospect of hotel projects for existing palaces, forts, etc.

In many cases, private companies were the initiator to develop/convert heritage sites to different hotels such as Kamat Hotels (India) took over Fort Jadhavgad in Maharashtra and Neemrana Hotel. With supports from the government, Narendra Modi, chief minister, Gujarat looks forward to give Rajasthan competition with numerous heritage hotels in the state. The stage of Madhya Pradesh is also to create interest in the heritage hotels sector. However, the comments are to also consider the impacts, influences, and benefits to the local community.

In 2008, the ministry of tourism has announced a new incentive scheme focusing on the increasing of room capacity for both inside and outside urban areas. The scheme includes all the loans and interest paid that making it more entrepreneur friendly, reducing paperwork.

The results of the new incentive scheme from the government, all the entrepreneurs regardless the sizes are more than willing to promote their business by providing their own uniqueness to their guests. One of the main consequences was that the total business is seems to be a more professional and better standards without forgetting their own uniqueness.

In conclusion, the development of the heritage hotels are not only limited to the skills of the operators and service providers, but also the policies. At this moment, hotel industry is burdened with taxation and stringent norms for classification.

In conjunction of heritage sites, it requires more investment to maintain and develop those sites. The cost of maintenances would include all the old age electrical and plumbing systems. Moreover, any renovation must be approved through Archaeological Survey of India (ASI).

Therefore, the government must look into these issues, which also cover the issue of transportation, infrastructure, safety, and also the hygienic.

2.4 Heritage Tourism in Thailand

Tourism in Thailand has grown rapidly since the 1980s creating numerous challenges for tourism management. Li and Zhang (1998) attempted to suggest a management strategy in relation to promoting tourism development in Thailand while Gibbons and Fish (1988) focuses their effort on investigate ways of attracting both large spending and long staying tourists to Thailand. Both studies reached the same conclusion that a diversification of tourism products is necessary away from the three “S” namely sea, sun, and sand. Cohen, (1996) touched on Thailand’s effort to promotes hunter-gatherer societies as a focus for tourism development while Higham (2000) worked on the economic, cultural, and environmental issues, the tourism market, marketing and promotion, and the role of government in tourism industry in Thailand in the 1990s. Higham’s study showed that political and financial stability determined the success of tourism in Thailand, actually nothing that one did not know before!

Peleggi (1996) examines the heritage attractions and tourism in Thailand and analyses the government policy in promoting Thai’s cultural identity through meaningful heritage tourism. The study concludes that “despite the emphasis on cultural tourism, heritage is still of marginal

significance for international visitors; yet, it constitutes a major attraction for the expanding domestic tourism sector”.

Michaud (1997) looks at tourism and cultural impacts in a Hmong village in Thailand. Through fieldwork in the village, the study argues that tourism has little impact on social change in the village. Local people are not very attracted by the tourism business; instead they still keep cultivating their lands and living their own traditional way.

Southeast Asia region has a numerous of famous World Heritage Sites and the overall vibrancy of its cultures, traditions, and histories. Therefore, this region has become one of the top heritage destinations in the world.

According to H.E. Mr. Weerasak Kowsurat, Former Minister of Tourism and Sports, Thailand (2008); to experience culture has always been one of the main motivations for tourists. Cultural attractions lure visitors who want to experience the places and activities that represent the stories and people of the past and the present, as well as their local identity. The variety of cultural heritage experiences is a broad one, from sites, buildings, and artefacts, to people's values, attitudes, and ways of life such as dance, food, clothing, events, and handicrafts.

As an industry, heritage tourism keeps raking in income, provide jobs, stimulate sub-industries, and develop infrastructure, among other economic contributions to the countries in the region. Therefore, culture and heritage tourism always attract the tourists to begin with their journey. However, on the other hand, there are also negative impacts on the locals in terms of sites are reaching over-capacity, culture is “commoditized”, and most strikingly, communities are being left out in managing their own heritage.

Therefore, there is strong requirement for the heritage tourism to be managed sustainably and with sensitivity to the local community's values and goals.

In addition to the Thai Heritage Sites, the World Economic Forum on May 30, 2012 in Thailand; Singapore was ranked the best to offer the most attractive heritage site among the countries in the region. This was because of the good management of the Singapore government, Singapore could offer better heritage tourism packages – not only the sites themselves, but also all other services at the same time.

Tourism Authority of Thailand had declared the new strategies to drive the growth of Thailand's tourism through the Government Public Relations Department on July 7, 2011 as follows:

According to the “Strategic Plan to Drive Thailand's Tourism Growth” Thailand is expected to host between 18 and 18.3 million visitors in 2011, with tourism earnings of 700 billion baht. Last year, it hosted 15.8 million foreign visitors, who brought in 585 billion baht. In 2012, Thailand has set a target of 19.5 million tourism arrivals, generating 760 billion baht in tourism income. In order to achieve the set target, the Tourism Authority of Thailand (TAT) has launched a marketing action plan to drive the country's tourism growth for 2012.

TAT Governor Suraphon Svetasreni said that the action plan was worked out after TAT had assessed both positive and negative factors faced by the tourism industry during 2011 to 2012. In spite of many changes taking place globally, brought about by natural disasters, changing political situation, and economic uncertainties, vast opportunities are still open for TAT to increase tourism arrivals. Thailand continues to have a number of unique selling points in terms of a variety of tourism attractions, as a shopping paradise, and for online marketing.

The marketing action plan will take advantage of emerging opportunities in a world of changing demographics and technological innovation. It focuses on four major strategies, seeking to strengthen Thailand's brand image of a destination that offers tremendous value-for-money, to optimize the use of digital media to reach customers at any time and any place, to develop creative tourism, and to place greater emphasis on expanding partnership networks with all relevant sectors.

Concerning its publicity campaign, TAT will continue to use the successful "Amazing Thailand Always Amazes You" theme to attract international visitors. The theme aims to create awareness and inspire travellers from all over the world to visit Thailand for their holidays and business meetings. TAT will promote travel between the world's various regions and sub regions, such as ASEAN, using Thailand as a hub. Realizing that tourism has been one of Thailand's most successful industries, the Thai government strongly supports the advancement of the tourism industry within the country and the Asian region, especially for people who wish to travel in the ASEAN Community as a whole.

Toward the realization of the ASEAN Community in 2015 and beyond, Thailand expects to see an increase in the number of visitors to the country and the entire ASEAN region. It is joining hands with other ASEAN members in developing the ASEAN Electronic Tourism Standard for the future. With this new standard, the ASEAN e-travel industry will be able to ensure greater reliability and safety for tourists who use information and communication technology to search for their tour pack.

From the Tourism Product Development: A way to create value – the case of La Vall De Lord, by Jordi Datzira Masip, Director of DDS, and Member of AIEST said that:

The management of tourism destinations is closely related with the policies that affect local development and the creation of value in a destination. That is why a sustainable tourism development policy should try to obtain a balance between cultural values, environmental attractions and the economic results that the development of tourism can offer to a destination. Moreover,

tourism development policy should also take into account three key issues: to establish development guidelines, to determine and control planning processes and to define the most adequate marketing strategies for the destination.

The creation of value in a tourism destination can be determined by the specialization through the creation of products targeted toward specific market segments. The creation of tourism products is a process that needs different elements and follows some steps. The initial step is where all basic elements are taken into account, afterwards the product is created and finally it is communicated to the market so that it can be consumed by a part of tourism demand.

From the significance of a sustainable tourism development policy Ritchie, B and Crouch, G (2003: 148), affirm that 'tourism policy seeks to provide high-quality visitors experience that are profitable to destination stakeholders, while ensuring that the destination is not compromised in terms of its environmental, social and cultural integrity'. And define tourism policy as a 'set of regulations, rules, guidelines, directives and development/promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting tourism development and the daily activities within a destination are taken'.

However, Jordi Datzira Masip further mentioned that to create sustainable tourism, policies must include 3 basic aspects which are:

1. Cultural values
2. Environmental resources
3. Economic results

2.5 Summary

Many scholars have been written about heritage tourism, a hot topic that draws increasing amount of work on this area by academic and researcher. What constitutes heritage tourism is a subject that draws many differences of opinion. Clearly different regions, different tourism needs different type of holidays that would provide a different point of view.

Heritage hotel is a subject that has not been explored. Partly because of the concept turning old stately homes into luxury hotels is largely still confined to India. What that has been written on the subject is few and far between.

The success of revamping heritage sites and places (such as palaces) into unique types of hotels requires laborious processes for both Indian and Thai tourism organizations. The process is considered as a milestone for the revival and promotion of culture and earns more revenue through creating more employments at diverse local levels. The success also creates other indirect benefits including Small-Scale Industrial Undertaking (SSIU) and Small-Scale Service Business Enterprises (SSSBE) such as advertising, marketing agencies, typing and printing centers, laundries, etc. There are also those that are not recognized by SSSBE such as education institutes, retailers, wholesalers, transportations, and many other businesses.

Another interesting fact is the help given for conversion to starting one's own business. Therefore, marketing is not only selling but also requires effective management. This can be achieved by facilitating effective communication with stakeholders for a specific target market on one hand and on the other hand developing heritage products – including value-added products such as interpretations. In other words, in order to accomplish effective management, the matching of product with audience is the marketing tool necessary to fulfil the goal. The most common reason for starting one's own business is usually to reap the personal and financial rewards. The growing importance of entrepreneurship has become an important alternative, as new opportunities are being

opened up in the services sector with the privatization of public utility services gradually becoming the norm.

Since India is one of the first countries in Asia to come up with the idea of turning heritage places into heritage hotels, they have much experience to offer to other countries, the cooperation between the Government and the private sector has led India to become the prominent leader of the Heritage hotel concept. Thailand has less experience in the heritage hotel management. Therefore Thailand should not only develop a heritage hotel's policy based on their own sentiment and experience but learn lessons from India's successful management of Heritage hotels. There are high possibilities for both countries in growing up together in creative tourism including heritage hotels. This might need cooperation between India and Thailand in regards to the knowledge exchange in maintenance, preservation technique, interpretation, marketing, transformation and expertise related to heritage hotels.

Thailand has a strong potential in promoting heritage hotels as the new product in the tourism industry. Thailand's unique heritage and charming hospitality can provide a bright future for heritage hotel development luring large numbers of tourists to come and visit. On the other hand India had to integrate some good points from Thailand such as the use of media and social media as a tool to promote the country, the blend of the sensual experiences and luxury to give visitors a warm and comfortable welcome. Subsequently the Indian government has had to pay more attention to the improvement of infrastructure and safety. However, above all, both India and Thailand have strong requirements in heritage hotel management to be sustainable and to reflect with sensitivity the local community's values and goals.

Chapter 3

Research Design

'Research without general theory is fragmentary and has a hit-or-miss quality

To it...to continue in the same, a theoretical, way is to risk loss...'

J.A. Appleton

3.1 Methodology

3.1.1 Primary Data Collection

The primary data was collected by visiting the various heritage places in Jaipur – Raj Palace, Jai Mahal, Rambagh Palace, Samode Haveli and Narain Niwas Palace, and by observing the tourist attractions and tourism infrastructural facilities and the economic activities prevailing in the vicinity.

Questionnaires were then designed to collect information concerning the following sources:

- Facilities and attractions provided by the Heritage Hotels.
- How the supply and demand chain help in providing livelihood to the people living in and around such heritage hotels.
- Precautionary measures undertaken to protect such Heritage Hotels.
- Tour/travel agents and officials of the State Tourism Department operating in collusion with such Hotels.

Respondents in the facilities provided were contacted in their respective hotels under investigation. Similarly, ordinary residents in the vicinity of such hotels were contacted to learn about the various types of economic activities they carried out. Respondents with responsibilities in undertaking the protective measures of such Heritage Hotels were contacted individually based upon whoever was available. Respondents in the tour/travel agent and tourism official categories were contacted at their respective places of work.

To facilitate accuracy, the questionnaires along with laminated colored photographs of various tourist attractions of the Heritage Hotels under investigation were supplied to and collected from the respondents personally. The respondents were informed about the purpose of the study and were personally requested to cooperate by answering the questions without any bias.

3.1.2 Secondary Data Collection

The secondary data collections included –books, articles, journals, web links etc. The data thus collected was analyzed by means of the ANOVA¹(Analysis of Variance between groups) using SPSS (Statistical Package for the Social Science software). Through the above named analytical tools it was used to help understand growth patterns, regional distribution and state shares, percentages, ratio, etc. In addition, in order to substantiate the analysis, existing literature on the subject was used. Observations, informal interviews and questionnaires were also used to draw conclusions. In view of the diverse and constant influx of tourists, the convenient sampling method along with the probabilities sampling method was explored. Together the opinions of the tourists a “Pilot Test” was conducted in each of these selected heritage hotels. This was done with the help of the questionnaire.

For the study the following set of methods were also used. As the areas under investigation fall under the purview of historical and cultural features, this together with historical significance depicts a unique heritage area. The survey was commissioned to provide future interpretative planning by collective data, including tourists’ awareness of and attitudes toward heritage monuments and their needs and preferences for information about the revamping of such monuments.

¹ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes *t*-test to more than two groups. Doing multiple two-sample *t*-tests would result in an increased chance of committing a type I error. For this reason, ANOVAs are useful in comparing two, three or more means.

3.2 Models Used

3.2.1 *The Interactive Experience Model*

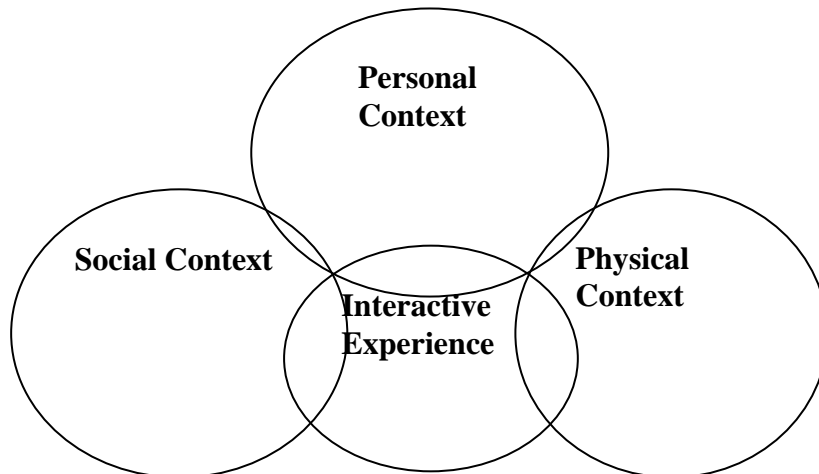
In order to find out the similarities and differences among Heritage Hotels and visitors, a framework of “The Interactive Experience Model” (Falk and Dierking, 1992) was used. This model is useful in understanding the relevance of Heritage Hotels and in making sense of the tourist visits and experiences and also how such conversion provides livelihood for the people living in the area. The diverse multiplicity of the visitor’s perceptions and expectations creates significant challenges. To meet these challenges interaction is classified into three contexts:

- 1) The personal context
- 2) The social context
- 3) The physical context

The personal context is unique as it relates to a variety of experiences and knowledge; every visitor’s perspective is strongly influenced by the social context; the physical context includes the architecture and “feel” of the building, as well as the objects and the real experience of the heritage hotels by the tourist.

Each of the contexts is continuously constructed by the visitor, and the interactions of these create the visitor’s experience. The visitor’s experience can be thought of as a continually shifting interaction among personal, social, and physical contexts. This oversight is the result of an incomplete model of just two contexts, or an incomplete appreciation of what constitutes a context. The Interactive Experience Model suggests that all three contexts should contribute significantly to the heritage hotels, though not necessary in equal proportion in all cases. Thus, this model is used to find out the tourists’ experiences about the heritage hotels’ rich tradition and culture; socially, physically, intellectually, and emotionally.

FIGURE I - The Interactive Experience Model



The Interactive-Experience Model can be visualized as a three-dimensional set of three interacting spheres, each representing one of the three contexts. The heritage experience occurs within the physical context, a collection of structures and things of past historical events. Within the heritage context the visitor perceives the world through his experiences and then comes the social context.

3.3 Hypotheses

Based on primary and secondary data available on the tourism industry in Rajasthan and the policies followed by the government and the international organisations pertaining to the tourism industry vis-à-vis the environment, the following hypotheses were formulated to pursue in the study.

- ❖ Continued conversion of heritage palaces into hotels contributed towards the building up of Jaipur's tourism industry. Tourism must be developed and managed in a controlled, integrated and suitable manner, based on sound planning; tourism is understood to be as the linkages and dynamic relationship among all parts of development as a system.
- ❖ Conversion of heritage palaces leads to optimum utilization of tourists' resources of the State in order to attract the maximum number of domestic and international tourists, as the

Heritage hotels and tourist attractions converge due to historical legacy and the fusion of tradition with modernity.

3.4 Methods to Study Visitors

The methods adopted to understand visitors are likely to differ depending on the scale of the operation and the funding available. Generally, the method adopted to understand them is through “informal approaches.” Informal approaches generally refer to visitor comment sheets and visitor books. This is a very common approach in hotels, and heritage monumental centres. This is often because people managing heritage sites are people who have the expertise and accessibility that positions them as the primary information provider and therefore, the only one with a voice. Unlike the informal approaches, in “formal approaches” visitor surveys are typical approaches to formally understanding the visitor. The survey takes the form of self-completion questionnaires. However, due to the paucity of time the tourists were not allowed to take home the questionnaires and neither telephone nor mail-out questionnaires were used.

3.5 Visitors Survey

Visitor surveys are typical approaches to formally understanding the visitors. The survey might take the form of self-completion questionnaires. The questionnaires are designed to elicit and measure visitors’ motivations, expectations and attitudes. This is because a visitor’s chief interest is in his/her experience and ideals. The adult visitor takes it for granted that the latter possesses special knowledge that he himself lacks, and he/she respects both that knowledge and the possessor of it to exactly that extent – context is an integral part of interpretation. In addition, heritage visitors need the context of people, places, or familiar activities to get to know the heritage sites.

A number of subsequent studies show that the interaction between visitors looking at interpretation washow visitors became familiar with and were persuaded by exhibits (Hammit, 1981). All these research approaches tended to assume that visitors are in a

constant state of learning. Moscardo (1995) drew on the work of Langer to suggest that visitors can be “mindful” or “mindless”. A mindless state is characterized by mental passivity and behaviour which involves the creation of new cognitive categories. Thus, interpretation it is argued should aim for the attainment of “mindful” visitor behaviour (Moscardo & P.L. Pearce, 1989).

3.6 Method of Studying Heritage Hotels

For the purpose of this research Heritage Hotels have been defined as: The Heritage Hotels that have been converted into high quality (leading) hotels – especially the five hotels in Jaipur under study. The sampling unit in this research is – the Heritage Hotels, the workers, various economic types of activities, a tour/travel operator and an official of the local tourist department.

3.7 Sampling Procedure and Sample Size

The quota sampling method was used in this research work. The respondents were divided into six categories and a total of 300 respondents were contacted. The number and percentage of respondents contacted for data collection are mentioned with the respective categories in the table shown below.

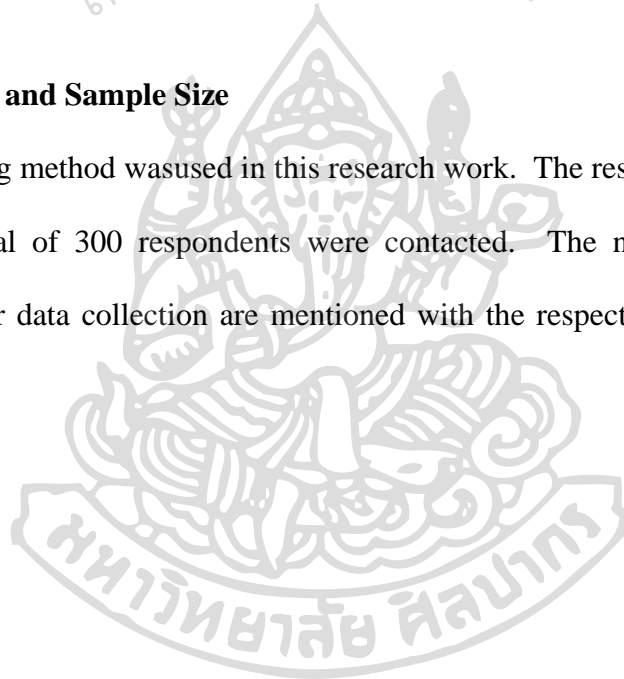


Table II: Sampling Frame

Category	No. of respondents contacted	Percentage
1. The managers/in charge of the hotels	8	2.66
2. Workers engaged in day to day activities in the hotels	120	40
3. Mode of business activities in the vicinity	100	33.33
4. Tour/travel agents and officials of the Tourism Department	12	4
5. Tourists/visitors – domestic and international combined	56	18.66
6. Government initiatives and management	4	1.33
Total	300	99.98

The replies of various respondents were eliminated in order to narrow down the vast arena of the sample size. The number of respondents in each category was then determined proportionately. The total size of the sample was large enough to make the sample representative and avoid sampling error.

3.8 Survey Instruments

In order to determine visitors' needs, motivations, knowledge, attitudes and beliefs, in relation to particular interpretative settings, various methods have been suggested. The first in such a list is the: *Questionnaire*: The questionnaire was designed to measure a broad range of demographic, synchronographic and psychographic visitor characteristics, including frequency of previous visits,

length of stay, reasons for visiting, activities planned and undertaken, accommodation types, and patterns of movement around the heritage sites, economic and social.

3.8.1 The Questionnaire

Different questionnaires were designed and used keeping in view the informational requirements of the research. The first two were used for collecting information from the persons managing the Heritage Hotels under investigation. The third questionnaire was used to find out the types of business activities in the vicinity of such Heritage Hotels. The fourth one was used for collecting information from tour/travel agents and officials of the Tourism Department operating in the Jaipur region. The fifth questionnaire was used to elicit the responses of tourists/visitors and finally, the sixth questionnaire was used to collect information about the Government initiative in maintaining such Heritage Hotels.

Comparative scale and rank order scale were used in the questionnaires to measure the attitudes of the respondents on different issues. A tourist map with laminated colored photographs and brief write-ups about the Hotels included in the study were provided to the respondents along with the questionnaires to facilitate their responses. The questionnaires were initially distributed to a representative sample of respondents and then administered on a full scale. In order to avoid serious limitations of not understanding the exigencies of the questionnaires, the data were collected by the researcher personally.

3.8.2 Interview

Interviews are tailored to gain a deeper understanding of the visitors' individual needs. However, since they are more expensive to administer and also take significantly more time, in this study they were restricted to only a few selected samples.

3.9 Period of Study

The study was conducted in December 2010.

3.10 Definitions and Terms Used

India: India is located between 8°4' and 37°6' north latitude and 68°7' and 97°25' east longitude. India measures 3214 km from north to south and 2933 km from east to west with a total land area of 3,287,263 sq.km. India is the 7th largest country in the world. It has a land frontier of 15,200 km and a coastline of 7516.5 km. Andaman and Nicobar Islands in the Bay of Bengal and Lakshadweep in the Arabian Sea are parts of India. The country shares its political borders with Pakistan and Afghanistan on the west and Bangladesh and Myanmar on the east. The northern boundary is made up of China, Nepal and Bhutan. India is separated from Sri Lanka by a narrow channel of sea formed by the Palk Strait and the Gulf of Mannar. Population wise, India is second in the world. On 11 May, 2000 India's population reached the one billion mark.

India, for administrative purposes, is divided into the national capital territory of Delhi, along with 28 States, and 7 centrally administered union territories. The states include – Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Goa, Gujarat, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Meghalaya, Mizoram, Nagaland, Orissa, Punjab, **Rajasthan**, Sikkim, Tamil Nadu, Tripura, Uttarakhand, Uttar Pradesh, and West Bengal. The Union Territories include – Andaman and Nicobar Islands, Chandigarh, Dadra & Nagar Haveli, Daman & Diu, Lakshadweep, Pondicherry and National Capital territory of Delhi.





Rajasthan: the land of Rajputs (meaning the land kings) is the largest state of the Republic of India by area. The state of Rajasthan is located in the northwest of India; comprising of most of the area of the large, inhospitable Great Indian Desert (Thar Desert), which parallels the Sutlej-Indus river valley along its border with Pakistan. The state is bordered by Pakistan to the west, Gujarat to the southwest, Madhya Pradesh to the southeast, Uttar Pradesh and Haryana to the northeast and Punjab to the north. Rajasthan covers 10.4 % of India, an area of 342,239 square kilometers (132,139 sq. mi).



Rajasthan with 68.6 million people (89 percent Hindu, 8.5 percent Muslim, 1.4 percent Sikh, 1.2 percent Jain), is India's largest and eighth most populous state. It came into existence following its independence in 1947; it was formed from a union of nineteen princely states, plus Ajmer, which

had been under direct British rule. The main languages are Hindi and Rajasthani. The economy is mainly agricultural, along with mines for copper and zinc, and quarries for sandstone and marble.



The colourful people of Rajasthan



Elephant Festival, Rajasthan



Holy Festival



Desert Crossing, Rajasthan

The colourful state of Rajasthan – the Bule vs. Pink city



Jodhpur Blue City



Jaipur Pink city



Jaisalmer Palace



City Palace Udaipur



Lake Palace, Udaipur



Nemrana fort palace

Jaipur:



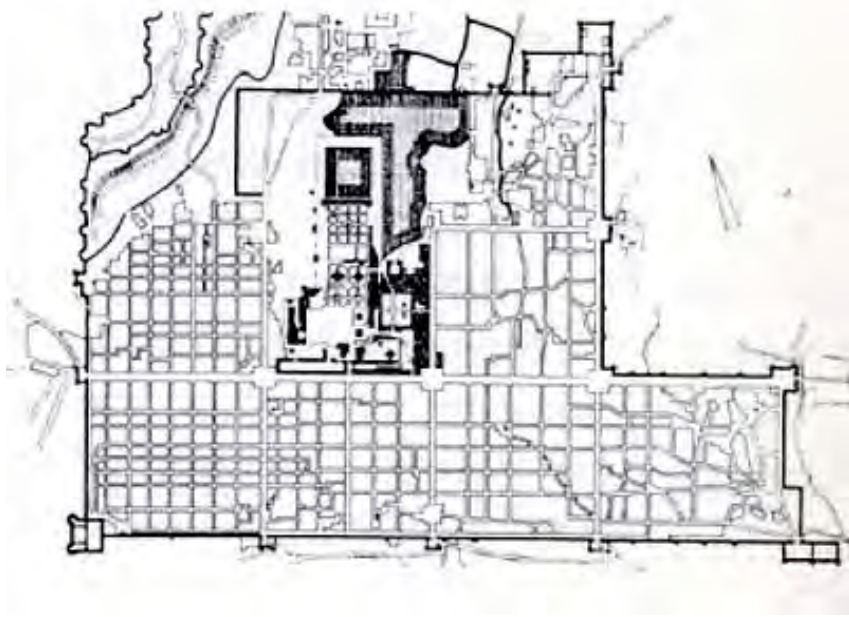
Mirza Raja Jai Singh II: The remarkable Monarch of Jaipur was a mathematician, an Astronomer, and a great urban planner. The founder of the city of Jaipur

The capital of Rajasthan. The rich and radiant capital was the culmination of a dream envisaged by a visionary, Raja Jai Singh II. Jaipur, popularly known as the Pink City also has embedded in its opulent palaces and indomitable forts spread all over the city and its outskirts. Jaipur was founded on November 18, 1727 by one of the greatest rulers of the Kacchwaha clan, the astronomer King Sawai Jai Singh II, The Ruler of Amber, after whom the city has been named. The growing population and the paucity of water prompted him to shift the capital of his kingdom from Amber. The pink color was used when the city – which he named after himself – was being built, so as to create a likeness of the red

sandstone favored by the Mughals. Jaipur was laid out according to the strict principles of town planning set down in the *Shilpa Shastra* – the ancient Hindu text of architecture.



The current city of Jaipur (2013)



General City Plan of the City of Jaipur in early 18th century
Vs.
The current map of Jaipur



The Wind Palace in Jaipur and the people of Rajasthan:



Jantar Mantar, the largest observatory was built by Maharaja Sawai Jai Singh II between 1727 and 1734. Jantar Mantar is a collection of architectural astronomical instruments that were used in early days to study the movement of sun, moon and planets to determine time.



Jaipur Lake Palace on the way to Amber Fort and Tiger Forts



Amber Fort



The City of Jaipur

Visitors: The visitors are a diverse group of people seeking a variety of experiences and they differ in age, gender, and their place or origin or place of residence.

Interpretation: For heritage management a single definition of interpretation is difficult. Nonetheless, different definitions collectively reflect most of the elements which heritage managers consider when developing interpretive experiences. For the purpose of this study, the following definition has been adopted: Interpretation is a means of communicating ideas and feelings which help people enrich their understanding and appreciation of their world, and their role within it (Interpretation Australia Association, 1995). In order to narrow down the content of the interpretation, an examination of the content of many interpretive programs suggests that, the term is manifested in several guises: a preference to address natural rather than cultural values; reluctance to present cultural heritage as a living entity; and a general reluctance to recognize and respond to relevant issues confronting heritage managers.

Site: A site is the location of a significant event, a prehistoric or historic occupation or activity, or a building or structure, whether standing, ruined, or vanished, where the location itself possesses historical, cultural, or archeological value regardless of the value of any existing structures.

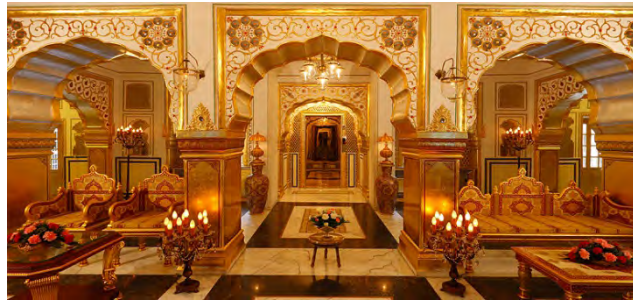
Heritage: Heritage is a broad concept and includes the natural as well as the cultural environment. It encompasses landscapes, historic places, sites and built environments, as well as biodiversity, collections, past and continuing cultural practices, knowledge and living experiences. It records and expresses the long processes of historic development, forming the essence of diverse national, regional, indigenous and local identities, and is an integral part of modern life. It is a dynamic reference point and positive instrument for growth and change. The particular heritage and collective memory of each locality or community is irreplaceable and an important foundation for development, both now and into the future. However, in this study, the term Heritage is used to denote the Heritage Hotels.

According to the India Department of Tourism (<http://tourism.gov.in/writereaddata/uploaded/guideline/070420120223855.pdf> ; date December 15, 2012); the Heritage Hotels in India could be categorized into three main classes which are:

1. Grand Heritage - include majestic properties such as the Lake Palace in Udaipur, Rambagh Palace in Jaipur and Umaid Bhawan in Jodhpur. This category will cover hotels in Residences/Havelies/Hunting Lodges/Castles/Forts/Palaces built Prior to 1935. The hotel should have a minimum of 15 room (30 beds).
2. Classic Heritage - This category will cover hotels in Residences/Havelies/Hunting Lodges/Castles/Forts/Palaces built Prior to 1935. The hotel should have a minimum of 15 room (30 beds).
3. Heritage Hotels - This category will cover hotel in Residences/Havelies/Hunting Lodges/Castles/Forts/Palaces built prior to 1950. The hotel should have a minimum of 5 rooms (10 beds).

Object: The term object is used to distinguish from buildings and structures those constructions that are primarily artistic in nature or are relatively small in scale and simply constructed, although they may be, by nature or design, movable, i.e. an object is associated with a specific setting or environment, such as statues in a designed landscape.

Raj Palace:



Built	: 1727
Location	: Jaipur, Rajasthan
Style	: Mughal and Rajput
Dynasty	: Choumoo
Operated by	: Gkv Hotel Pvt. Ltd.
Heritage Hotel type	: Heritage Grand

The Raj Palace was the first mansion in Jaipur built in 1727. It is one of the finest masterpieces of the Mughal period architecture and the oldest mansion in Jaipur. In 1997 the elaborate complex of courtyards, arched corridors and residential quarters were renovated to restore the mansion to all of its original glory. The palace is a heritage hotel and one of the Small Luxury Hotels of Jaipur situated in the pink city of Jaipur.

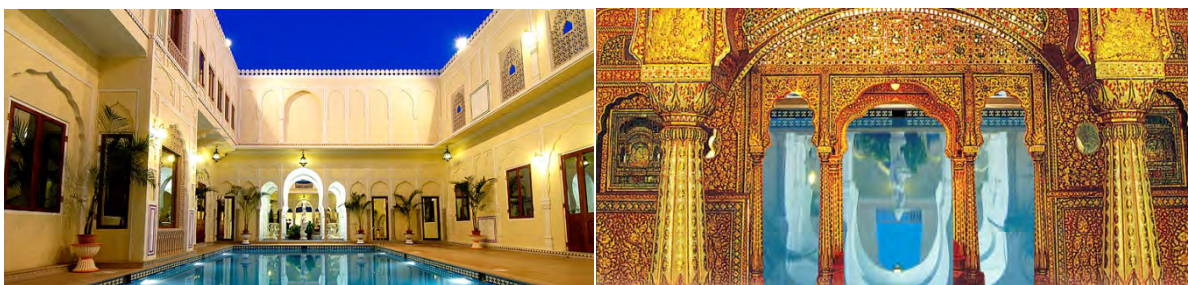




The Charbagh Lawns in an architectural masterpiece, Elegance personified, art mirrored by reality. The biggest courtyard Gardens in Jaipur giving absolute privacy to the guests as in spite of being in open the lawn is surrounded by number of arches on all four sides giving it a grand Royal Palace ambience.



Maharaja Pavilion



The courtyard pool was the favorite retreat of royals who spent many hours relaxing on the blue waters. It is surrounded by several beautiful arches, various, pieces of sculptures and beautiful fountains for the fitness, relaxation and pressure of modern traveler, the Prakriti Spa combines hi technology with tradition in a sumptuous décor of frescos, gold leaf and mosaics



The Raj Palace has a soul of 17th Century and a beating heart of 21th Century. This beautiful blend of Mughal and Periodic architecture is the oldest mansion of Jaipur



The royal family courtyard which is typical of Vastu architecture as these courtyard were the health zones of these palaces as they drew fresh light and air into the rooms of the palace



The room of Raj Palace



Manoranjan, the hi-tech digital potential place for the canvas moving pictures and their perfect melodrama. The cozy home theatre entertains with a big collection of Hollywood and Bollywood movies with subtitles in various European languages

Special attractions:

Raj Palace hotel is wellknown for special events using cultural and royal feel as its unique selling point; such as royal wedding, special events ceremonies.



Royal wedding and social celebrations



The Royal Welcome is the welcome ceremonies according to the Royal family for their Royal counterparts and special guests since generations. The welcome consists of parade of elephants, camels, horses with men holding flags and Mashal.

Some other activities within the hotel comprise of different kinds of entertainments such as Manoranjan, Manoranjan, Marionette Show, Baggi Safari, and Folk Dance

History of the Palace

- 1500 - 1700

When Sikander Lodi was the king of Delhi in 1503 AD. Maharaja Prithviraj Singh Ji was the ruler of



Amber, capital before Jaipur was built. One of his descendants in 1568 AD Thakur Manohardas Ji, the then Prime Minister of Amber was one of the greatest warriors in the Rajput history, ruling over the territories of Chaumoo, Samode and Mohanna. Thakur Sahib along with Maharaja Man Singh Ji of Jaipur gained victories in overall 22 battles including the battle of Kandhar in Afghanistan where he defeated the army bravely and snatched their flags to present to the King, in return Thakur Sahib got the original flag of Amber and a great fortune of wealth.

Thakur Raj Singh ji of Chaumoo

- 1700 - 1900

One of his descendants Thakur Mohan Singh Ji, ruler of Chaumoo and the then Prime Minister of Raj built the first haveli of Jaipur in 1727 known as “The Chaumoo Haveli”. The haveli is still being inhabited by his descendants and is today renamed after Thakur Raj Singh Ji, the last crowned Thakur Sahib of Chaumoo before the democratic India came into existence.

Ranjit Singhji succeeded Ratan Singhji in the year 1783 and his son Kishan Singhji came to the throne in 1799 thereafter him came Thakur Laxman Singhji in 1830 who did a lot for the state and adopted Gobind Singh ji from Ajeyrajpura to succeed him in the year 1863 as he did not have any male issue.

In 1889, Thakur Gobind Singhji received the title of “ Rao Bahadur” from the British Govt. Coln.Walter the AGG said that bestowing the title of Rao Bahadur was to express their appreciation of his excellent services and loyalty as member of council The resources of the state was largely developed under him and he was appointed member of council.

• 1900 - till now

Thakur Devi Singhji succeeded Gobindji who was 13 descendants. His eldest son Sangram Singhji was adapted to Samode and his second son Raj Singhji succeeded the Chaumoo state. He had left behind his daughter Shakuntala Kumari married to Rao Surendra Pal Singh ji chief of Umergarh State. Shakuntala Kumari has only two daughters Jayendra and Chetna Kumari.

“The Raj Palace is named after him which is now a beautiful heritage hotel in the heart of the Jaipur city”

Jai Mahal:



Built : 1745
Location : Jaipur, Rajasthan
Style : Rajput and Indo Saracenic
Dynasty : Kachhuuaha Rajputs
Operated by : Taj group Pvt. Ltd.
Heritage Hotel type: Heritage Grand

There are total of 100 rooms including 6 suites; colonial style furniture, miniature painting

- 10 Deluxe rooms
- 67 Luxury rooms
- 17 Luxurt rooms with private sit-out

- 3 Deluxe suites
- 3 Deluxe Premium Suites

The Military Commander and Prime Minister of Sawai Ishwari Singh, Hargovind Natani of Jaipur originally developed the Jai Mahal Palace around 1745. When Sawai Man Singh II (1922-1947) took over Jaipur State, he converted the Natani Bagh into the official residence of the Prime Minister of Jaipur. After one year, the name Natani ka Bagh was changed to Jai Mahal Palace. Jai Mahal remained vacant until 1955, when increasing tourists to Jaipur and a lack of accommodation facilities compelled jeweler Laxmi Kumar Kasliwal Man Singh to transform this palace into one of the earliest palace hotels of Jaipur.

It was earlier known as the Natani-ka-Bagh, house of 18 Century Chieftain Hargovind Natani. It became a monument to fame 124 years later when Dr. Thomas Hendley came to live here and became Jaipur's most prolific historian and Art patron, of the 19th century.

After years of dormant existence, since 1970, the Natani ka Bagh again came to life. The Taj Group of hotels acquired the management rights to convert it into a palace hotel in 1984. A new wing was added in a similar architectural style, containing 63 guest rooms as well as a grand lobby. The old Bowling Green or the badminton court of Hendley's days has now been transformed into a sprawling Char Bagh Mughal garden with fountains and watercourses, groves, tree-lined pathways and colorful flowerbeds. Visitors from all over the world now enjoy its beauty, wonder at the dancing peacocks in the garden and listen to the cacophony of chirping parrots.





The Outdoor Chess – a chess board set with exquisite life-size chessmen. The hotel has a range of new international standard child-friendly toys and equipment to keep the little ones occupied.



Al-Fresco – a restaurant near the poolside serves traditional Italian food. And, the Pool Lounge is perfect to relax over a choice of beverages and finger foods.

Jai Mahal is very famous in recreation activities for relaxation and rejuvenation. There are fitness and fun such as Croquet, Gymnasium, Life size chess board game, Mini golf, Nature walks, Open air folk dances, Pool table, and Swimming pool.

The hotel also offers Yoga classes and Spa, Kids activities, Badminton, Tennis, Golf, Horseback riding, and Sightseeing.

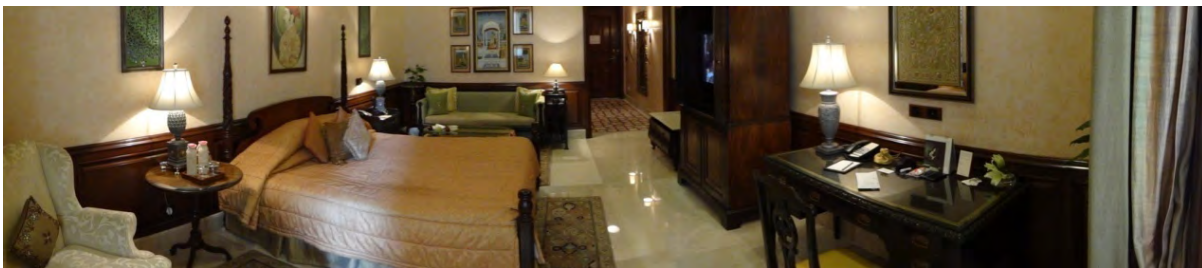


Rambagh Palace:



Built : 1835
Location : Jaipur, Rajasthan
Style : Rajput
Dynasty : Kacchwaha
Operated by : Taj group Pvt. Ltd.
Heritage Hotel type: Heritage Grand

The first and one of the grandest of all royal palaces to be converted into a heritage property, Rambagh Palace began as a lush and secluded garden built in 1835 for the favorite handmaiden of the queen of Maharaja Sawai Ram Singh II.



Over the years Rambagh has played gracious host to several illustrious guests, royalty and celebrities such as Lord Louis Mountbatten, who has a suite named after him, Prince Charles, Jacqueline Kennedy and several others. Continuing in the tradition of the Rajputana hospitality, Rambagh Palace offers a Royal Experience, which is truly unique.



Palace Service Butlers at the Rambagh Palace are trained as knowledgeable hosts, taking care of royalty. One can cherish the Historical walk of the palace to learn more about the glorious past of

the place and the royalty which has ruled the pink city and this beautiful palace and relive the moments of past as the story is narrated of the Palace in true royal sense while sipping in Sparkling wine in the end. Regal “Baggi” or horse carriage ride of the palace takes you down the royal lanes.

For Sports and fitness enthusiasts, the palace offers a heritage indoor and contemporary outdoor swimming pool, mini golf course in the Palace premises, fitness centre, a jogging track, golf at the adjoining 18 hole golf course and the royal sport of Polo specially organized for guests on request.



Rambagh Palace offers 79 rooms including aesthetically restored suites, which were the chambers of the former Maharaja. Use of rich fabrics and silk drapes draw from the colorful art and warm hues of the state of Rajasthan.

The Spa at Rambagh Palace, Jaipur, recreates the grandeur synonymous with royal India at a spa reminiscent of India’s beautiful Rajput palaces, water gardens, and fabled regal lifestyle. Two luxurious couple spa tents, embellished with wooden floors, glowing chandeliers and regal Indian love swings, exude the magic of an exotic era and invite guests to savor an exclusive spa experience. Blending ancient Indian wisdom with contemporary therapies, Jiva Grande Spa offers the best in Indian rejuvenation therapies ranging from Indian aromatherapy massages, time-honored Indian

treatments, body scrubs and wraps. Signature Spa experiences bring guests the essence of traditional royal wellness and therapeutic experiences.



Rambagh Palace is very wellknown for legendary hospitality.

Samode Haveli:



Built	: 1900s
Location	: Jaipur, Rajasthan
Style	: Rajput
Dynasty	: Nathawat Rawals
Operated by	: Family run hotel
Heritage Hotel type	: Heritage Classic

Samode Haveli, perhaps the most sumptuously and richly decorated of all the Heritage Hotels of Jaipur, is located near Zorawar Singh Gate, just outside the city walls and just over the hill from Amber, the ancestral capital of Jaipur. The Haveli was constructed in the second half of the nineteenth century by Rawal Bairi Sal to serve as his Jaipur town house.

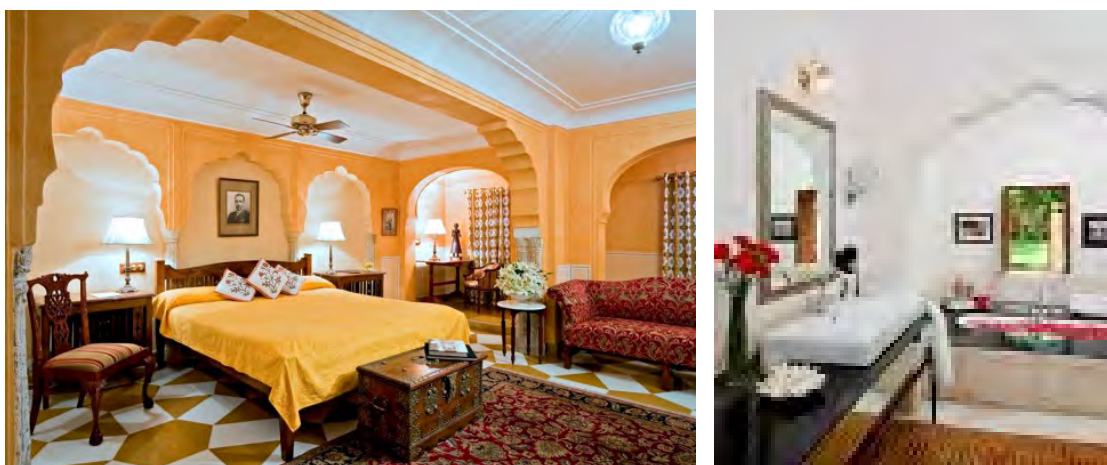


Nathawat Rawals Family – the owner of the Samode Haveli Palace



Samode Haveli (Garden) is a heritage monument and structure built by the noble feudatory with the hereditary title of 'Maha Rawal' or 'Maha Saheb' of the Amber and Jaipur principality in Rajasthan, India. All three have rich history of several hundred years and display a fusion of Mughal and Rajasthani art and architecture. They are now part of the Heritage group of hotels under the flagship name of “Samode” that are run by the hereditary owners of these structures.

Many Hindi feature films have been pictured with the settings of the palace. The 1984 American HBO TV serial adaptation of the Raj-romance novel *The Far Pavilions* was also filmed in the palace precincts and starred Ben Cross, Amy Irving, Omar Sharif and Christopher Lee.





An urban oasis in the heart of historic Jaipur, Samode Haveli is a traditional Indian mansion set in a verdant walled garden with apartments arranged around a series of intimate courtyards, connected by corridors and walkways, Built 150 years ago, as the residence of the rulers of Samode, it is still occupied by the descendants of the family, who have aesthetically converted their home into luxury hotel.

Samode Haveli focuses on warm feeling as stay at home (home away from home). It is the hippest heritage hotel in Jaipur (by Tatler's 101 best hotel 2012).

Narain Niwas Palace:



Narayan Niwas Palace, the only classified heritage hotel in the heart of the golden city Jaisalmer, stands tall as the "Flagship" of the hospitality industry. The palace was restored and converted into a hotel in

1982. The golden sandstone structures and intricate carvings are a tribute to the talent of the master craftsmen of the bygone era.



Surrounded by high walls and entered through an imposing painted gateway, the original hunting lodge located near the Rambagh palace gardens was created by Thakur Narain Singh at the end of the nineteenth century and became known locally as Narain Niwas. General Amar Singh, who served as Commander of Forces for Jaipur State, decided in 1924 to construct a much grander palace, which became his principal Jaipur residence until his death in 1942.





Narain Niwas Palace is decorated with ethnic Indian furnishings, coupled with Rajput flourishing and traditional Jaipur-style painted wall décor in a typically bold color palette.

Wording:

Haveli: Residential mansion or complex built around one or more open courtyards.

Bagh: Garden.

Rajput: Warrior class of Rajasthan.

Raj: Period of direct colonial rule of India by the British (1858-1947)

Niwas: Dwelling or house.

Mahal: Palace or regal apartment

Sheesh Mahal: Palace of mirrors.

Maha: Prefix meaning “great”.

Mughal: Conquerors of Central Asian descent who ruled large parts of India from 1526 to 1857, basing themselves in their three principal capitals of Agra, Delhi, and Lahore.

Kshatriya: Hindu warriors' caste to which many hereditary rulers belonged.

Ayurveda: Science of life (from ayus, “life” and veda “knowledge”).

Bangla: Curved roof of a vault derived from the thatched roofs of Bengali village huts.

Jali: Ornamental pierced screen or lattice usually carved in stone or wood.

Jats: Non-Rajput Hindu rulers in eastern Rajasthan.

3.11 Limitations

It is important to understand the issues and problems associated with visitor research: The most obvious factors limiting the success of visitor research in relation to heritage site visits are time and money. To cover all of India is not only cumbersome in terms of funds and resource as well as paucity of time as a factor. However, covering both the entire chain of heritage hotel chains and individual heritage hotels in Rajasthan in one study would also well represent the nature of the heritage hotel business; because the main heritage hotel businesses are located within the Jaipur areas. Moreover, those businesses/incomes are mainly generated by our subjected hotels. It is because of these limitations, the present study covers only five heritage hotels in Jaipur, the capital of Rajasthan.

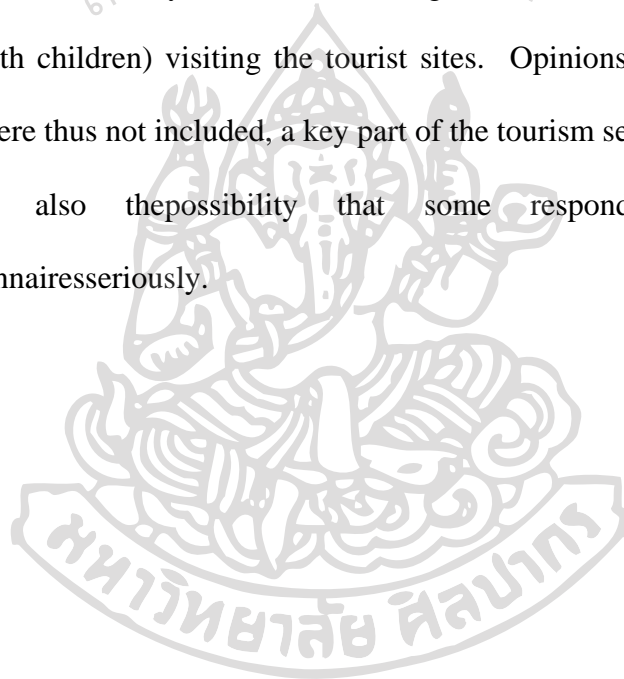
The study investigates the concept of “heritage”, its usage in the context of heritage management in Jaipur and its usefulness in the day to day activities and economy in the region. It relates “heritage” to such topics as the history and development of tourism, sight-seeing, the taste of history, the concept of “nation” and “region” and the creation of popular histories. This network of ideas and activities is placed under the larger heading of “the revamping of past glory”; which is how many groups, regions and nations view themselves and how they are viewed by others, such as historical entities, through spectacles which are tinted. The thesis is very much concerned with the issues of heritage as sources of heritage and their ramifications of different aspects like: environment management, economy etc.

Thus, planning binds the three essential ingredients of interpretation together: The audience, the message and the technique (C Michael Hall and Simon McArthur, 1998: 170-76). These three components define the three key planning stages required for successful interpretation. A look at the first step of planning *The Audience* is to define a target audience. Every visitor is different each has different values, interests and mental and physical characteristics. Like any product or service, interpretation must recognize these differences and tailor itself to predicted traits. This tailoring works under the same principles as target marketing. Interpreters should attempt to identify common traits so that the interpretation can be molded to them. Identifying a target audience ensures that the interpretation is relevant to visitors’ needs. The second step *The Message* is to determine and structure the content of the interpretation. The content of interpretation typically needs to reflect an amalgam of four components: The heritage being visited; the characteristics of the target audience; the expectations of the heritage manager; and the interests of the interpreter. The third step *The Technique* is to select and refine the technique. Selection is typically and incorrectly undertaken before the first two stages. Many interpreters who attempt to define their audience and content usually try to make them fit their preferred technique. Most interpreters should spend their planning effort on developing a technique at the expense of audience identification and content development.

This is tantamount to producing a television advertisement with nonotion of whom it should reach, or designing a viewing platform without visiting the site where it is to be built.

Since there are certain limitations in every work, in the present study there are also some limitations, which are:

- i) Use of secondary data.
- ii) Some of the conclusions are based on estimates, assumptions, observations and informal interviews.
- iii) Sample size remained very small.
- iv) Time / seasonal constraint – During the period of survey, we are potentially limits our survey to a small variety of tourists – during school terms will automatically prevent family (with children) visiting the tourist sites. Opinions of parents as well as the children were thus not included, a key part of the tourism sector.
- v) There is also the possibility that some respondents might not take thequestionnaireseriously.



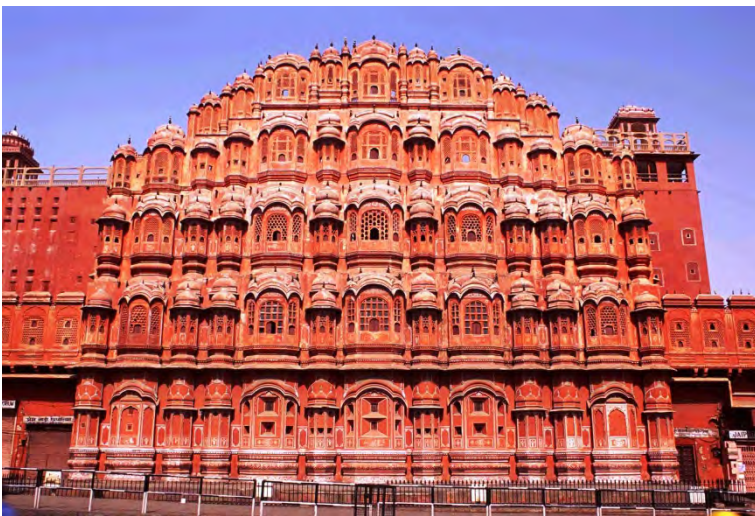
Chapter 4

Jaipur Heritage Hotels – A Case Study

The splendid palaces, forts, and castles of northern India are a testament to the wealth and power of the great Rajput Kings, or hereditary rulers of Rajasthan. Many of these magnificent structures are now elegant heritage hotels, whose vast, ornate marble halls, jewel-box mirrored rooms, and lavish pools, gardens, and pleasure pavilions evoke the splendid lifestyles of the maharajas and maharanis of past centuries.

Melba Levick, et al, (2007)

4.1 Introduction



Jaipur is the most famous city of Rajasthan in India, known worldwide for its luxurious setup and ancient royal grandeur. It is the capital city of Rajasthan state and is also known as Pink City.

It is the place that can offer you a stay in its Royal Heritage Hotels, from which some of them used to be places owned by Kings and Princes of Rajasthan in ancient days. While the focus of this chapter is on heritage hotels in Jaipur the area is however, narrowed down to five Heritage Hotels – Raj Palace, Jai Mahal, Rambagh Palace, Samode Haveli and Narain Niwas palaces.

The credit for such meticulous designing of the city goes to Maharaja Jai Singh II. He methodically divided it into nine blocks symbolizing the ancient Hindu map of the universe with

Mount Meru, the creator Lord Shiva's home, in the centre. Jai Singh II invited craftsmen, artists and merchants to come and live in his new capital, he did not only sow the seeds of a rich legacy of craftsmanship and trade that thrives till today, but also devised a strategy to generate more revenue. Another important tradition which continues is that of houses in the old walled city still being colored pink. This law was enforced by Maharaja Ram Singh when the Prince of Wales visited Jaipur in 1876 (Khullar, 2008).



HH Maharaja RAGHURAJ SINGH



Prince Albert, the Prince of Wales and Queen Victoria

Since then, the whole texture of Jaipur took on a new façade with many palaces mushrooming in the region. In due course of time, the owners of the palaces began to convert their palaces into hotels on one hand, to meet the cost and on the other to retain the rich cultural identity. Thereafter, heritage hotels began to occupy the centre stage of tourism in Jaipur. This drastically led to good opportunities for the tourism industry. To promote this, “Interpretation” began to play a crucial role. According to Nixon, *et al*, (1995) “the educative role of interpretation is not simply to reinforce the familiar or provide the “facts” or “truth” about the past, but to provide a[n] opportunity to encourage the questioning and critical scrutiny of both the past and present.” That is to say, interpretation about

heritage has evolved as a by-product of the fusion of recreation, tourism and education. It should be noted that “education” has long been a component of the travel experience. Although recently rediscovered by the tourism industry and labeled “educational tourism”, “cultural tourism” or “ecotourism”, learning, pilgrimage and the search for knowledge have been the driving forces behind travel for over 3000 years (Beckmann, 1988).

Currently, heritage managers use interpretation to achieve a number of objectives, such as: Enriching visitors’ experiences; assisting visitors to develop a keener awareness, appreciation and understanding of the heritage being visited; accomplishing management objectives by encouraging thoughtful use of the resources by visitors, including reducing the need for regulations and enforcement, and carefully distributing visitor usage to minimize environmental impacts on fragile natural resources; and promoting public understanding of heritage managers and related programs (Sharpe, 1982; O’Brien, 1985; Beckmann, 1988; 1992; Howes, 1989; Saunders, 1992; Forestry Tasmania, 1994).

4.2 The Beginning of Heritage Hotels

The independence of India in 1947 saw the beginning of the end with the accession of the princely states to the Union of India or Pakistan (which followed about a year later with their merger or integration with the Indian states). Special status was guaranteed under the Constitution to the Princes when their states were integrated with the other Indian States. However, this status was revoked in 1971, and the Indian Princes suffered a betrayal by the government in power (Dwivedi, 1999).

This ended the tales from a bygone era. Unlike the fairy-tale endings, stories that began with “*Ek tha Raja*” – Once upon a time there was a king, (Dwivedi, 1999) they gradually began to fade away. Seeing that the days ahead would not be smooth, the Maharajas wisely started to look for alternative means of sustenance. Several rulers, particularly those of larger states that had a higher

privy purse, set up trusts for the maintenance of dependents and employees and for the establishment of institutions of research, education, health care and social welfare. Prominent among these were the Gangajali Fund of Gwalior, the Hari-Tara Fund of Jammu and Kashmir, a number of trusts set up in Bikaner and Hyderabad and the Mewar Foundation established by the Maharaja of Udaipur. Several Princes, on the other hand, began selling their assets such as palaces, jewelry, objects d'art, furniture, paintings or vintage cars to channelize these funds into a variety of businesses. Others with educational qualifications took jobs as managers in industries or joined the diplomatic service. Still others opted to become politicians and engaged in elections. There were also those who believed in the commitment to preserving the specialized arts and crafts of their states (Dwivedi, 1999).

However, at the backdrop of all these developments, the tourism industry gradually began to nurture. For instance, Maharaja Gaj Singh II of Jodhpur, who ascended the throne, at the age of four as the thirty-eighth ruler of his dynasty, after the death of Maharaja Hanwant Singh of Jodhpur, killed in an accident in 1952, gave priority to tourism. In fact, Maharaja Gaj Singh's major thrust was in the realm of tourism. He began this process with the conversion of the family's striking residence, the Umaid Bhavan Palace, into a popular luxury hotel and the establishment of a fine museum in the Mehrangarh Fort. Thereafter, having for many years, the Chairmanship of the Rajasthan Tourism Development Corporation has enabled him to contribute significantly towards the development and growth of tourism throughout the entire State (Dwivedi, 1999). Besides this, Gaj Singhji's other interests were in the field of heritage conservation. As an active member of the Governing Council of the Indian National Trust for Art and Cultural Heritage (INTACH) and Convener of Rajasthan he helped to create an awareness of the need to preserve the ancient arts and culture of his part of the world (Dwivedi, 1999).

In due course of time, the palatial residences of many of the Maharajas underwent a similar fortune. However, some of the older more traditional forts/palaces fell into ruins. Those that

survived wherein urgent need of restoration. The loss of the privy purses resulted not only in the decay of palaces, but more importantly caused unemployment in the ranks of the innumerable retainers who had once helped maintain them. A few Maharajas reluctantly sold their palaces to the Government to be converted into offices or museums. Others, whose capitals were located on popular tourist trails, converted their palaces into gracious guest houses or luxury hotels where tourists could, for a few days, live like a Maharaja. A stay at these hotels, however brief, transports the visitor to a world of enchantment, elegance and splendour beyond belief.

Among the first Maharajas to become hoteliers in the years following independence, were the rulers of Jammu and Kashmir, Jaipur and Udaipur (Dwivedi, 1999). Other Maharajas, realizing this as a lucrative alternative, soon followed suit. Some chose to run the hotels themselves, others sought professional expertise and handed over management to established hotel chains and groups like the Taj, Oberois and Welcome Group. Some palaces and forts were converted into educational institutions, museums and libraries, including those in Patiala, Jodhpur, Bikaner and Rampur. Still others, as in Indore, Pratapgarh and Palanpur, were converted into government offices (Dwivedi, 1999).

4.3 Heritage Hotels Under Study in Jaipur

Memory is vital to creativity: that holds truth for individuals and for peoples, who find in their heritage – natural and cultural, tangible and intangible – the key to their identity and the source of their inspiration.

(UNESCO, 2005c)

The Maharajas of Jaipur belonged to the clan which migrated to Rajasthan in A.D. 1093 after the founder, Duleh Rai, defeated the Mina tribesmen – rulers for many centuries. This clan rose to become an extremely powerful princely dynasty in India. The hereditary title of the Jaipur rulers, *Sawai*, meaning one-and-a-quarter, was conferred by the Mughal Emperor Aurangzeb on the young

Maharaja Jai Singh II, whom he considered to be a special cut above his ancestors. As mentioned, Jaipur was designed and built by Maharaja Jai Singh II, who ruled from 1708 to 1743. He was assisted by Vidhyadhar Bhattacharya – a Bengali architect well versed in the *Shilpashastras* (Dwivedi, 1999). Similarly, the reign of Ram Singh II and Madho Singh II were periods marked especially by the development of Jaipur's art and architecture. One can reflect on the importance of the visual arts in Jaipur's history – indeed it remains famous for its production of decorative arts even today. The flourishing of Heritage Hotels in Jaipur can also be due to its proximity of location. Jaipur is located in such a place, where the panoramic view is majestically magnificent. The entire area of important palaces and monuments are just a few kilometers apart.

Royal palaces are proud reminders of Rajasthan's past glory. They reflect the local and regional traditions as much as the perceptions and whims of the rulers and the impact of foreign styles. Each region and sub-region boasts of structures that defy all environmental impediments. The palaces are dotted with archaeological sites with the remains of forts, palaces and mansions like Hotel Jai Mahal Palace; Hotel Rambagh Palace and the Raj Palace Hotel. Interestingly, former royals also traded their heritage for commerce. For instance *Maharani Usha Kumari*, the consort of *Maharaja Swaroop Singh of Jodhpur*, runs *Ajit Bhawan* as a hotel (Sharma, 1998). Following this tradition has produced wider repercussions. The outcome has been advantageous as the development of tourism has increased manifold. In due course, a good number of wayside inns and guest houses have been built. The most admirable are the individual effort to those set up as heritage hotels in which the age-old architectural elements of erstwhile castles and palaces have been maintained but the interiors have been modernized to provide facilities for tourists and visitors (Sharma, 1998).

It is the heritage hotels that highlight the rich cultural mores of Rajasthan by providing a good foundation for the production of the tourism industry. "Production" according to the circuit of culture, refers to the processes involved in producing the artifact which is being represented. It refers first to the culture of production, which is the culture of organization itself, its "way of life". Yet it

has been well documented that heritage monuments fall under the purview of government-controlled structures. Thus, production involves cultural intermediaries, providing meaning through the encoding of artifacts with a symbolic form (Bourdieu, 1984). Therefore, an analysis of production needs to take into account the local global nexus (Robins, 1991). In a similar line Lofgren (1989) emphasized the need for a relationship between the local and global, and identifies three levels of national-cultural formation: the international, national and dialect levels.

Similarly, it is the necessity of postmodern accounts, that cultural consumption is seen as being the very material out of which identities can be constructed. Du Gay, *et al* (1997) and his colleague identify three perspectives on consumption: the production of consumption, where production and consumption are linked; consumption as socio-cultural differentiation, which addresses the diversity of meanings attached to an artifact; and consumption as appropriation and resistance, which explains how objects are made meaningful in the process of consumption. The challenge, then, is to examine the tourists' reading of the Heritage Hotels, and to ascertain the extent to which their reading is linked to the intentions of the producers, the diversity of their readings, and the way in which meaning is made. Karp and Lavine (1991) argue: "Decisions about how cultures are presented reflect deeper judgements of power and authority and can, indeed, resolve themselves into claims about what a nation is or ought to be as well as how citizens should relate to one another." But Wright (1985) and Hewison (1987) cogently put it in a different way: "The icons and symbols of a perceived 'common heritage' were important levers of political and social legitimation."

Thus, although much of the structure lays abandoned and crumbling, much has changed as the new caravans of visitors flocking to Rajasthan are now able to encounter and experience the magic and mystery of royal life first hand. More than one hundred ancestral properties, ranging from

small courtyard mansions to majestic fortresses and palaces, have been converted into elegant heritage hotels, and more are opening everyday (Crites, Mitchell Shelly & Nanji, Ameeta: 2007).

4.3.1 The Raj Palace



The Raj Palace has the soul of the 17th Century and the beating heart of the 21st Century. This beautiful blend of Mughal and Periodic architecture is the oldest mansion of Jaipur. The Raj Palace is a place where history was made and is currently in the making. A stay at the Raj Palace is an exceptional and timeless experience, an opportunity to be a part of the legend. Today in the finest tradition of Rajput hospitality, the Royal Lounge offers its guests a taste of royal living – a luxury and extravagance that was once the sole preserve of kings. The formal receptions remained the focal activity of courtly life during the British period. Hence the Thakur Sahib made the Swapna Mahal by imitating the great houses of the British and French nobility, this hall is fitted with European furniture, the largest Crystal chandelier, mirrors and a royal crockery museum.

4.3.1.1 Facts File

Location: The Raj Palace is in the middle of Jaipur

Access: Situated on the main Jaipur-Delhi Road and is only about half a kilometer away from Jaipur-Agra Highway. Distance from airport 12km, from railway station 6km

4.3.2 Jai Mahal



Jai Mahal Palace, the former residence of the Prime Minister of the princely state of Jaipur, is steeped in history. Located in Jaipur the City of victory, founded in 1727 by Maharaja Sawai Jai Singh II and designed in accordance with an ancient Indian treatise on architecture with imposing forts, magnificent palaces, exquisite temples, gardens and poignant memorials. As mentioned earlier it was the brain child of Raja Jai Singh II, an illustrious scion of the *suryavanshi* Kachhwaha dynasty, a migrant from Nawar in Madhya Pradesh. It was the Kachhwaha who betrayed the trust of the Mina tribal who had given them refuge by wresting away their capital Amber, thereafter it remained their stronghold for the next six centuries. After India gained independence, Man Singh II, a dynamic ruler who gained access to the throne after the death of his adoptive father Madho Singh II, was appointed Rajpramukh, or the head of the newly formed Rajasthan union. It was declared a state in 1956 and Jaipur was declared an administrative and commercial capital (Khullar, 2008).

The majestic Jai Mahal palace an architectural marvel was a vast complex of regal rooms, pretty pavilions and charming colonnades set amidst 18 acres of landscaped gardens, traces its origins to 1745. The stately Mughal Gardens, resonant with the call of peacocks, is a formal, multi-level, quartered garden with pavilions, water channels, flowerbeds, ponds and stone pathways. Located close to the main shopping centre and historical monuments, Jai Mahal Palace is ideal for exploring the fascinating city of Jaipur. After years of dormant existence, since 1970, the Natani-ka-Bagh again came to life. The Taj Group of Hotels acquired the management rights to convert it into a palace hotel in 1984. A new wing was added in a similar architectural style, containing 63 guest rooms as well as a grand lobby. The hotel also arranges fascinating sightseeing or excursion tours to Ramgarh Lodge. With its blend of history, elegance and luxury, the heritage hotel is a perfect destination for visitors to Jaipur. The heritage palace has been painstakingly restored and recently refurbished to offer guests the exclusive experience of a royal lifestyle complemented by legendary Taj hospitality. The renovated lobby exudes a stylish, warm and inviting charm. This perfect blending of Hindu and Muslim styles depicts the tremendous skill of the artisans. The Jai Mahal, on the ground floor, has scalloped arches decorated with flowers and butterflies and the exotic Sheesh Mahal is embedded with mirrors that twinkle like a starlit sky when a candle is lit inside its closed doors.

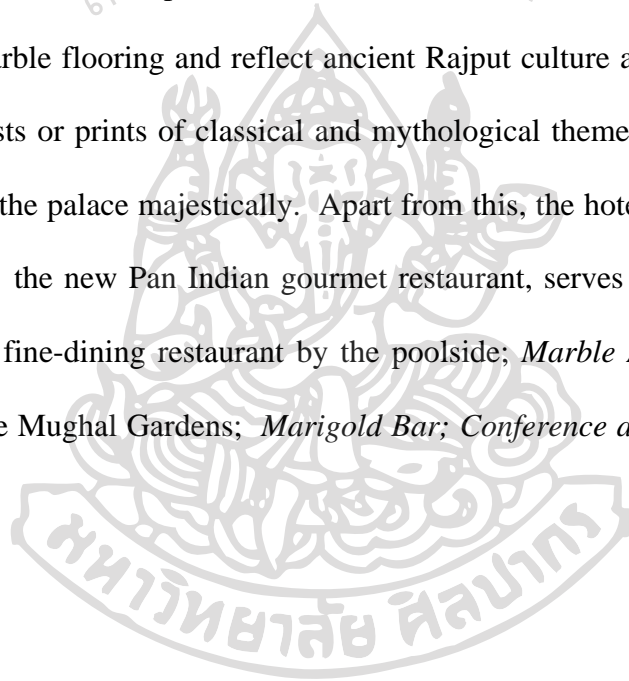
Visitors from all over the world now enjoy its beauty, wonder at the dancing peacocks in the garden and listen to the cacophony of chirping parrots. Time ticks gently by, with the pace of a maharaja's lifestyle. The pleasant quiet of a dawn slowly transforms into the cool somnolence of a Rajasthani evening. The results of Hendley's passion for the palace cannot be seen at Jaipur's shops. The Jai Mahal Palace does not merely recreate the history and ambience of the Natani-ka-Bagh, it represents much more by continuing the traditions of gracious living.

4.3.2.1 Fact file

Location: Jai Mahal Palace, the former residence of the Prime Minister of the princely states of Jaipur is steeped in history. Located close to the main shopping centre and historical monuments, Jai Mahal Palace is ideal for exploring the fascinating city of Jaipur.

Access: Airport – 14 km; Railway Station – Jaipur 3 km.

Accommodations: It has 94 rooms. Of these, 6 are Suites; 67 are Luxury Rooms designed in turquoise and red, evoking the rich colors of Rajasthan. These rooms weave traditional and contemporary elements; 17 are Luxury Rooms with Private Sit-out, and have tranquil views of the beautifully landscaped lawns or the pool; 10 are deluxe rooms tastefully decorated in traditional Rajasthani decor with marble flooring and reflect ancient Rajput culture and heritage. Paintings by contemporary Indian artists or prints of classical and mythological themes by famous Indian artists enhance the ambience of the palace majestically. Apart from this, the hotel provides a wide range of dining items. *Cinnamon*, the new Pan Indian gourmet restaurant, serves traditional Indian cuisine. *Giardino*, is an al-fresco fine-dining restaurant by the poolside; *Marble Arch*, is an all-day dining restaurant overlooking the Mughal Gardens; *Marigold Bar*; *Conference and Banquet facilities*; *Spa etc.*



4.3.3 Rambagh Palace



“There was always a feeling of magic in the air at Rambagh, the fairy tale palace which was once our gracious, comfortable and happy home”

- Rajmata Gayatri Devi

In the early nineteenth century, Kesar, lady administrator of the *zenana*, was gifted a piece of land outside the city limits near the small fortress of Moti Doongri, by the then queen mother and built a beautiful garden house in the forested area. After her death, Maharaja Ram Singh II converted the house into a guest house-cum-hunting lodge. The new premise was named Rambagh after the ruler. Ram Singh II was succeeded by his adopted son, who ascended the throne as Maharaja Madho Singh in 1880 in turn Madho Singh's adopted son became Maharaja Man Singh II at the age of eleven. The young ruler was sent to live in Rambagh, a safe distance away from the intrigues of the *zenana* and also to give him a broader and less traditional education. The young prince was moved from the restrictive confines of the eighteenth-century City Palace to the Rambagh. He lived in Rambagh with his three Maharanis and five children till the palace was converted into a luxury hotel (Dwivedi, 1999). Man Singh ultimately decided to make the Rambagh his official residence and further embellished the palace by adding a number of royal suites in 1931. He continued to live there throughout most of his life with his elegant wife, Maharani Gayatri Devi,

a princess of Cooch Bihar, who was universally regarded as the most beautiful woman in the world (Levick, 2007).

Built in 1835 on a modest scale for the Queen's favorite handmaiden, it was later refurbished as a royal guesthouse and hunting lodge. In 1931, Maharaja Mansingh enlarged the palace even further and modernized it. Nine years later, when Maharaja Mansingh married Princess Gayatri Devi, he revamped the royal suites. In December 1957 the Rambagh Palace Hotel was formally opened and the Maharaja of Jaipur became India's first active royal hotelier. In the early twentieth century, the original garden pavilions were replaced by a sprawling palace designed in an electric fusion of Mughals and Rajput styles by Sir Samuel Swinton Jacob, a British Army officer and chief engineer for the state of Rajasthan. Jacob was an architect who also had a deep scholarly interest in traditional architecture, and he created a number of the grander royal residences and public buildings of Rajasthan including the Lallgarh Palace in Bikaner.

From that time onward they entertained lavishly and their guests included Queen Elizabeth and Prince Philip, heads of state, the international jet set, and leading luminaries in the world of art and cinema. In 1957 Man Singh's decision to convert the palace into a heritage hotel evoked great criticism from other Rajput Royal families, although it proved to be a visionary step that not only preserved the property, but also encouraged many other royal families to do the same with their own palaces and forts (Levick, 2007). Although sadly many of the original reception rooms and suites have been altered beyond recognition, the neoclassical swimming pool, the grand formal dining room with its illuminated alabaster urns and painted ceiling, and the red and gold lacquered Oriental Room have been left relatively unchanged. Carved furniture, royal portraits, and works of art remain on display in many of the principal suites and reception rooms, vividly recalling the original splendor of the palace.

In 1925, Rambagh was converted into a palace, and became the residence of the Maharaja of Jaipur. The “Jewel of Jaipur” as it is fondly called, remained the home of the Jaipur royal family until 1957, when it was first converted into a luxury hotel by Maharaja Sawai Man Singh II. But it wasn’t until 1972 that Taj Hotels Resorts and Palaces took over the reins. It is now the “jewel in the crown” among the authentic palaces of the Taj in India. In the finest tradition of Rajput hospitality, the Rambagh Palace offers its guests a taste of royal living – a luxury and extravagance that was once the sole preserve of kings. It’s elegantly appointed rooms, marbled corridors and majestic gardens echo with history, and every corner has a story to tell (www.tajhotels.com).

In a major building and refurbishment program completed in 2002, an imposing new entrance gateway, reception hall, and formal garden were created. Arriving under a lofty porch resting on monolithic beige sandstone columns, guests ascend a grand staircase supported by four massive elephants carved from matching stone by local artisans. The spacious reception hall, embellished with a carved marble fountain and floors inlaid with colored stone, leads directly onto a balcony that overlooks the newly constructed Chandni Chowk garden, where the finest saffron outside of Kashmir was once cultivated by order of the Maharaja himself. The majestic central fountain, geometric planting, and tiled water channels dividing the Chandni Chowk into four sections clearly draw their inspiration from the classical gardens of Persia and Mughal India. Although the most glamorous couple of their time no longer live here, the mystique and magic of their unique legacy continues to enthrall all those who come.



Princess Gayatri Devi



Rambagh Palace

Today it is among the most popular luxury hotels in India. The rooms are beautifully furnished and offer all the modern facilities; superior rooms are tastefully decorated in Rajasthani style with the colors and weaves made famous all over the world by local artisans. Among the royal suites, visitors can choose from among the Maharaja suite with a large canopied bed, the Maharani suite with a mirrored bathroom and the Princess suite with its own fountains and private terrace garden. Carefully restored with period furniture, and with large French windows overlooking the gardens, the suites have been occupied by international dignitaries, celebrities and heads of state.

4.3.3.1 Fact file

Location: The Rambagh is located in the heart of Jaipur. Amidst the Pink City's bustling bazaars and forts, its forty-seven acres of landscaped gardens offer a haven of tranquility.

Access: Airport – 11 km; Railway Station – Jaipur 5 km.

4.3.4 Somode Haveli

Samode was one of the principal *Thikanas*² of Jaipur (Dwivedi, 1999). The Samode Palace was built in the late nineteenth century. Located about 20 miles (32kilometers) northwest of Jaipur, surrounded by fertile green fields and a ring of sharp ridges called the Aravalli hills. Samode was once a flourishing town (Levick: 2007). Today it is little more than a small, impoverished village full of potholes and crumbling houses. Like so many towns and villages in India, it survives precariously through its noble historical past.



The arched gateway to the main entrance of the four-hundred-year-old Samode Palace is now surrounded by a grand stone fortress; the palace was constructed on three levels in a progression of courtyards. From the narrow palace balconies are dizzying views of the enormous main courtyard below, which open out from the vast Mughal style arches of the Diwan-I-am, or Hall of Public Audience. Towering above one side of the palace, the weathered, dark stone walls of Samode Fort

² An intricate network of hierarchies and clan relationships existed within the princely states, particularly those of Rajasthan. At the head of the hierarchy was the ruler, followed by his nobles known generally as *samantas* or *sardars*. The *thikanedars* were often close relatives who had been given grants to territories or *thikanas* (*fiefdoms*) by the Maharaja. The *thikanedars*, in turn, awarded lands to their own dependents who were known as *jagirdars* or *chutbhias*. The system existed chiefly during the medieval period, at a time when there was constant internecine warfare between one state and another and the ruler required the allegiance, financial and military support of his clansmen. In times of peace, the *thikanedars* and *jagirdars* helped the ruler with the administration of the state. With the death of a *thikana* holder, his territories lapsed to the ruler and were returned when the heir paid a customary *nazarana* to reaffirm his loyalty.

edge the top of the undulating hills. This was the Samode family's former residence, accessible in times of trouble by an underground passageway.

The architecture shows a clear indication of Rajput-Mughal texture. The openings to all three courtyards are arranged in a linear succession. Today, in the largest courtyard of the palace, folk and gypsy musicians and dancers perform dazzling nighttime shows under sparkling stars. In 1985 Samode's owners enlisted builders, master crafts-people, and painters to restore the property. And later in 1987 Samode Palace opened its gates as a heritage hotel. It is fitting that the owners, Raghvendra Singh and his brother Yadavendra Singh, were descendants of the original Nathawat family (Levick, 2007).

The hotel, now turned into a Heritage Hotel, contains forty-two guest rooms and several special ornamental rooms: Rang Mahal, or the Palace of Colors, resembles a jewel box, with gilded and painted walls and mirror-worked ceilings. Beyond this lies Sheesh Mahal, the Palace of Mirrors, with its dazzling inlays of glass and mirror work and painted friezes of royal hunts and darbar (court) scenes. The interiors were inspired by traditional design and painting techniques using stone-ground pigments mixed with tree resin, which are known to last for hundreds of years. Still living in the village are descendants of the original court painters who continue to be involved in the restoration of the palace frescoes.

Samode Haveli has gone through a series of significant facelifts in recent years. Guests who stayed in what was a rather sleepy, laid-back hotel in the 1980s still warmly recall being asked to leave the hotel for a couple of hours while a goat was sacrificed in the central courtyard to propitiate the gods and assure the good fortune of the ruling family. That same grassy courtyard has now become one of the most elegant places to dine on a Jaipur evening. Tables are arranged around marble fountains planted with white lotus and illuminated by twinkling fairy lights hanging from the branches of pomegranate and orange trees. The food is refined and varied. Guests can choose from

a delicious menu featuring traditional Rajasthani, South Indian, and Western cuisine while being serenaded by the haunting sound of desert flutes and the hypnotic rhythms of gypsy castanets.

Recent additions include a two-story Ayurvedic spa and health club designed in Rajput revivalist style, incorporating cusped arches and tall windows set with colored glass. Guests sun themselves on cushioned platforms beside a turquoise-tiled pool while they enjoy a fresh lime soda, roasted almonds, and the famous savory snacks of Jaipur. Raghvendra Singh, the present Rawal of Samode, his younger brother, Yadavendra, and their families live on the top floor of the Haveli. They interact regularly with the guests, making sure that the highest standards of traditional Rajput hospitality are maintained. Over the years, Samode Haveli has become a favorite of the chic international set, who treasures its blend of ethnic elegance and the latest creature comforts. Yet it has remained reasonably priced, and a perceptive policy that does not allow large groups adds to the intimate feel of the property.

4.3.4.1 Fact file

*Location:*The Samode Palace is located 40 kilometres (25 mi) north of Jaipur city, the Samode Haveli is close to Jaipur (centrally located within city limits, 6 kilometres (3.7 mi) away from the city railway station) and the Samode Bagh or Garden, 4 kilometres (2.5 mi) from the palace which is also run as a luxury hotel

*Access:*Jaipur in turn is well connected by rail, road and air to all the major cities in the country. Jaipur is 260 kilometres (160 mi) from Delhi by road on the National Highway NH1

4.3.5 Narain Niwas Palace



Narain Niwas Palace was built in 1928 by General Amar Singh, Thakur of Kanota, Commander of the Jaipur State force and confidant of the then Maharaj Sawai Man Singh. General Amar Singh was the first Indian to get a King's commission in the British army. General Amar Singh was the grandson of Thakur Zorawar Singh, founder of the Kanota family. Thakur Shivdan Singh, (General Amar Singhji's brother) supervised the actual construction. The new mansion was named after their father, Thankur Narain Singh, who had been the Chief of Police in Jaipur State as well as a minister in the neighbouring princely state of Alwar. Narain Niwas was the country residence to which General Amar Singh could withdraw to when he wanted a change from his busy administrative and court life, and from the cares of the Kanota family's Haveli within the walled city. Like other noblemen of Jaipur State, he built his "garden house" in the vicinity of Rambagh, the pleasure garden and palace whose construction was begun in the 19th century by Maharaj Sawai Ram Singh (1835-1880). Until World War II, Narain Niwas was surrounded by jungles where Amar Singh went for pig sticking (hunting wild boar on horseback), shooting game birds, and hunting black buck and the occasional panther (www.hotelnarainniwas.com).

The Thakurs of Kanota, whose ancestral state is located only 20 miles (32 kilometres) outside of Jaipur on the Agra road, rose to positions of considerable power in the Jaipur court from the end of the nineteenth century until the independence of India in 1947. Like many other noble families of the time, they required a suitably grand residence in Jaipur. Surrounded by high walls and entered

through an imposing painted gateway, the original hunting lodge located near the Rambagh palace was created by Thakur Narain Singh at the end of the nineteenth century and became known locally as Narain Niwas. His son, General Amar Singh, who served as Commander of Forces for Jaipur State, decided in 1924 to construct a much grander palace, which became his principal Jaipur residence until his death in 1942. He became personally involved in the design, which drew its inspiration from traditional Rajput architecture but was distinguished with a variety of floral and naturalistic designs.

While serving in a number of powerful positions in the military and administration of Jaipur state, Amar Singh also found time to write the longest diary in the world. Writing in English over a forty-year period, he recorded in intimate detail the activities of the Jaipur court and daily life. Perhaps inspired by the diary, his grandson, Thakur Mohan Singh, converted the ancestral home into a Heritage Hotel in 1978. He wisely retained much of the original furniture, works of art, arms and armour, antique photographs and ancestral paintings, which add an aura of traditional Rajput splendour to the property. Mohan Singh's sons now look after Narain Niwas and can often be found sitting on the broad veranda porch, just as their father had done before them, entertaining and regaling the guests with legends and stories of bygone days.

The transformation of an old pavilion in the garden known as the Rang Mahal, or Palace of Colour, into a popular bar and barbeque has been a brilliant success and is filled with hotel guests and Jaipur locals every evening. The extensive palace gardens, which house, at the far end of the property, a bustling nursery filled with exotic plants and trees, are slowly being restored to their original grandeur. Peacocks seem to love the Narain Niwas gardens, and there are more here than anywhere else in Jaipur. They strut, print, and scratch, and when chased by the palace pet beagle, fly clumsily upward, escaping to the nearest branch. Fortunately, things change slowly in Jaipur.

4.4 Cultural Heritage of Rajasthan

4.4.1 *Paintings and Portraits*

Literature, painting, music and dance flourished in the courts of Rajasthan, especially from the eighteenth century onward, as a result of the extensive patronage extended to the plastic and performing arts. Distinct styles of miniature painting evolved in various states of Rajasthan. The most celebrated being those of Mewar, Jodhpur, Bundi, Jaipur, Bikaner and Kishengarh. Paintings and portraits were commissioned by the rulers and the nobility to illustrate classical literary works and to commemorate special events (Dwivedi, 1999).



A portraits painting from Jaipur



Painting -- Mewar

4.4.2 Celebrations and Lifestyle

The people of Rajasthan love to celebrate and the whole state join in the extravaganza of colour and camaraderie during these festivities which, incidentally, are held all year round. There is a celebration or a fair to mark the onset of every season, to commemorate gods or folk heroes, religious and social events and even to conduct business transactions of buying and selling camels and livestock. According to the popular saying there are more festivals celebrated in the golden sands of Rajasthan than there are days in a year. Most of the traditional fairs and festivities with religious, mythological, historical or seasonal relevance are celebrated with elaborate rituals, prayers, devotion, fanfare and fervour. The majority of festivals are celebrated according to the lunar cycle in the brighter part of the month and there is an abundance of festive buoyancy and intensity during the winter, spring and monsoon months.



Bikaner Festival



Teej Dance Festival

These festival revelries help the people to unwind from the rigours of a hard desert life and are superb opportunities for men and women of different communities and villages to spend time together. This social interaction creates a better understanding or group cohesiveness and a sense of harmony among the masses. In the months of September-October comes *Dussehra*, a festival symbolizing the ultimate victory of good over evil as Lord Rama vanquished the demon king Ravana after a long battle on this day. In Rajasthan, this festival involves a nine day period of rituals and fasting (*Navratri*), which involves partaking of a single meal every day. Twenty days later comes *Deepawali*³, the festival of lights which commemorates the homecoming of Lord Ram, his wife Sita and brother Lakshmana after a fourteen year period of exile (Khullar, 2008). Every year the small and otherwise sleepy town of Pushkar, 11 km to the north-west of Ajmer, comes alive for twelve

³ Diwali, symbolizing the Hindu New Year, originated as a harvest festival. During this festival, prayers are offered to Lakshmi, goddess of wealth. The King worships the *Shri Yantra*, a magical wealth-endowing talisman, distributes sweets and gifts to the poor, and new clothes and monetary gifts to his relations, staff and family priests. Merchants and businessmen close out old account books and open up new ones on this day.

days in the month of *Kartik* (November) for the most mammoth camel fair in the world. The rural menfolk arrive here with their camels, horses and livestock for trading and once the commercial side is dispensed with, a religious spirit permeates the entire area. Among the various cattle fairs held in Rajasthan are the renowned Nagpur Fair, 145 kilometres from Jodhpur organised in January-February, the Kolayat Fair near Bikaner, the Mallinath Fair and the Chandrabhaga Fair are excellent opportunities for both commercial and social interaction.

Holi,⁴ the Festival of Colours, which heralds the spring season, is celebrated in the month of *Phagun* (March). A bonfire lit on the eve of the festival recounts the legend of evil Hollika. *Gangaur*, a fortnight long festival which begins after Holi, is dedicated to Lord Shiva and his consort Parvati who are also known as Gana and Gauri. Women sing songs on Parvati⁵, fast and pray for the welfare of their husbands while the unmarried girls wish for a suitable partner. In Jaipur, elephants, camels, horses, musicians and uniformed attendants are also part of the procession which begins at the Tripolia gate in the presence of the erstwhile Maharaja of Jaipur and weaves through the city squares overflowing with eagerly awaiting spectators.



Holi Festival

⁴ Holi is celebrated with a lot of fun and frolic by both young and old playing with coloured powder and water. This festival, celebrates the harvest of the winter crops. In Bharatpur, the celebration of Holi centres around Lord Krishna, his relationship with Radha and the *gopis* (maids) and is enacted in the Ras Leela.

⁵ This important Festival of Women is celebrated with ritualistic intensity all over the state but with some variations. Bedecked idols of Shiva and Parvati, seated on decorated palanquins, are carried out in elaborate processions.



The *Chaksu* Fair near Jaipur is held on *Shitla Ashtami* in the month of March. Devotees gather on the grounds and walk to the top of the hill at Seel Ki Doongri to worship and offer stale food cooked the night before at the temple of Shitla Mata, who was believed to have possessed miraculous powers to prevent people from contracting the dreaded disease of small-fox. The State Tourism Department also organises several programmes like the Desert Festival at Jaisalmer, Brij Festival at Bharatpur, the Elephant Festival at Jaipur, Marwar Festival at Jodhpur and the Summer Festival at Mount Abu. These prove to be memorable experiences of the vibrant colours, romance and pageantry of Rajasthan. During these festivities, *Ghoomar*⁶, the most popular dance of Rajasthan, is performed by the ladies at the festivals and family functions. The other well-known dance forms of Rajasthan include the dare-devil fire dance of Siddha Jats, the *bhavai* dance where seven to nine pitchers are balanced on the head, the Kamad community's *terah tali* dance before the deity of Ramdeoiji, the *gauri* dance, where the Bhil tribals of Udaipur enact tales of Lord Shiva and

⁶ The women dressed in traditional *lehangas*, and *odhnis* go round in a circle in clockwise and counterclockwise movements in a graceful rhythmic manner. Even the ladies of the royal families perform this dance in the privacy of their courtyards.

Parvati, the *luvar* dance of Jodhpur and the *gindar* dance which continues the whole night during the *Holi* Festival.

In terms of social conditions, Jaipur was the first Hindu state to prohibit *sati*⁷ and slavery, the credit for this goes to the Ram Singh who was simply known as Rishi Raj (Sage King). In addition to this, he was instrumental in the development of Jaipur in numerous ways – i.e. setting up schools, hospitals, civil and criminal courts along British Indian lines, railways, post and telegraph services, the piping of water from the Ramgarh Dam, gas lighting and street lights; all city streets were paved, and metal roads built. Only elephants, camels, horses and carriages were allowed on the main roads, pedestrians had to use the footpaths (Jafa, 2008).

The significance of his administration was that, like all other Rajput rulers, Ram Singh refused to participate in the 1857 uprising. The British officers and families seeking refuge in Jaipur were treated as state guests, and Ram Singh forbade the slaughter and harassment of European travellers and missionaries in any part of his kingdom. The sepoy brigades at Nasirabad and Neemach, near Ajmer mutinied, so the Jaipur Maharaja chivalrously helped the British officers, women and children. For this service to the Empire, Queen Victoria awarded Ram Singh the Kaiser-i-Hind Medal and the rich Kot Kasim district in perpetuity. He was also made a Member of the Legislative Council of British India from 1869 to 1875. When the Prince of Wales visited Jaipur, Ram Singh had the entire city painted pink in his honour. A procession of 100 elephants caparisoned in gold and silver brocades, illumination of all the forts surrounding Jaipur, and fireworks and banquets were arranged. Rambagh's garden pavilion was converted into an English-style guest house for the prince (Jafa, 2008).

4.4.3 The Rich Craft Tradition

A small group of village women in brilliant blue, glistening green, mesmerising mustard and radiant red *ghagras* (long skirts), *kanchlis* (blouses) and ornate *odhnis* (veils) sit in the open

⁷ Immolation over the husband's pyre – a kind of practice in which when the husband dies the wife jumps into the pyre.

courtyards of their humble but decorated mud houses, humming a lilting folk tune while their attention is focussed on creating an intricate embroidered pattern; a royal princess demurely clad in a fine pastel chiffon saree and the choicest pearls and diamonds is the epitome of grace and regal charm as she attends to her royal duties inside her exquisite palace apartment. Blended with striking contrasts, beauty, art and aesthetics permeate the very core of the living traditions. Be it the fabrics, jewellery, utility objects, footwear, quilts, dwellings or even the ancient weapons, they are embellished with trimming, tassels, mirror carvings or decorative stitches. Colour and beauty emanate from every nook and corner. If there is anything dull or drab, it is the arid land with its sweltering heat, the vagaries of which they survive because of the never say die spirit.



Handicraft of Rajasthan

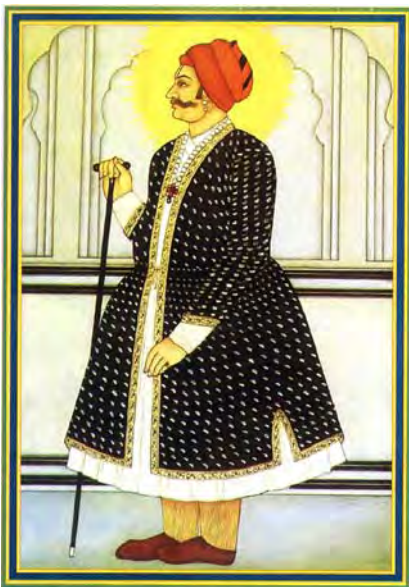
Rajasthan is also very famous for its distinctive blue pottery. The craft which originated in Persia and China (and earlier applied to tiles) requires a mixture of quartz stone, fuller's earth and sodium sulphate in the right proportions instead of clay. Vases, wall plates and other decorative items are shaped both at the wheel and in moulds and the process are completed by firing, painting and glazing. In addition, Rajasthan with its abundance of marble – the red sandstone of Dholpur, the grey stone of Kota, the granites from Ajmer and other kinds of marbles, sandstones, rocks and slates have been shaped and moulded to perfection over the centuries for magnificent palaces, forts, temples, *havelis* and cenotaphs. Wood carvings, metal work, jewellery and ornaments etc. compile the complete vistas of the rich tradition of the crafts.



Bule Pottery of Rajasthan

4.5 Conclusion

Thus, in summation, the architectural masterpieces of the palaces and forts in Jaipur are the handiwork of different Maharajas, the reign of Jai Singh II; Ram Singh II, and Madho Singh II were a period marked especially by the development of Jaipur's art and architecture. Magnificent palaces mushroomed up in large numbers. The visual arts in Jaipur reflect the history of the famous production of decorative arts even today. Interestingly, conversions of the palaces into Heritage Hotels have made them more challenging and significant. The beautiful blend of Mughal arts with that of the more modern types clearly depicts the tale of their success.



Jai Singh II (1688-1743)



Ram Singh II (1835-1880)



Madho Singh II (1861-1922)

Chapter- 5

Heritage Tourism and Heritage Hotels in Jaipur

One state alone, Rajasthan, obsessed me and drew me back. What drew me back ...the taste of the mango fruit, the beauty of the white lotus, the screeching of peacocks...In every temple of white marble or golden alabaster, I found jasmine and marigold, sandalwood and honey ritualistically offered to the gods. The myriad royal palaces and fortresses were often derelict, mere ghosts of splendour, rivalling the ornate courts of Europe's Golden Age.

- Beny, Roloff (1984)

5.1 Introduction

This chapter acts as an introduction to the process of heritage revamping vis-à-vis identification, nomination and inscription of heritage monuments. The content covers the aims, just mentioned, in seeking to explain the complex processes taking place in therevamping of heritage hotels. The chapter also considers the vast range of bodies, organisations (governmental and non-governmental) and stakeholders who become involved in the process and the roles that they play. Many of the controversial and political issues surrounding the whole concept of heritage hotels are also raised in an attempt to highlight the disparate views on the success and potential longevity of the designation process.

Tourism, already one of the world's biggest industries, is blooming because the world is shrinking as a result of technology, and geographical distance is becoming less of a factor as a result of it. It is expected that the tourism industry is expected to triple in size by the year 2010 (Narasiah, 2005). Under such intense growth, the concern about tourism's impact on fragile environments and cultures is leading to serious attempts to make it more sustainable and at the same time maintain the old monuments or heritages. The major reason for such growing popularity of the heritage hotels

also emanates from the well planned and meticulous hard work of the tourism industry. With prices of international travel falling and the stresses and strains of everyday life increasing, more people are travelling to exotic places.

5.2 Heritage Hotels: Growing Importance

The love for architectural elegance and creativity is evident both in the case of rural and urban habitations in many ways. Jaipur has a princely legacy associated with the palaces and articulate religious beliefs. The royal families built palaces, forts and cenotaphs, whereas the trading community encouraged the construction of temples and places of worship. Both are illustrative of the love for architectural extravagance and minuteness of form, color and content (Sharma, 1998). Urry (1990) opined that: In the absence of the heritage industry, just how is the past normally appropriated? It is certainly not through the academic study of “history” as such. For many people it will be acquired at best through reading biographies and historical novels. It is not obvious that the heritage industry’s account is any more misleading.

Urry further stated: “What does need to be emphasized is that the heritage industry is distorted because of the predominant emphasis placed on visualization, on presenting visitors with an array of artifacts, including buildings (either “real” or “manufactured”) and then trying to visualize the patterns of life that would have emerged around them. This is essentially “arte-factual” history, in which a whole variety of social experiences are necessarily ignored or trivialized, such as war, exploitation, hunger, disease, the law and so on.

The realization that a heritage hotel enriches the cultural identity has increased expectations for more effective and accountable management. Thus, it should be represented adequately; “representation” is the process by which members of a culture produce meaning. Meaning is not derived directly from the object, but from the way in which the object is represented. Thus, an object takes on a range of cultural meanings, partly as a result of how it has been represented in visual and

verbal forms. Different meanings are produced by different symbolic systems, and so the meanings are being contested and are changing (P. du Gay, *et al*, 1997). Similarly, McKercher and du Cros (2001) suggested that Heritage Sites are likely to have five categories of tourists at any one time, with the mix dependent on the nature of the place and the origin of the majority of the visitors. The five categories of cultural tourists as enumerated include:

- I. The “purposeful cultural tourist” for whom cultural tourism is the primary motive for visiting a destination, and the individual has a deep cultural experience.
- II. The “sightseeing cultural tourist” for whom cultural tourism is a primary or major reason for visiting a destination.
- III. The “serendipitous cultural tourist” who does not travel for cultural tourism reasons, but who, after participating, ends up having a deep cultural tourism experience.
- IV. The “casual cultural tourist” for whom cultural tourism is a weak motive for visiting a destination, and the resultant experience is shallow.
- V. The “incidental cultural tourist” who does not travel for cultural tourism reasons but, nonetheless, participates in some activities and has shallow experiences.

With over a hundred heritage hotels, Rajasthan is the logical starting point for a tour of India's palace hotels. Legend has it that it is here that the first prince, born of the Sun, touched the Earth and started the royal lineage of Rajput warriors. It is in this desert region – where caravans from Kashmir, China and Persia exchanged fruit, opium, silk and arms; where many a conqueror clashed with the Rajputs; where the rich folks' traditions are still vibrant and alive – that many forts, palaces and traditional Havelis (mansions) can be found. The heritage properties have mostly been restored to their original grandeur and special attention has been given to their maintenance and conservation. There has been a genuine attempt to provide a glimpse into a way of life that has long since lapsed and to recreate the vanished ambience. Much of the charm of these heritage hotels is in the individual attention and personalized service. Families, often in residence for many decades, welcome visitors as they would guests to their own homes. Naturally, each ancestral heritage

property tends to be uniquely different, reflecting its own history, tradition and culture. On many occasions, a visit to heritage hotels also provides a window into life in rural India – its diverse cuisines, festivals and fairs, folk dances and music. Heritage destinations provide opportunities for adventure – like a camel or horse safari, or a jeep-ride through the forest or sand dunes – which are not only enjoyable but also add an extra dimension to the visitor’s experience (Kapoor, 2006).

5.2.1 Historical Ramifications

It is very well to say that key heritage items should be documented, preserved for posterity, and interpreted so that the public can enjoy and learn from them. In the case of India, many of India’s surviving forts and palaces were built during the 16th through the 18th centuries, when the country was divided into many provinces and kingdoms, each being under a local ruler. The Mughal emperors in Delhi ruled as the overall sovereigns of the greater part of the subcontinent, their power and influence waxing and waning with the vicissitudes of time. Among the more colorful and flamboyant rulers were the Rajputs- inhabiting the region to the southwest of Delhi, which largely consists of the great Thar desert, and is now part of the state of Rajasthan. They were known for the strong sense of pride they took in their traditions and way of life, imbued as it was with the knightly ideals of valour, honour and chivalry.

The British ruled over India in the 19th and 20th century and the Indian princes and kings were no longer required to maintain huge armies and wage ruinous wars. This freed up a lot of resources and much of it was channeled into building lavish, elaborate palaces. Another distinct architectural style that emerged in 19th century India was what is popularly known as the Indo-Saracenic Style, a fusion of Indo-Islamic and European architecture. New palaces, modeled on European styles, started replacing the older ones and reflected the newly acquired tastes of the maharajas. There was also, in the 19th century, a resurgence of the vibrant Rajput style of architecture, which gave a much needed impetus to local craftsmen, especially in the states of Jodhpur, Bikaner and Jaipur. The British architect Samuel Swinton Jacob is credited with the revival of the Rajput style. Palaces designed by

him make abundant use of traditional features such as *jalis* (filigreed screens), *jharokas* (ornate windows), *chattris* (cupolas), cusped arches and bangle roofs (Kapoor, 2006).

By 1946, it was clear that the princely states had to adapt to a changing world. The spirit of democracy was abroad, and Jaipur established an elected legislative assembly. Maharaja Sadul Singh of Bikaner – then president of the Chamber of Princes – convinced most princes to join the Indian federation because it was unrealistic to think of forming a separate bloc consisting of the 517 princely states. But they all wanted a united, independent India, opposing partition, to the very end, in all their missives to British and Indian leaders. The State Department and India's first Home Minister, Vallabhbhai Patel, sent a civil servant, V.P. Menon, to negotiate accession and merger treaties with the princely states. Sardar Patel assured the princes that their autonomy would be respected if they acceded in three areas – defense, foreign affairs and communications. But the Viceroy's political secretary, Corfield, who had been resident at Jaipur and other states, warned them that they would be signing their own class into oblivion if they did not insist on iron-clad constitutional guarantees on their powers, privileges and privy purses. The princes refused to sign. Mountbatten dismissed Corfield and began negotiations personally. The Chamber of Princes met at Delhi on July 25, 1947. The Viceroy assured them that the government would stand by them, and that they wouldn't be signing away any rights, especially since the concessions they were making had already been made in 1857 to the paramount power, Great Britain, and would merely pass on to its successor, the government of Independent India. Turning down Jinnah's offer of unconditional autonomy in return for joining Pakistan, the four largest Rajput states – Jodhpur, Jaisalmer, Bikaner and Jaipur – opted for secular India.

The merger of the princely states with a socialist democracy affected every royal family. Jaipur, however, had an advantage which helped its selection as the capital of Rajasthan. It's extremely popular and capable Maharaja Man Singh was appointed *Raj Pramukh* of the state. Under this appointment, the Jaipur's Privy Purse was fixed at Rs. 2,200,000. With this income the

maharajas could maintain and support hundreds of relations, retainers and dependents who could not afford to be suddenly turned out to fend for themselves. Historic forts, palaces and temples had to be maintained without state revenue. With religious festivals and public ceremonies, which the people expected their maharajas to perform, and visitors flocked to see, also cost money. However, things got worse when the *raj pramukh's* post was abolished. Man Singh emulated British aristocrats like the Duke of Bedford and Lord Bath by turning his stately home Rambagh, into a palace hotel. His only surviving wife, Maharani Gayatri Devi, moved into the much smaller Raj Mahal, the former Residency. Sawai Man Singh II kept in step with the changing times by sending his four sons⁸ out to work as soon as they were out of Harrow (Jafa, 2008). In December 1947, the silver jubilee of Man Singh's reign was celebrated with great pomp. Mountbatten, now Governor-General of Independent India, and his wife Edwina, were the chief guests (Jafa, 2008).

After the death of the first Prime Minister Jawaharlal Nehru, the new Prime Minister Lal Bahadur Shastri showed a new spirit for the Royals. Shastri made Yuvraj Lalit Sen of Suket his parliamentary secretary; Maharaja Karan Singh of Jammu and Kashmir, the Gaekwad of Baroda, the Mysore Maharaja and the present Rajmata of Gwalior and Patiala were among his advisors. Man Singh was appointed Ambassador to Spain. The situation got worse after Shastri's death, Indira Gandhi became Prime Minister. She made it clear that the princes were an anachronism in a democratic socialist republic, and set about abolishing their powers, privileges and privy purses. Notices were sent to the princes informing them about their de-recognition.

The princes appealed to the Supreme Court and won the case. But immediately after the Bangladesh war in 1971, the Constitution (Indian Constitution) was amended, enabling the de-recognition of the princes, and the abolition of their titles, privileges and privy purses by an Act of

⁸ Bubbles joined the Indian Army; Joe joined the Rothschild Banking Firm (later married Rani Vidya Devi – Daughter of the Raja of Jubbal); Soft spoken Pat was sent to learn business management from one of India's top industrialists, the Jaipur-born G.D. Birla. He went on to become influential in the hotel and travel industries in India, which now involve so many royal families; even the youngest son, Jagat, had to prepare for a career (though he went through a long-haired hippy phase and at last got married to a bright Thai princess, Priya).

Parliament. There were further shocks in store for the Jaipur royal family. Jai Garh Fort, the legendary hiding place of the treasures amassed by Kachwaha rulers, and Moti Doongri, where Gayatri Devi lived, was raided by Income Tax authorities. All the jewelry, gold and silver were, however, found to be legitimate. But twenty-odd pounds were found, which amounted to a violation of the Foreign Exchange Regulation Act (FERA). Immediately after the declaration of Emergency in 1975, Gayatri Devi was arrested for this minor FERA violation. Her stepson, Colonel Bhawani Singh, a decorated war hero, who tried to reason with the officials, was also arrested⁹ (Jafa, 2008).

Further, the “Neo-Rajput” style took a firm hold on the Indian maharaja’s imagination. The result may have sometimes looked idiosyncratic, but it had its own distinct charm. The art deco style of architecture became prominent during the first half of the 20th century. The Princely States being absorbed into the Indian Union were bereft of their kingdoms, the maharajas and maharanis had to severely curtail their extravagances. Later, in 1971, their Privy Purses- generous annual remittances by the state that were guaranteed by the law – were also withdrawn making it even more difficult to meet the extravagances. The maintenance of huge palaces, of which many royal families had at least two or three, became financially untenable. Some sold their properties and family heirlooms so that they could carry on, while others were forced to abandon their forts and palaces, which fell prey to neglect and decay. Some of the more enterprising ones though converted their properties into hotels (Kapoor, 2006).

Here again, the descendants of the proud and hardy Rajput princes took on the pioneering role, showing remarkable agility and adaptability in adjusting to the changing times. One such pioneer was Maharaja Man Singh of Jaipur, an impetuous but practical man who decided in 1957 that Jaipur, the capital of the state of Rajasthan needed a hotel. He relinquished his residence, the sprawling Rambagh Palace where he stayed with his three wives, their children and hundreds of

⁹ Maharaja Man Singh was spared this ignominy. He died on May 24, 1970, while holidaying in England. His body was flown back to Jaipur, where the entire state bade him farewell.

retainers. In December 1957, the Rambagh Palace became India's first palace hotel and opened its doors to Count Artaza, the Spanish ambassador to India. Today, it remains one of the finest luxury heritage hotels in India. Set in a 47-acre garden, Rambagh Palace was first built in the 1800s, and was subsequently expanded many times, the last expansion being in the 1930s when Man Singh married the beautiful Gayatri Devi. Atypically for her time and milieu, Gayatri Devi shot tigers, rode horses, drove cars, wore slacks and summered with film stars on the Riviera. Now in her eighties, she lives in a separate residence in the city, but can occasionally be seen having dinner with guests at the Rambagh hotel (Kapoor, 2006).

5.3 Tourism Policy of Rajasthan

The “past” is very much a part of the here and now in India. What makes Indian civilization, along with China's special is that it has continued in an unbroken continuum from early ancient times right up till the present day. History, tradition and cultural heritage are not moth-battered relics consigned to museums and the inner recesses of people's collective memories, only to be dusted off and displayed periodically. They are an integral and organic part of the people's everyday life. It is in this spirit that many of India's numerous forts, palaces, havelis and colonial mansions have been rescued from oblivion and converted into fine heritage properties, open to the traveler looking for an authentic cultural experience” (Kapoor: 2006).

According to the Indian Heritage Hotels Association (IHHA), its membership grew from just 51 hotels in 1991 to 120 in 2004, 154 hotels in 2010 and 174 in 2011. The actual number of heritage hotels is higher as some properties function independently, without being affiliated with the association. Among its members are well-known hotel chains like the ITC Welcomgroup which leads the pack with thirty-five heritage hotels under its Welcome Heritage banner, followed by Historic Resort Hotels (HRH) headed by Arvind Singh Mewar, scion of the royal family of Udaipur, which has twelve properties (Kapoor, 2006). In the past decade, the Neemrana group of hotels,

promoted by Aman Nath and Francis Wacziarg has also emerged as a heritage hotel chain of great repute with eleven hotels in its portfolio (Kapoor, 2006).

“For tourism to succeed it must be sustainable...to be sustainable, it must be carefully planned and managed (Godfrey & Clarke, 2000). Tourism planning generally takes place at three different levels: nationally, locally and for individual attractions. At the national level, it involves the co-ordination and management of large tourist regions or the country as a whole, usually through the development of policy, national standards and institutions. At the facility or site level (locally), it involves the planning, design and development of individual tourist attractions, services and facilities to serve tourist needs. Although, not common in the planning and management of tourist destination areas, the organization and development of visitor attractions and services are sometimes done in and around destination communities.

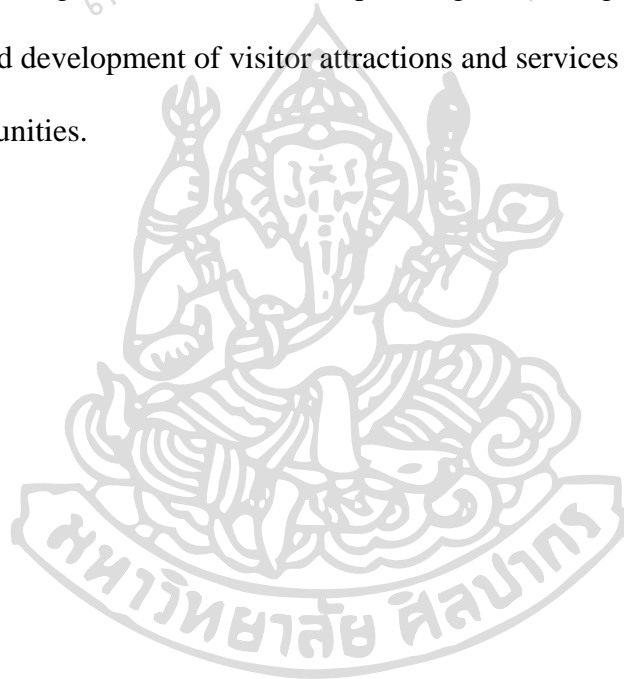


Table III: Shows the management approaches/framework of sustainable development pertaining totourism by characterizing thedifferent paths.

Approach	Characteristics
Sustainability criteria and indicators	Factors used to measure ecological, social, cultural and economic sustainability
Ecosystems management	Integrating scientific knowledge of ecological relationships within the sociopolitical and values framework
Adaptive management	Resources and environmental systems contain surprises; changes and adjustments are necessary
Precautionary principle	Rather than waiting for complete understanding, managers should anticipate potential, harmful, environmental impacts and make decisions to avoid such harm
Benefit-cost analysis	Identify all benefits and costs over the lifetime of a project emphasizing economic efficiency
Impact assessment (environmental, social)	Identify ways of improving projects environmentally and/ or socially by preventing, minimizing, mitigating or compensating
Cumulative effects assessment	Sum of ecological changes to resources as a result of incremental impacts
Life cycle assessment	Holistic approach to evaluate environmental effects over the lifespan of a project or activity
Carrying capacity	Maximum sustainable population in a given area; this idea has been expanded to social, physical, and ecological resources

Table III: Shows the management approaches/framework of sustainable development pertaining totourism by characterizing thedifferent paths (Continue)

Limits of acceptable change	Specifies acceptable resources and social environmental conditions and guides management techniques to direct development
Co-operative management	Sharing rights and responsibilities between the government and civil society. Associated with partnerships, collaboration and co-management
Visitor impact management	Assesses impacts of visitors on a resource and recreation experience
Visitor experience and resource protection	Used in part to look at desired ecological and social conditions rather than measure maximum sustainable usage
Tourism stewardship council	Emphasizes the need of holistic and collaborative efforts in management among the tourism stakeholders
Recreation Opportunity Spectrum (ROS)	Rational comprehensive planning approach to define user opportunities for different classes of recreational experiences within land use management categories (primitive-urban)
Tourism Opportunity Spectrum (TOS)	Adoption of ROS to tourism (ecotourism to urban tourism)
Ecotourism Opportunity Spectrum (ECOS)	Adoption of ROS to ecotourism

Source: Telfer, David J., and Hashimoto, Atsuko, (2006), “Resource Management: Social, Cultural, Physical Environment and the Optimization of Impacts”, in Buhalis, Dimitrios, and Costa, Carlos, (ed.), (2006), *Tourism Management Dynamics: Trends, Management and Tools*, (Burlington: Elsevier Butterworth-Heinemann), p. 151.

Table IV: Tourism Policy of Rajasthan

SL. No.	Item
1	Mission Statement
2	The Preamble
3	Introduction and Present Scenario
4	Objectives
5	Role of the State Government
6	Policy Formulation for growth of Tourism Sector
7	Ensuring Safety & Security of Tourists and Promoting Sustainable Tourism
8	Tourism Infrastructure
9	Accommodations
10	Heritage Hotels
11	Camp Tourism / Eco-Friendly Nature Tourism
12	Paying Guest Scheme
13	Way-Side Facilities
14	Development of Nazool Properties of Heritage Value
15	Land
16	RTDC as Catalyst for Tourism Development
17	Land Belonging to Devasthan Department
18	Investment in Tourism Infrastructure
19	Joint Venture with Private Investors
20	Tourism as an Industry
21	Tourist Transport (Rail)
22	Road Transport
23	Air Services

Table IV: Tourism Policy of Rajasthan (Continue)

24	Tourist Reception Centres (TRC)
25	Tourist Information and Publicity
26	Enhancing the Tourism Products of Rajasthan 1) Promotion of Handicrafts and Cottage Industries 2) Heritage Tourism 3) Fairs and Festivals 4) Weekend Tourism 5) Tourism and Wildlife 6) Guides 7) Domestic Tourism 8) Adventure Tourism 9) Special Tourist Areas 10) Co-ordination with Neighboring State/Regional Tourism 11) Consultancy Services 12) Preservation of Historical and Cultural Heritage
27	Upgrading Tourism Support Services 1) Human Resources Development for Tourism Sector 2) Tourism Trade Regulation Act 3) Priorities in Essential Services 4) Excise Policy for Liquor 5) Tourism Awareness

Table IV: Tourism Policy of Rajasthan (Continue)

28	Organizational Backup 1) State Tourism Advisory Board. 2) Divisional Co-ordination Committees for Tourism. 3) District Tourism Promotion Committee. 4) Redressing Grievances of Tourism Industry at the State level
29	Dealing with the Adverse Impact of Tourism
30	The Action Plan
31	Incentives Available for Hotel Industry in Rajasthan

Source: "Heritage hotels in Jaipur, India" <http://www.allwonders.com/destination-guides/heritage-hotels/heritage-hotels-in-jaipur.html> Accessed Dec 18th 2010

For a detailed explanation of the Tourism Policy of Rajasthan, (see Appendix: 4)

5.3.1 Policies Impact

Marketing is a highly complex topic that holds an important place within tourism (Holloway, 2004). Conventional thinking has often focused on the development of a market which is central to successful tourism development as opposed to the development of an attraction base that has long-term potential. World Heritage Sites are often icons used to market destinations. For example the conversion of the palaces in Jaipur into heritage hotels represent powerful evocative symbols of that country's identity, helping to acknowledge the presence of properties ascribed for their outstanding and rich cultural and architectural masterpieces. Besides this, it also depends, highly, on other factors such as how the sites are marketed and how accessible they are to the marketplace (Shackley, 1998). This is because, Heritage is not homogeneous; it exists at different levels or scales, namely the world, national, local or personal (Timothy, 1997; Timothy and Boyd, 2003).

While tourism is a very big industry on a global scale, at the local level it is very small. That is, the vast majority of tourism companies are small or medium-sized operators, all offering a wide range of goods and services to the traveler in one form or another. This fragmentation in supply, however, can lead to variable quality in the local products, unnecessary competition, and poor information flow and missed opportunities. While diversity is good, it can also create a weakness in the ability of communities to exploit tourism's full potential. With many small operators each seeking to maximize their own position, the greater interests of the whole industry are easily overlooked.

To be sustainable, collective action is required. It is at this point that the prerogative of the private sector can not suffice the demand. Some aspects of the industry (such as information and infrastructure) are often the direct responsibility of the local government. In addition, many non-profit and voluntary groups may affect tourism through their own activities such as conservation and preservation, or by running local festivals and community events. Therefore, while the private sector may play a key role in tourism, it is not alone and should not act alone. Past evidence suggests that the best destination development plans are those created jointly by non-profit organizations, the local government and the private sector. Success in local tourism flows from collaboration and complimentary, not internal, competition and division. Organization and co-ordination are the keys (Godfrey & Clarke, 2000).

Tourism impacts come in many shapes and forms. These are often discussed in terms of the economy, social structure and the physical environment of destination areas. The economic aspects concern the issues of employment, balance of payments and foreign exchange; the social structure relates to issues of culture, lifestyle and human interactions; and the physical environment concerns issues of landscape and land usage in both man-made and natural settings. Besides this, the two key reasons for encouraging tourism development are the income and employment benefits created by visitor spending. The jobs associated with tourism are primarily associated with – hotels, attractions,

restaurants, shops selling discretionary goods and travel firms. Further, employment opportunities arise from other sectors such as – agriculture, fisheries, manufacturing and transport services.

5.3.2 Government Initiative

The tourism industry is increasingly demanding from governments more recognition of the economic contributions provided by tourism. By and large, the justification for this demand is the large volume of activity of those companies that satisfy visitor demand (whether resident or non-resident, tourists or same-day visitors). A large portion of the production from accommodations, restaurants, passenger transport, vehicle rental and other industries is geared towards meeting the demand of such segments (WTO, 2001). Besides this, the National Tourism Administrations (NTAs) geared towards the government are attributed to tourism. There is also classified measurement of specific types of tourism industries – such as those for the organization, promotion or management of events i.e. conventions, conferences and meetings, business and trade shows – and the development of financial-economic indicators for loan requests from tourism companies, etc. (Smale and Candance, 2001). The NTA aims to highlight the fact that tourism is an economic factor of primary importance in the development of the overall economic activity of the country.

The importance of the government's role with regard to tourism development is that on the one hand, adequate policies may provide great advantages and benefits in economic, educational and socio-cultural conditions but, on the other hand, deficient policies may contribute to environmental degradation, and the loss of the local people's identity, among other negative effects pertaining to heritage management in the place. Therefore, heritage management must work within a legislative or policy framework. The presence of international, national, and regional legislation and charters of principles dictates how many tangible, and sometimes intangible, assets can be developed for tourism. Everyday policies of legislation, such as zoning regulations and development controls for heritage buildings, exert enormous influence over whether projects can proceed and what can be done as an asset.

It is also recognized that the debate about the merits of cultural tourism often have an overt political connotation. If tourism is supported politically and seen by the community, as a whole, as being beneficial, then support for projects will likely be forthcoming. If, on the other hand, animosity exists toward tourism, or if stakeholder groups object to the tourismification of assets, then it would be much more difficult to get proposals approved; it is due to these conditions that the government's initiative plays a crucial role in the decisions.

Following these trends tourism planning gradually assumes contemporary philosophies. At the regional level, tourism planning is integrated alongside other forms of urban and regional planning. Physical planning, including decisions on where superstructures and infrastructures should be located, will be mainly left to local authorities, responsible for tourism zoning. Within this context, sub-regional level organizations will gradually be shaped following market dynamics and viable tourism clusters. The concept of sustainable competitive destinations will tend to mean sub-regional level and product-based territories, responsible for governing economically viable tourism territories and for sustaining valuable resources for the future.

5.4 International Initiative

As tourism is one of the world's fastest growing industries, it has also become more competitive and is often blamed for causing damage to the environment and local cultures. Stephen Mills, was of the view that "as more and more people travel, it becomes even more important, therefore, that tourism should be properly planned for and managed, and much of this has to be done at the local level" (Godfrey & Clarke, 2000). This is generally true, as tourism development planning at the destination level is a step-by-step process of resource and market evaluation, action and review. Its broad purpose is to recognize the gaps in the local product or market identify project ideas to fill those gaps, and recommend actions to put those ideas into place. Often called the "systems approach", it is driven by long-term goals, where the destination is developed systematically through small actions, each contributing to the end result, piece by piece (Godfrey &

Clarke, 2000). Tourism is the World's largest industry and is becoming the world's leading business, as a result of the overwhelming rates of growth foreseen by the WTO. According to forecasts, international arrivals will sharply increase from 700 million in early 2000 to 1.6 billion by the year 2020.

Competition is becoming increasingly global rather than regional; governments are losing their capacity to intervene in markets and political practice creates policies based on administration principles rather than ideologies. Within this environment, the re-invention of tourism planning has come to the top of the planners' agendas. Tourism planning is now moving towards creating new models capable of bringing together the regulation of the destination alongside the coordination and stimulation of the private sector and public participation (Costa, 2006). Sustainable economic growth, through sufficient returns on investments for enterprises and improvement of social capital are top priorities. Self-sustained and sustainable destinations are now seen as a product of responsible markets and responsive citizens. Inconclusive discussions were aimed at creating some mechanism whereby the more affluent countries might assist their poorer neighbors in protecting and conserving the rich heritage of their territories that they were unable to finance themselves way back in 1920s suggested by the League of Nations and these continued until World War II, when the United Nations Educational, Scientific and Cultural Organisation (UNESCO) took over the relevant portions. The key management role of UNESCO to identify and aid in the conservation of those sites is deemed to be of outstanding universal value.

For instance, the UNESCO Convention concerning the protection of the world cultural and natural heritage came into being in 1972, at a time when some of the important economic and political powers in the world were belatedly becoming aware of the growing threats to the cultural and natural heritage of the planet (Leask & Fyall, 2006). Prior to this, a White House Conference in 1965 recommended that there be established a Trust for World Heritage for the identification, establishment, and management of the world's superb natural and scenic areas under historic sites.

This initiative was taken up by the International Union for the Conservation of Nature (IUCN), and later by the International Council on Monuments and Sites (ICOMOS), set up with UNESCO's encouragement in 1965, and the resulting Convention was adopted by the General Conference of UNESCO at its 17th Session in Paris on 16 November 1972 (Leask & Fyall, 2006).

The World Tourism Organisation (WTO) is the most widely recognized and leading international organization in the field of travel and tourism today. It serves as a global forum for tourism policy issues and a practical source of tourism know-how. Its membership includes 139 countries and territories and more than 350 affiliate members representing local governments, tourism associations, educational institutions, and private-sector companies, including airlines, hotel groups, and tour operators. With its headquarters in Madrid, WTO is an intergovernmental body entrusted by the United Nations with the promotion and development of tourism. Through tourism, WTO aims to stimulate economic growth and job creation, provide incentives for protecting the environment and heritage of destinations, and promote peace and understanding among all the nations of the world.

The World Tourism Organization had its beginnings as the International Union of Official Tourist Publicity Organizations set up in 1925 in Hague. It was renamed the International Union for Official Tourism Organizations (IUOTO) after World War II and moved to Geneva. IUOTO was renamed the World Tourism Organization (WTO), and its first General Assembly was held in Madrid in May 1975. The Secretariat was installed in Madrid early the following year at the invitation of the Spanish government, which provided a building for their headquarters. In 1976, WTO became an executing agency of the United Nations Development Program (UNDP); in 1977, a formal cooperation agreement was signed with the United Nations itself. WTO is engaged in many activities. The transfer of tourism know-how to developing countries is a major task. Here WTO contributes decades of experience in tourism to the sustainable development goals of nations throughout the world. WTO projects are based on the policy of sustainability, ensuring that the

economic benefits of tourism development are not offset by damage to the environment or to local cultures (Goeldner & Ritchie, 2003).

5.4.1 Criterion for Listing

The most significant development in the Convention over the past two decades has, however, been related not to its representative nature but rather to the establishment of standards and criteria for the management, presentation and promotion of World Heritage Sites. No property is now inscribed on the List unless it can show evidence that it has “an appropriate management plan or other documented management which should specify how the outstanding universal value of the property should be preserved, preferably through participatory means” (*Operational Guidelines for the Implementation of the World Heritage Convention*, p.225, para.108). Table-3 shows the selection criteria for World Heritage Sites status.

Table V: Selection Criteria for World Heritage Site Status

Selection Criteria for World Heritage Site Status	
1	To represent a masterpiece of human creative genius
2	To exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design
3	To bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared
4	To be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history

Table V: Selection Criteria for World Heritage Site Status (Continue)

5	To be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change
6	To be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance. (The Committee considers that this criterion should preferably be used in conjunction with other criteria.)
7	To contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance
8	To be outstanding examples representing major stages of earth's history, including the record of life, significant geomorphic or physiographic features
9	To be outstanding examples representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals
10	To contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation

Source: UNESCO, 2005a

The protection, management, authenticity and integrity of properties were also important considerations. Since 1992, significant interaction between people and national environment had been recognized as cultural landscape.

The current profile of the World Heritage List (WHL) shows that the first 12 were inscribed on the list in 1978 and the total has risen now to contain 962. The profile is varied, with 628 cultural, 188 natural and 29 mixed (those meeting both cultural and natural criteria) WHS, representing 157 States Parties (UNESCO, 2012b – [WHC.unesco.org/en/list](http://whc.unesco.org/en/list)). The main purpose to nominate such sites is to provide opportunities to have access to international conservation expertise and exchange and to gain the recognition and prestige associated with achieving this international accolade or it may simply be a matter of political esteem and pride. The more successful tourism heritage hotels have a realistic appreciation of the value of tourism's assets, and the need to conserve core cultural values and clearly defined roles. In addition, the management of WHS also integrates tourism and land management plans at all levels – local, regional and national. This is the main reason why a property is chosen for inscription on the WHL (Pedersen, 2002).

5.4.2 Implications

The actual implications of listings include – the benefits and costs and also opportunities and threats. However, this clear issue has naturally been the subject of debate (Hall and Piggin, 2001). Some of the key implications are as follows:

- I. International recognition and accountability – international prestige, increased opportunities for promotion, improved quality standards on sites and accountability if on the Endangered List of World Heritage Sites.
- II. Improved protection and management of sites via the system of site specific management plans providing a framework for decision making and participation in monitoring activities and participation in periodic reporting to UNESCO.
- III. Planning implications – rarely legislative but often key material planning consideration or some level of recognition.
- IV. New partnerships and projects – the opportunity to form new ones; potential access to funding via the WH Fund or locally, and international exchange of expertise and personnel.

- V. Economic and social improvement.
- VI. Political and ethnic recognition, for example in former colonial territories.
- VII. Increased tourism activity – potential increases in visitation dependent upon the existing levels, location, themes and promotion (Leask & Fyall, 2006).

Another critical fault in the WHS listing process is that UNESCO does not nominate nor invite nominations for sites that they deem appropriate – instead it is the governments within each of the perspective WHS that do this. This invariably leads to a situation whereby some countries which are not members, do not recognize membership and designation following political changes, or, indeed, do not nominate sites at all. Additionally, the highly politicized process of Tentative Lists and nomination, Van der Aa (2005) suggested that this may be due to a variety of reasons including, social unrest, and availability of exploitable resources on a site, overlooking suitable sites in error or attempts to exclude a minority's heritage. The political will must be there for the nomination of sites to become a priority and be awarded the required funds to enable it to happen. Additionally, the political nature of UNESCO promotes the situation noted by Harrison (2005).

Ostensibly, the whole process of inscription has been criticized for its complexity, political bias and expense. These may represent the key reasons why some countries fail to have representation on the WHL. ICOMOS (2004) suggests that the structural gaps are the result of a lack of technical capacity to promote and prepare nominations, lack of adequate assessments of heritage properties, or lack of an appropriate legal or management framework, which either individually or collectively hinders the preparation of successful nominations.

5.4.3 Steps Forward

The use of or adherence to international standards and principles is increasing. Such charters and associated documents emphasize the importance of making sure that conservation of heritage assets is an ongoing process, as is the pursuit of sustainability. One example of such a set of

standards is the Venice Charter. The International Council of Monuments and Sites (ICOMOS), an NGO established in 1965 to act in an advisory role to UNESCO on issues concerning cultural heritage conservation, uses the Venice Charter (ICOMOS, 1994) as a set of guiding principles for the conservation of tangible heritage assets with a strong emphasis on built heritage. It was adopted in 1964; by 1994, it had been translated into forty-two languages as the basis for developing guidelines for heritage conservation planning (ICOMOS, 1994).

The scope of work allowed to conserve heritage assets has been extended over the years, but the Venice Charter still has a very strict view about how modifications or damage to an asset should be handled (ICOMOS, 1994). The key features of the Venice Charter; the five main principles or definitions of terms provided for are:

- I. Historic buildings (extended now to groups of buildings),
- II. Conservation (restrictions on modification),
- III. Restoration with authenticity in mind (no reconstruction),
- IV. Archaeological investigation to be professionalized, and
- V. Documentation (any action should be documented systematically and a public record kept).

Apart from this, a number of other international bodies have also developed charters or programs to recognize and manage heritage assets. These include the following:

- I. *UNESCO*: United Nations Educational, Scientific, and Cultural Organization (began an international focus on heritage with the Convention on the Protection of Cultural Property in the Event of Armed Conflict, 1954).
- II. *IUCN*: International Union for the Conservation of Nature (also known as the World Conservation Union).
- III. *IATF*: UN-based Inter-Agency Task Force (for improving risk-preparedness for world heritage places – a more recent development).

IV. *ICCROM*: International Centre for the Study of the Preservation and Restoration of Cultural Property (established in Italy by UNESCO in the early 1960's).

V. *ICOM*: International Council of Museums (also an NGO that advises UNESCO).

Of these, UNESCO's World Heritage Sites and properties listed under the Convention Concerning the Protection of the World Cultural and Natural Heritage, 1972 (UNESCO and Nordic World Heritage Office, 1999) is probably the best known. The objectives of UNESCO for the protection of world cultural and natural heritage were also embodied in the convention with a guiding principle to encourage identification, protection, and preservation of cultural and natural heritage around the world that is considered to be of outstanding value to humanity (UNESCO, 1996). One of UNESCO's significant achievements is that it marked the international turning point in heritage protection and preservation by ratifying the World Heritage Convention (UNESCO, 2004). The convention introduced the World Heritage concept for the first time while States Parties were to engage in the identification, protection and preservation of natural and cultural heritages of "outstanding universal value" for present and future generations.

Prior to 2001, it was stated that over 150 countries were signatories and over 690 sites were placed on the World Heritage List (UNESCO, World Heritage Centre, 2001). The main purpose of proposing and implementing international charters and conventions is to see that "Endangered World Heritage List insures receive adequate attention (UNESCO, World Heritage Centre, 2000). Dienne (1994) in a similar line stated that, the main strategy is to call on the governments to assist in the building of partnerships between countries and organizations to further their management and conservation. However, a major drawback emanates from the domestic political issues prevailing in each heritage place.

Figure II: Gives a perusal of the elements in the implementation of the World Heritage Convention. It depicts the different committees, advisors, and signatories to the World Heritage Convention (both national and international); the national government of the WHS; public/private stakeholders; local government and lastly the World Heritage Site.

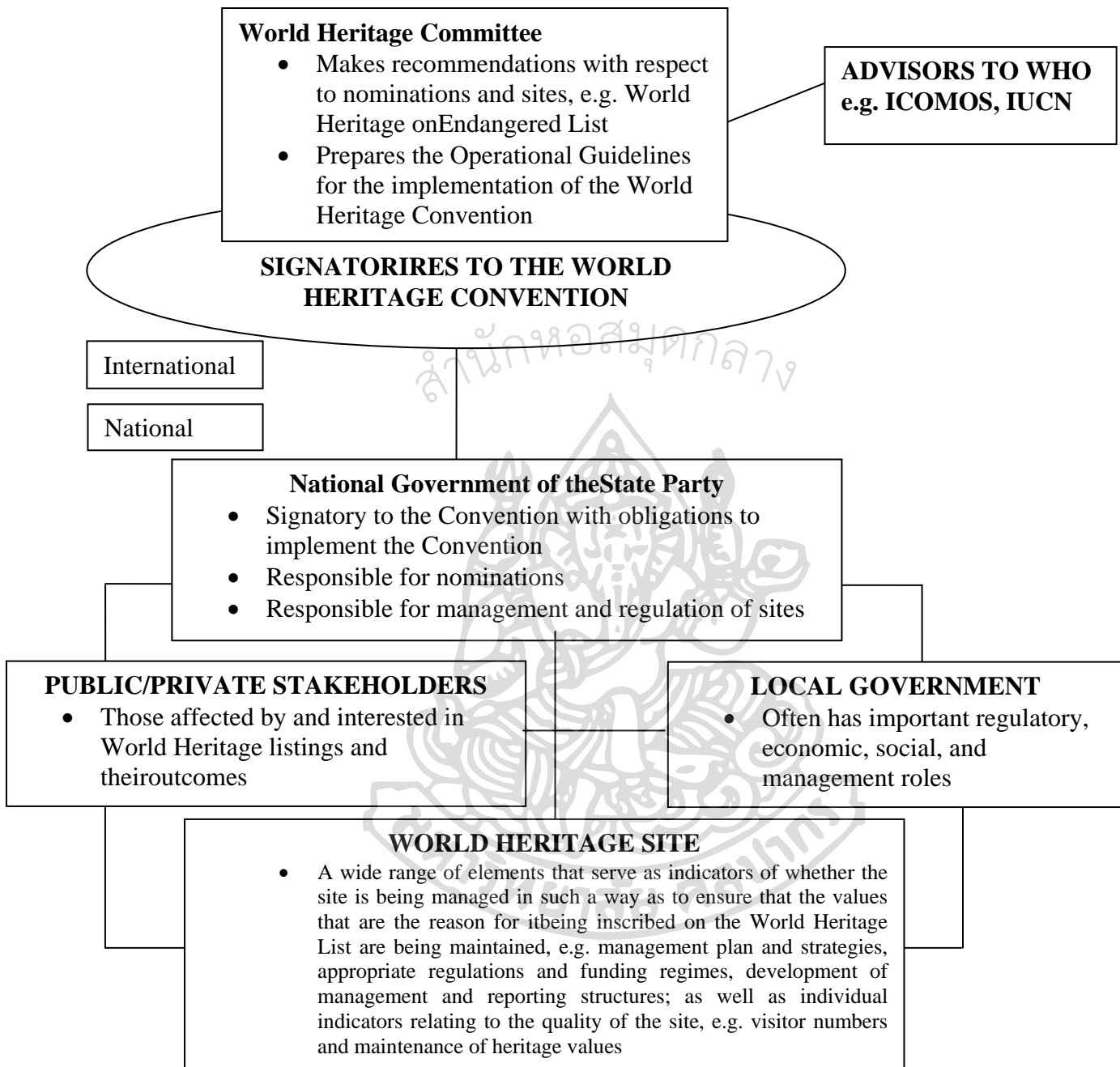


Figure II: Elements in the implementation of the World Heritage Convention

Source: Leask, Anna, & Alan Fyall, ed., (2006), *Managing World Heritage Sites*, (Oxford: Elsevier Ltd.), p. 23.

5.4.4 Hurdles

However, international law cannot be enforced in the same manner as domestic law, because nations can only rarely be compelled to perform their legal obligations. Although, the moral obligations that accrue to members of the international community and the norms of international relations are usually sufficient to gain compliance in most areas of international law, problems arise due to managing the various components and stakeholders associated with important heritage resources and dealing with the integration of a wide range of complex and interrelated management considerations both from within and outside of the resource itself. While tourism activity at some sites is well developed and recognized, at others it is marginal and not a significant management consideration. In addition, external factors, such as improvements in infrastructure, increased propensity to travel and political instability, mean that growth in visitor access may well lead to an inevitable result. The very significance of the heritage resources means that the sites all require individual approaches to their effective management.

It is fair to say that a number of sites have yet to capture fully the economic benefits to be derived from tourism. Accepting that tourism is to remain a central component of World Heritage, more directed efforts are required in the future for sites to reduce leakages and improve economic benefits derived from tourism and to the local community. Heritage hotels need to be identified with a number of issues, as sites are changing due to the demography and leisure trends among the tourists. Fayell *et al*, (2003) identified future attractions of all shapes and sizes – Managing security and gauging the impact of security on travel patterns is fundamental to all attractions but particularly WHS which are a magnet for visitors.

The prerequisite is that, the area of tourism policy is often overlooked in terms of its importance in ensuring the success of a tourism destination. Perhaps its most important role is to ensure that a given destination has a clear idea as to where it is going or what it is seeking to become

in the long term. The tourism industry needs to fulfill certain functions to be successful. Goeldner and Ritchie (2003) in more specific terms stated the following functions:

- I. It defines the rules of the game – the terms under which tourism operators must function.
- II. It sets out activities and behaviors that are acceptable for visitors.
- III. It provides a common direction and guidance for all tourism stakeholders within a destination.
- IV. It facilitates consensus around specific strategies and objectives for a given destination.
- V. It provides a framework for public/private discussions on the role and contributions of the tourism sector to the economy and to society in general.
- VI. It allows tourism to more effectively interface with other sectors of the economy.

In addition to the multidisciplinary nature of tourism policy, Edgell and Haenisch (1995) enumerated several other essential characteristics:

- I. It must focus on macro-level policies – that is, be concerned with societal views on the direction that tourism development should take at the sub-national, national, and even transnational levels.
- II. It must be designed to formulate policies having a long time perspective.
- III. It must concentrate on how critical and limited resources can best respond to perceived needs and opportunities in a changing environment.
- IV. It must recognize the intellectual nature of the process of policy formulation. As such, it must incorporate tacit knowledge and personal experience as important sources of information, in addition to more conventional methods of research and study.
- V. It must encourage and stimulate organized creativity so as to avoid policies based on stereotyped or outmoded perceptions.
- VI. It must be constructed to permit and facilitate a continuing dynamic social process requiring inputs from multiple sources.
- VII. It must break down the traditional boundaries between industry sectors in tourism.

- VIII. It must relate policies of the tourism subsystem to those of the total socioeconomic system of the nation or region of which it is a part.
- IX. It must acknowledge the destination roles of both competition and cooperation and seek to identify situations where each is appropriate. The judicious application of either or both in tourism policy has given rise to use of the term cooperation.

5.5 Recent Developments

The heritage palaces in recent years have undergone a complete metamorphosis as a result of the on-going process of development and change. The population has grown tremendously, especially in the last few decades. Life has become a lot more comfortable, facilitated as it is by scientific and technological advances in urban development and management. It has been stated that the success of hotel chains is increasingly dominating the world hospitality market. For example, the nine largest companies controlled 2.98 million beds in 2000, while in Britain the turnover of the seven largest hotel cooperation amounted to 60 percent of the total market (Davies, 1999). This is because the study of

E-tourism is not simply a marketing exercise; it is simultaneously the study of industrial structure (Buhalis, 2003). It not only increases the scope of marketing and opening up reservation channels, but it also gradually alters the size and structure of the companies that operate these processes. Moreover, power is being redistributed within the structure. The industrial structure is changing, and identifying the changes, their impact and the pressures which produce further scopes of research becomes a fundamental issue.

“Organizations are social entities that bring together people, materials, information and technologies in coordinated activities and relationships in order to pursue specific goals. They may be economic, political or social, public or private, for profit or not-for-profit, large or small. Tourism encompasses all such organizations” opined Hales (2006). Organization, therefore, can be defined as the “assemblage of institutional mechanisms through which the management of work activity is

attempted” (Hales, 2001). Table VI depicts the external marketing environment. It shows that numerous factors are responsible for marketing the tourism industry, like: political environment; economic environment; social/cultural environment; technological environment; ecological environment, and demographics.

TableI VI: The External Marketing Environment

Sl. No	Factor	Examples
1	Political environment	<ul style="list-style-type: none"> • Government interest in free trade and exchange of visitors • Government and intergovernmental involvement in rules and regulations (international airline routes, etc. • Environmental awareness and legislation • Growth of interest (lobbying on behalf of commercial sectors) and influence of pressure groups
2	Economic environment	<ul style="list-style-type: none"> • Affluence of the North and the debt laden South • Growth in economies, such as Asia • Differential rates of personal discretionary income available for tourist expenditures • Changing consumer patterns of expenditures, leisure and tourism are now more important • Privatization and the lesser role of government in tourism provision

TableI VI: The External Marketing Environment (Continue)

3	Social/cultural environment	<ul style="list-style-type: none"> • Changing patterns of cultural values • Fragmentation of societies into sub-cultural groupings • Changing patterns of life cycles and life styles suchas more single households • Environmental and social consciousness • Growth of “skilled customers” i.e. more knowledgeable
4	Technological environment	<ul style="list-style-type: none"> • Accelerating pace of technological change • Accessibility and rapid diffusion of technology in western countries • Technological enhancement in the home, including “virtual reality” holidays in near future • Positive regulation of technical change
5	Ecological environment	<ul style="list-style-type: none"> • Increasing consumer and governmental awareness of ecological issues especially pollution and depletion of resources • Continued questioning of short termism by increasingly articulate groups • Consumer choice based on environmentally friendly tourism offerings

TableI VI: The External Marketing Environment (Continue)

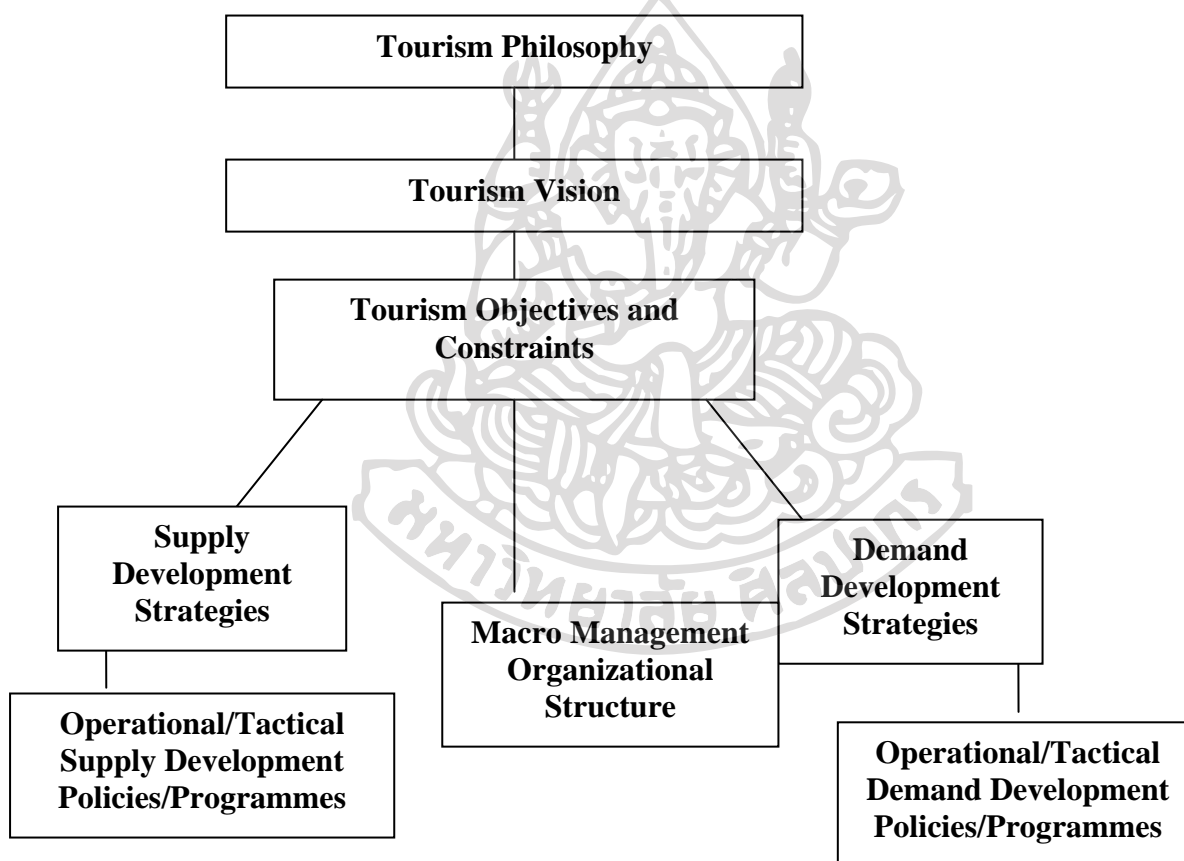
6	Demographics	<ul style="list-style-type: none"> • Population growth in developing countries • Slowdown in birth rate in western countries • Ageism in western countries • Geographical shifts of population • Migration to cities in developing countries and the opposite in advanced economies • Change in family structures and fragmentation of life styles
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Source: Lumsdon, Les, (1997), *Tourism Marketing*, (London: International Thomson Business Press), p. 15.



Similarly, Figure VI shows the structure and composition of tourism policy. Beginning with tourism philosophy –an essential foundation on which to develop a coherent policy and defined as a system for guiding life; a body of principles of conduct, beliefs, or traditions or the broad general principles of a particular subject or field of activity. This is followed by tourism vision, tourism objectives and constraints, which ultimately lead to supply development strategies (this further leads to operational/tactical/supply development policies/programs); micromanagement organizational structure, and demand development strategies which further lead to operational/tactical/demand development policies/programs.

Figure III: The Structure and Composition of Tourism Policy



Source: Goeldner, C.R., Ritchie, J.R.B., and McIntosh, R.W., (2000), *Tourism: Principles, Practices, Philosophies*, 8th edn. (New York: John Wiley & Sons.), p.424.

However, there has been much criticism of the World Heritage movement in recent time. Some regard it as being overly Euro-centric in both its conception and in its implementation.

Certainly the present geographic distribution of World Heritage Sites indicates preponderance in the developed world. Others argue that nation-states use the World Heritage Convention for their own political agendas (and that these sometimes suppress, for example, regional and minority cultures and heritages). While these are recognized issues, it needs to be pointed out that – The global initiative should cater and make sense to the local praxis; the individual sites, those that are local, will necessarily dominate even when governed by global principles. Ecosystems, local traditions, or customs of the material culture, in all its forms, are under constant threat (multi-various-modernity, development, war, vandalism, poverty, environment impacts and so forth) around the globe and thus the global articulation should be regarded as part of the process and global principles as part of a global strategy to address the issue of heritage conservation and management in this age of unprecedented change. The locals should be given prominence from global principles for both heritage conservation and ecotourism; the visitors/tourists should also gain importance in the process.

There are still concerns. There has been an over-emphasis on communication techniques in interpretation at the expense of content issues. Gazing into the future can be a fraught activity but with present trends, interpretations in a tourism context are an expanding phenomenon in the sense of a professional and systematic approach to this art. Table – 5 shows the different phases of the tourism industry in terms of the “supply-demand” factor. It should be noted that, unlike the artisan age of tourism (inter-war years of 1950) where supply was locally fragmented as demand and business organizations were limited due to poorly developed or uncoordinated destination systems; tourism in the post modernism era is more hyper-niched/super-segmented and quality driven in terms of suppliers meeting the needs of more sophisticated and experienced customers (technophiles who are price and quality conscious). This prompts business organizations to form more strategic alliances to have sustainable, re-engineered, and coordinated efforts with increased security.

Table VII: Ages and Stages of Post-War Tourism (Supply-Demand Factors)

Period/age	Supply	Demand	Business Organization	Destination Systems
Artisan age of tourism (inter-war years to 1950)	Local/fragmented/ Unimaginative/ Static	Individual/basic/ Limited/wary	Limited to chambers of commerce and professional associations	Poorly developed/ Uncoordinated/ unsophisticated
Fordian mode of production (1960s-1980s)	Homogeneous/ Price-competitive/ Low cost labour	Mass/standard 5Ss/price not quality driven	Vertical/horizontal Integration	Sophisticated, coordinated
'Modern' age of tourism (meta-narrative of consumption) 1980s-2000s	Recognition of 'aging' resorts and attractions	Growing demand for ethical/sustainable products	Ruthless competition, mergers and acquisitions	Re-engineering airports, smoothing cross-border entry requirements
Postmodern tourism (the meta-narrative of mobility) (2000s-Future)	Hyper-niched/super-segmented and quality driven	Experienced consumers, technophiles, price and quality conscious	Diagonal 'cooperation' (strategic alliances)	Sustainable, re-engineered, coordinated, increased security

Source: Fayos-Sola, E., (2004), *The Role of Knowledge in Destination Policy Formulation*, BEST Sustainable Tourism Think Tank IV June 30-July 4, 2004, University of Southern Denmark, Esbjerg.

5.6 Conclusion

Although the study has developed with an increasing absorbing interest, not just about the concurrent emergence of mass tourism and of widespread usage of heritage imagery – the commodities cladding of symbols of antiquity – but also the apparent burgeoning of a symbiotic relationship between the two. Much of its interest is linked to the study with significant global concerns; this is because the relationship is a compound of two divergent elements: *First*, a potential for increased intercultural understanding, and *Second*, a capacity for understanding intercultural conflict and transformation vis-à-vis Heritage Hotels. It is this particular ambivalent and powerful matrix of nuances, subtleness, expectations, misunderstandings and ignorance which sometimes cleaves the importance of such heritage sites. Barbosa (2003) stated “We have a collective responsibility to safeguard our human heritage. It is a responsibility, furthermore, that links past, present and future generations in a chain of reciprocity and care, and our tourism has a vital role to play in the future.” This is because heritage/tourism attractions work in a world that is dynamic and constantly changing.

Tourism is a highly competitive phenomenon locally, regionally, nationally and internationally, so any means by which individual sites or destinations are to seek additional points of differentiation are welcomed with open arms. What is referred to as mega policy, involves determination of the premises, assumptions, and having main guidelines followed by specific policies. They are a kind of master policy, clearly distinct from detailed discrete policies (Dror, 1971). Often people managing heritage sites come from diverse frames of mind. Therefore, in order to provide good assistance, there needs to be good interpretative planning, at this point good interpretation comes into existence in order to respond to the challenge of dynamism/change. This is further supported by effective policy & planning, strategic planning, development, implementation and evaluation of the programs.

In this regard, tourism policy is viewed as being directly based upon and derived from the policies that direct the total socioeconomic system of the nation or region in which the tourism subsystem is located. In fact, it is the general content of these total system policies that provides much of the basis upon which it accentuates the tourism philosophy of the destination region in question.



Chapter-6

Analysis, Interpretation and Findings

6.1 Introduction

This chapter directly relates to the analysis, interpretation and findings of the case studies of the five heritage hotels under study. Each case study was viewed in terms of management techniques in practice, issues and themes, rather than simply describing the management of the particular hotels. The design of these strategies and their applications were made compatible by taking into account three fundamental sustainable development principles: long-term profitability, the rational use and conservation of natural resources, and the part that the local community received.

6.2 Participants and Procedures

The questionnaire was randomly distributed to visitors during the data collection in the month of October 2008 not taking into account whether it was peak or off-peak season. The response rates were 100% yielding a total of 156 responses from the targeted research questionnaire. The respondents included: Managers in charge of the hotels; workers engaged in day-to-day activities in the hotels; those involved in mode of business activities practiced in the vicinity; tour/travel agents and officials of the tourism department; tourists/visitors both domestic and international, and government initiatives and management. The questionnaire data were coded and entered into a statistical package for analysis. For the purposes of this study, data were then analyzed in terms of:

- a) Providing a general overview of visitors' attitudes about the heritage hotels;
- b) Examining the links between the heritage and the mode of economic activities;
- c) Investigating the implications of the visitors and repercussions to the indigenous culture.
- d) Implications concerning the heritage site and its environment.

Cluster analysis allowed visitor motivation groups to be identified, while cross-tabulations and chi-square analysis were used to investigate differences in basic frequency data among major subgroups. As the research was exploratory in nature, only results which had less than .01 probability of being due to chance variations were considered statistically significant. Qualitative data from the questionnaires and interviews were used to clarify and explain the interpretation of the quantitative data from the questionnaires.

Respondents were asked several questions designed to ascertain their use of the various information services and materials available. Such questions are highly relevant to interpret the main objective of the tourists and to elicit the main motive of the tourists visiting such places. Printed materials were used, as they are considered as a conventional medium for interpretation, and not only this, but they were also used to convey both on-site and off-site information. They can come in many different forms and with many different levels of information, sometimes with elements of entertainment. Some examples of such materials include: Brochures and leaflets, audio-visual aids, web sites and other IT media, visitor centres, etc. however, this medium was used to underpin the generalized understanding about tourists vis-à-vis the tourism destination.

The data consisted of interpretative material available about each site (and this varied depending on whether the material pertained to on site-guiding or that available to visitors) and observations about information transactions made at each selected heritage hotel. The collection of data was not comprehensive but indicative, although gathering a complete record of all the signage of the five heritage hotels under study in Jaipur was undertaken. The specific agenda with articulated issues is on the way. Preliminary exploration of cross-cultural translation of heritage interpretation in Jaipur throws light on observations made and the impressive research that addresses cross-cultural translation gets more generally focused.

6.3 Results and Discussion

6.3.1 Research Undertaken

In order to investigate these ideas empirically a questionnaire was devised comprising 15 statements which sought to measure concepts of distinctiveness, continuity, self-efficacy and self-esteem. The statements focused on both the town as a place and the role of selected studies about the Heritage Hotels in Jaipur in communicating a sense of place to visitors. Besides this, there was a statement pertaining to the respondents and to what degree of access to such monuments met their livelihoods. This provides a clearer a sense of the terms: heritage sites, natural and man-made areas and activities like - events and cultural activities in and around the region.

The statements measured the components of place identity perceived by visitors to the hotels. Here the respondents were required to indicate how much they *agreed or disagreed* with each statement using a five point Likert Scale, with '1' denoting *strongly agree* and '5' *strongly disagree*. The questionnaire also included two open-ended questions, two of which were concerned with the *local mode of occupations* in and around the vicinity of such hotels and the other dealing with the heritage hotels and their success in conveying their efforts at revamping. All the statements were derived from a pilot study involving face-to-face interviews with members of the public, followed by the design and administration of a pilot questionnaire to test the validity (see appendix ...for the questionnaire).

6.3.2 The Sample

The sample size was too big, with three hundred people being interviewed. Therefore, the sample size was divided into smaller groups:

Group-A: Visitors to Heritage hotels. These were subdivided into residents and non-residents; residents being the domestic tourists and non-residents the foreign tourists.

Group-B: The second group was comprised of a random sample of people who were interviewed in the street doing various modes of activities. These were subdivided into locals linked with the tourism industry and other networks of local economic activities.

Group-C: The third group included employees of tourism departments/agencies.

Group-D: The fourth group consists of foreign tourists at the main airport in New Delhi.

6.3.3 Findings

The respondents' characteristics/particulars were elicited by means of a questionnaire (as shown in Table-VIII). Prior to this, several factors were taken into account before delving into the final conclusion i.e.: 1) Lack of integration with broader visitor management and heritage management planning; 2) Use of concepts which were not tested, understood or supported by stakeholders; 3) A lack of focus on visitors and heritage management issues; 4) Unrealistic recommendations, particularly in terms of human and financial resources; 5) The absence of an implementation process or commitment by appropriate staff to implement it; and 6) The bypassing of key issues of culture and environment.

Table VIII: Characteristics of Respondents

Demographic profile	Frequency	Percent
Gender		
Male	98	62.8%
Female	58	37.2%
Total	156	100.0%
Age		
< 20 years	2	1.3%
21- 40 years	25	16.0%
> 41 years	129	82.7%
Total	156	100.0%

Educational Level

Undergraduate	4	2.6%
Graduate	45	28.8%
Post graduate	107	68.6%
Total	156	100.0%

Nationality

Alien	108	69.2%
Indian	48	30.8%
Total	156	100.0%

Average annual income

Below USD 24,000	1	0.6%
USD 24,001 – 48,000	8	5.1%
USD 48,001 – 72,000	22	14.1%
Above 72,001	125	80.1%
Total	156	100.0%

Number of days in Jaipur

1 day	10	6.4%
2 day	25	16.0%
3 day	110	70.5%
4 day	9	5.8%
5 day	2	1.3%
Total	156	100.0%

Type of room you preferred

Standard room	61	39.1%
Luxury room	82	52.6%
Suite	13	8.3%
Total	156	100.0%

Where did you hear about heritage

hotel

Travel fair 32 20.5%

Website 106 67.9%

TV, Magazine, & Printed medias 18 11.5%

Total 156 100.0%

Reason for choosing heritage hotel

To Experience Heritage Hotel 120 76.9%

Wedding &honeymoon 34 21.8%

Business visit 1 0.6%

Other 1 0.6%

Total 156 100.0%

Reason for visit Jaipur

History & cultural 85 54.5%

To experiences heritage hotels 25 16.0%

Low cost 4 2.6%

Architecture 31 19.9%

Be Satisfied 9 5.8%

Other 2 1.3%

Total 156 100.0%

Name of the hotel you stayed

The Raj Palace	31	19.9%
Jai Mahal Palace	31	19.9%
Rambagh Hotel	32	20.5%
Hotel Samode Haveli	31	19.9%
Hotel Narain Niwas	31	19.9%
Total	156	100.0%

6.3.3.1 Age and Gender

Significantly more males visited the hotels than females and most were some above 36 years old group(see Table VIII). The reason for this is not clarified by the questionnaire, but it could be assumed that the elder age would have enough incomes to spend in this type of high-end luxury hotels.

6.3.3.2 Education as a factor

In all the visitors who filled in the questionnaire, (See Appendix 10, and 11) Almost 100% was university graduates; while there were only 4 undergraduate guests in the hotels; which all were from very family rich backgrounds (family income were above USD 72,001 category).

Deeper into their behaviours, most of these high educated groups were also fall into high average income (above USD 72,000) and were looking for “experience heritage hotel” in the “reason for choosing heritage hotel.”

The above findings and linkages show clear patterns on the education factors, average annual incomes, and reason for choosing heritage hotel.

6.3.3.3 Income as a factor

Heritage hotel is positioned as an extreme luxury category hotel, and as such all who visited the hotel must be quite affluent. There were more foreigners than Indian in our visitors sample (See Appendix 12). There were not any biases in the choice of hotels. Foreigners seem to favour Rambagh Palace, Jai Mahal, and Raj Palace while Indian seems to favour Samode Haveli and Nari Niwas. This might be the reason those first 3 hotels won a number of awards on the hotel management and services.

Did the income level of the visitor influence the duration of stay in Jaipur?

According to the finding from the questionnaires, the income factor clearly affects how the visitors chose their hotel; which we can decision making

6.3.3.4 Perception of Hotels by Visitors

A series of questions were put to the visitors as to their perceptions of the said heritage hotels (See Appendix 13). These were Hotel Safety, Reliability, Hygiene, Accommodation quality, Staff Competency. In all circumstances Hotel Narain Niwas had a low score – not agreed and strongly disagreed were the most common replies. Opinion on Hotel Samode Haveli was decidedly neutral. On Appendix 15, 15A, 15B, 15C and 15D, we looked at four factors: “Participation in arranged programs”, “Conservation”, “Programs marketing by the heritage hotel” and “Communications of the hotel”. Participation, Conservation, Marketing were all gained positive review but the Communications by the hotels were not well done.

6.3.3.5 Reasons for Visits

Visitors usually list three key reasons for their visits to heritage hotel. They are: For the Experience, love of History and Traditions, to visit/see Heritage Hotels (see Appendix 14, 14A,

14B and 14C). All three responds came close but to try out heritage hotel in a “once in a life time experience” gave a small edge as the main reasons for visitors to stay in the heritage hotel.

6.3.3.6 Hotel Management and Staff

Appendix 16 and 17 illustrates the results from hotel management and Appendix 18, 18A, 18B were from 34 hotel staff.

All hotel staff and management affirms that heritage hotel makes great contribution to employment in Jaipur, however the majority of members of the staff surveyed agreed that government policy is critical to the development of tourism in Jaipur but this action was universally agreed that it was not done well by the Indian government and it does nothing to promote visitors to come to Jaipur.

In many cases, the tour operators including the heritage hotels themselves have to initiate their own activities and policies to work and to support the locals. For an example, Mr. Suhiul Gupta, CEO of Beyond India who also one of the panellists said “Everywhere we have responsible to tour operators. There is a need to come up with a master plan so that while saving on the operational costs of these lodges, we can also work on maintaining a discipline around these areas.”

6.3.3.7 Travel Agencies

Appendix 19 and 19A and 19B illustrates the survey results from 156 travel agencies. The results from the trade agencies come close to visitors’ survey before (As seen Appendix 10-15). People are regarded as friendly, like all the main drivers to heritage hotel are the rich tradition and heritage that heritage brings. Communications and participations by Travels agencies in programs also were well received.

6.3.3.8 Buisness

Appendix 20 and 20A and 20B illustrates the survey results from 100 local businesses. From their different point stance, it is obviously that traders are only interested in commercial prospect that heritage hotels brings, people are regarded as friendly but the care and interest about heritage is generally low or have little regards. The local business participated in the programs but the communications to the business communities are seen as poor and message are not well received.

6.4 Analysis

The results from the survey can be focused on the following key points: Interpretation, Factor analysis (Activities, People, Distinctiveness, Control, and Effectiveness), Visitors attitudes)

6.4.1 Interpretive as Content

Heritage provides the base source of interpretive content. There is a multitude of information that can be assembled and communicated, but only some of it is of interest to visitors, heritage manager or interpreters. However, balancing these becomes very difficult, for it is a delicate practice to be undertaken correctly in the planning stages well before development of specific techniques and text. The simplest way to achieve this is through a structure which, at its most basic level, defines the key messages to be communicated and at a higher level demonstrates how each message is related to create meaning and understanding. Therefore, structure featuring three components was used: *Themes* – a group of characteristics drawn from a region’s natural and cultural heritage; *Concept* – a strong idea underlying a group of common messages; *Messages* – what is actually planned to be said. According to Hall *et al* (1993) themes are comparatively easy to create since they reflect the characteristics of heritage. In the words of MacGillivray (1984) “Interpretation which lacks this context fails to broaden the visitor.”

Managing, identifying and utilizing messages well in advance is the need of the hour which was generally seen as executed well in all five of the heritage hotels under investigation? Anomaly

occurs when the heritage managers often bring interpreters into the picture at the eleventh hour, asking them to “fill” a visitor centre with exhibits or “decorate a walk with signs (Beckmann, 1988). It should be noted that heritage management is based in a dynamic world of changing values, stakeholders and visitors. Therefore, interpretative techniques utilize verbal or non-verbal media, or a combination of both. And the verbal techniques utilise individuals in varying capacities, such as:

- Information duty (responding to demand either roving or at a fixed point);
- Organized talks/discussions (at fixed points or during a tour);
- Organized entertainment (plays, musicals, puppet shows);
- Organized activities (making things, measuring things, games);
- Theme parks (living/breathing re-creation of a setting).

No doubt, verbal interpretation is generally considered to be far more powerful than non-verbal techniques because the interpreter can respond to changing conditions, particularly the diverse needs of visitors. Knapman (1991) observed that personal interpretation could create stronger positive feelings among visitors than the principal heritage attraction they were visiting. In contrast, many heritage managers perceive interpretation as being focused on creativity at the expense of accountability, and unreliable in delivering practical assistance to practical problems and unable to demonstrate performance in a tangible way that could assist with access and resource allocation (Beckmann, 1988).

6.4.2 Tools for Analysing Data

While it would be possible to analyse the questionnaire as given in three sessions, a more parsimonious and elegant way of analysing a data set of this type is to reduce it by means of statistical procedure called *factor analysis*. This reduces a large data set to a smaller number of independent factors or dimensions which are highly correlated internally but which have a low degree of inter-correlation (i.e. they are orthogonal). Each of these factors is then tested for its

internal reliability. It is reliable, in a statistical sense; it can be used as a scale; mean scores for the sample groups can then be compared for each scale using conventional statistical tests. A *factor analysis* revealed four scales concerning the tourist and the local occupations.

Five factors can be seen vis-à-vis their activity scale: *Factor One*: The Activity Scale variance consisted largely of statements relating to the local activities. Here, rather than strong historical links with the past or perhaps its distinctiveness from other towns and communities, it was the activities which had gone on and continued to go on in the town which struck people as being crucial in conferring place identity to the identity. The reliability of the scale was very high. *Factor Two*: The People Scale, the people scale comprised statements about the people of the town and demonstrated the significant impact of the people. *Factor Three*: The Distinctiveness Scale, this factor primarily comprised statements related to the distinctiveness of the local people and their occupations and as well at the tourists. *Factor Four*: The Control Scale, this was the last scale relating to the control over the heritage development and spreading its importance in terms of the tourism industry and the engagement of the local people in the vicinity. *Factor Five*: The Effectiveness of the Heritage Hotels, this scale concerned respondents' positive and negative evaluations of the effectiveness of the heritage hotels in communicating a sense of tourism industry.

Respectively, respondents were asked to indicate their main reasons for visiting the heritage hotels. Out of 56 tourists/visitors (both national and international) respondents i.e. 18.66% indicated that 25 of them had planned and undertaken the journey to see and experience the heritage values; 10 were honeymooners; 15 were tourist visiting for the purpose of some official related work in and around the vicinity of Jaipur and, 6 of them were casual visitors.

A hierarchical cluster analysis using Ward's method was performed to identify visitor motivation groups. The cluster groups for visiting are presented in Table-2 and were classified into the following:

- 1) Socialisers: who mainly want to do something with friends;
- 2) Sight-seers: who mainly want to see the scenery;
- 3) Sight-seers: who mainly want to explore the heritage hotels in terms of historical ramifications;
- 4) Escapers: who want to relax, get away from city life, enjoy the outdoors and do something special;
- 5) Officials: who come for a short stay, mostly business related/dignitaries, etc.

Table I IX: Reasons for visiting reported by the tourists according to motivation clusters

Reason for visiting	Group 1	Group 2	Group 3	Group 4	Group 5
to experience new things	6	-	-	-	-
to see the heritage hotel	-	10	-	-	-
to explore the rich heritage and local culture	-	-	15	-	-
Other	-	-	-	10	15
Total	56				

(For ease of reporting, the key given below is used for the % of cluster groups selecting each item)

*	0-10%	**	11-25%	***	26-50%
***	51-75%	*****	76-100%		

As mentioned earlier due to the paucity of time only 56 respondents of tourists were surveyed using the questionnaire and interview method. Interestingly, only 15% of the tourist showed interest in both experiencing the heritage hotels and in delving deep into the historical significance. In addition to this, *Chi-square* analyses were performed to explore the relationships between the reasons for visiting the Heritage Hotels. There was, over all, a significant relationship between the

two sets of clusters. The relationship investigated between tourists who visited and the economic situation in the region was characterised in the questionnaire by the people who responded that do business in and around the vicinity of such hotels. The data mentioned in chapter-2 shows that 33.33% of the people within the vicinity were engaged in tourism related activity. In a similar line, 40% of the workers were engaged in day to day work in the hotels.

6.4.3 Visitor Preferences and Attitudes

Visitor preferences and attitudes show that visitors found that such heritage hotels added additional values such as recreational, beauty and traditional. Most visitors gave support to the statements regarding protection of the natural environment and enjoyment of the rich heritage by strongly agreeing. For interpreting the findings of the tourists, analysis were made between the heritage aspects of such hotels in terms of significant long-term investment and appropriation of tourists through recreational opportunities. The reason is obvious, the tourists and the locality both experience the corrosion of culture. Selwyn (1996) defined it as post-modern desires that are moulded/fulfilled by the tourism “industry.”

6.5 Conclusion: Summary of Results

Interview responses confirmed the highly positive regard visitors had for friendly and helpful interactions with the management of such hotel chains. As with all research, however, there are many intricacies although most of them are negligible. The survey findings shed light on how best to reach visitor groups whose main purpose is defined as an intrinsic drive regarding historical interests. Therefore, the study used empirical data collected by means of “field work” in the course of the study. The needs of such heritage being converted into hotels to meet the growing needs and preferences were also taken care of. As there exists a reciprocal between heritage revamping and visitors attitudes and perceptions toward such needs.

Economically, tourist-historic promotion offers the tempting prospect of a “windfall” economic gain. Its positive economic potential has proved very attractive in reference to the distribution of costs and benefits to local economic gain. It is obvious that heritage tourism capitalised on the resources of the historic city and activated the services of other markets; improved infrastructure, and also generated employment for small local investments dealing with tourism. The locals in the vicinity have now begun to realize that they need to be more responsive and proactive in their approach to tourism. They are showing concern over what is actually developed, how it is promoted and the impact tourism might produce with regard to economic, social and environmental factors.

Targeting such a Herculean task is not easy; therefore, in order to streamline the approach, random sampling for the purpose of data collection was carried out. This was done in order to make the canvas more centralized, to narrow it down and to cater to the widest range of visitors. As mentioned above heritage hotels were successful in communicating a sense of place in the chain of the tourism industry. This suggests that it is the people engaged in the process that derive benefits due to the heritage hotels as they provide various modes of activities. Similarly, the findings of the case study shows that – the participation of the local community is considered as part of tourism development and empowerment (empowerment is used as a framework to assess how tourism has changed the economic, social and cultural environment of such communities). The overall outcome of the research is positive. The theoretical concept of a “demand – supply” chain of economics broadly fulfils the requirements.

Another finding shows that, the term culture (as discussed in chapter-5) was richly retained although numerous steps were undertaken to revamp the heritage hotels and the influx of tourists.

The “local culture”¹⁰, sometimes called rural or primitive culture, or the way of tribal life did not change much. Prior to this, the people living near the sites got benefits. Two things can be noted in discussions – first, how little some people really know about tourism, and second, how little communication occurs between tourism and heritage management.

In addition to this, most tourists also travel on finite time and budgets, with many having their time strictly controlled by tour operators. With a limited amount of time available at any one destination and being rational, consumers choose to spend that time in the most-effective manner. The managers of heritage attractions accept the level of knowledge of most people visiting the asset and the tourists get a learning experience. Interestingly, most tourists want “authenticity” but not necessarily “reality”. Besides this, many tourists are interested in heritage hotels but most have minimal knowledge about the past.

Tourism development in Rajasthan aims at the well-being of the local communities and maintains a balance between the interests of local communities and those of tourists. This can be viewed in procession with the World Tourism Organization (1996) principles that: Tourism development should maintain a balance between the interests of local communities and those of tourists; Tourism development should be carried out on the basis of careful planning with the broad involvement of local communities, including women, young people and the private sector; Tourism development should be implemented in a way that not only increases revenues at the state and local levels, but also improves the quality of life at the community level.

As tourism is now the world’s largest industry, the environment has taken center stage in tourism development. Tourism is not only a powerful economic force but a factor in the physical environment as well. More attention needs to be paid to the environment as it is the core of tourism

¹⁰ The “local culture” is comprised of - the basis for living which consists of food production, hunting, cultivation, clothing, health and housing; the language used for communication, folklore, and ethnology; the faith, traditions, and rituas; the arts, music, song and dance; and the family, economics and politics.

products. Ostensibly, tourism has the power to enhance the environment, to provide funds for conservation, to preserve culture and history, to set sustainable use limits, and to protect natural attractions, and at the same time it has the power to destroy. If tourism is not properly planned and implemented, it can destroy vegetation, create overcrowding, litter trekking areas, pollute beaches, result in overbuilding, eliminate open space, create sewage problems, cause housing problems, and ignore the needs and structure of the host community. Therefore, it is recognized that tourism must preserve and protect the environment and natural attractions so that people can continue to travel, and it must set use limits so that sites remain truly sustainable. It is from this point that the Heritage Hotels occupy a significant place in terms of environment. Even the tourists surveyed were of the view that environment should be given a priority vis-à-vis heritage tourism development.

In addition to presenting its defense of tourism's case, the World Travel and Tourism Council (WTTC) presented a positive vision of travel and tourism and the environment (WTO, 1993). Its vision comprises the following elements:

- Travel and tourism are an integral aspect of modern societies.
- Global awareness of environmental damage is developing rapidly.
- The resources of the world's largest industry can and must be harnessed to achieve environmental goals.
- This industry has the potential to influence billions of customers per year and to use its leverage to achieve beneficial environmental effects.
- The customer challenge will exert a growing pressure to achieve environmental improvements.
- Environmental lobbies will add pressure to develop good environmental practice.
- Self-regulation must be developed rapidly and effectively and used to influence the development of appropriate and workable regulations.
- Corporate environmental mission statements are a vital first step toward self-regulation.

- Environmental leadership must come from the major international companies.

Ostensibly, tourism data is always out of date, simply because there is a gap between its collection and its analysis, interpretation and publication. However, this may not be a serious drawback since most tourism data collection is compiled for planning the future, rather than dwelling on the present, except in those instances where a tourism organization is using current data to measure the success of its marketing efforts (Seaton and Bennett, 1996). The ability to control tourism must be predicated on the assumption of being able to control tourists. Likewise, Faulkner and Russell (1997) proponents of a “chaos theory” illustrate that tourism markets are dynamic, erratic, nonlinear, and are noted for their great volatility. If the driving force behind tourism functions in a chaotic manner, then the entire system will be driven by the principles of chaos. Tourism, tourists, and the tourism industry behave in a manner similar to a bottom-up, self-organizing, living ecosystem that cannot be controlled using a traditional supply system.

The central socio-political and economic issues of the heritage hotels in the city need to see whose heritage is being conserved and marketed, and to whom do the consequent benefits and costs accrue and finally the economic activities. A clear cut social issue is that of employment. There is well-articulated concern about the nature of employment in the city. But the tourism generated employment is not the only focus of concern since tourism in general is a personal service industry commonly non-unionised, minimum-waged, and seasonal or ephemeral in nature with a potential issue of social equity in the distribution of the rewards. Besides this, there is a general advantage for groups residing within the proximity of the heritage sites. Another, aspect is the cultural issue. The issue here is broader than heritage alone, with deeper social and cultural problems. To this, Ashworth and Tunbridge, (2000) stated that “a society committed to cultural assimilation of minorities, or their marginalisation, will fail to conserve or project their heritage, while one equally committed to cultural pluralism reflects this commitment in its tourist-historic city.” In summation,

the findings clearly show that there is a deep correlation between “supply-demand” chains of tourism networks.



Chapter-7

Implications for Thailand

7.1 Introduction

The study begins with a major thrust to treat heritage hotels as a popular form of economic activity vis-à-vis the tourism industry. The **heritage hotels** provide additional aspects for enjoyment of the rich cultural entity, which is a notable and interesting feature. They highlight the significance and the relevance of age-old traditional mores practiced over time. Heritage hotels also enrich the curiosity and enthusiasm of the tourist. Then once the visitor's interest and involvement have been gained, entertainment can also be used to communicate more explicitly about the relevance of the revamping of a heritage site.

Many tourists want to learn about the places they visit. Learning about a place usually leads to a more rewarding experience and often adds to personal **education** and development in a more general sense. This is because it creates an enormous source of information about the local livelihood. Thus, heritage becomes a powerful yet informal source of education about the community. In order to manage the heritage properly it must be designed to conserve, manage, and care for the site. Feelings of continuity with the past can be nurtured through proper management, and can be achieved by conserving past sites. The overall educational value should also be concerned with changes favouring environmental issues, in general, as well.

7.2 Heritage interpretation in a Modern Setting

The purist preservation of historic buildings must be authentic and but preservation for the sake of preservation without taking into the account of its role in the society other than a “just look, but no touch” museum. True monuments have long been recognized as having educational and inspirational value and have been popular destinations from the earliest days of tourism. While some

were interested in a formal study of the past, heritage preservation needs to be brought into the 21st century that allows not only preserving the past but allow the heritage to play a direct and useful role in the society.

Transforming old palaces into luxury hotels bridge allows both preservation of the past and its heritage to be accessible by the paying public, in a allowing a two way interaction to visitor to experience heritage at the most prominent and direct point. In additional it also serve to play a role in fulfilling the demand for unique luxury accommodations, and the preservation of these old palaces turns itself into a tourist attraction in itself, allowing a true win-win situation to be created.

The fundamental aim of heritage hotels is to bridge the gap between *form* and *content*. The “*form*” is any material object or **physical site** whether it is a rainforest, an archaeological site, a historical building, a painting or a piece of technology and so forth. The “*content*” is any **information** that pertains to that material object or physical site that has been designed or shaped for a visitor viewing the object or visiting the site. Equally, the *content* is any information or memories or experiences the visitor accumulates and uses to make sense of his/herviewing of an object or the experience at a heritage site. Problems occur when there is a gap between these two. The gaps persist due to enormous variations and the impact of the tourists’ different cultural backgrounds; multicultural communities, and visitation to the heritage site etc.

7.3 Luxury Hotels in Thailand

According to Mr. Therdchai Choibamroong of Thailand Tourism Development Research Institute (TRI), Bangkok, Thailand; he mentioned in the “Amazing Trends and Ussyes in Thai Tourism Marketing” as follows:

“Ian Gisbourne of Phatra Securities Plc wrote in his Beau Thai investment strategy report that he believed that the momentum of brighter prospect in Thai tourism industry can be sustained in the

long run. It is because Thailand was one of the first Asian countries to develop international tourism strategically as an industry, and has become the third largest tourism-receiving nation country within the Asia-Pacific region. And because of its vast number of tourist attractions, culture and strategic position, Thailand has been an important tourist destination for more than 150 years. Secondly, the momentum could be sustained because of the potential for growth in Asian tourism over the next 10 years”.

The tourism industry has been a major component of Thailand's economy and a principal export over the past four decades. In the early stage of tourism industry development, known as mass or modern tourism, an emphasis was given to the areas of marketing promotion activities, infrastructure and facility construction in tourism sites. The tourism industry development heavily depended on the directives from the government and the business sector that tended to respond to demands of tourists to boost tourist arrivals and maximize profits. As a result, the growth in the industry was achieved at the expense of the tourism assets including the livelihood of local people and their communities. A shift in the tourism industry took place following the 1992 Earth Summit in Brazil's Rio de Janeiro, which called for sustainable development and proposed three aspects for tourism development to make it sustainable in the long run. The three aspects are the need to preserve the environment and natural resources, the need for education, proper perception and experiences for hosts (tourist sites) and guests (tourists), and the need for human development. With these guidelines, tourism, instead of serving as an engine for generating national revenue, has become a tool for management of natural and cultural resources and for the learning process of hosts and guests. The mass tourism has been replaced by the so-called alternative tourism which concerns more on cultural heritage and environment.

Nowadays, travelers have more requirements due to their higher education and concerning on the globalization which related to cultural and environment. Therefore, they are searching for more creative tourism, which could be considered as a new generation of tourism.

The meaning of creative tourism emphasize that it includes more access to culture or history (less museums and more squares) involves doing something experientially and an authentic engagement in the real cultural life of the city.

According to the meeting summary of the UNESCO meeting in Santa Fe, New Mexico, USA between October 25 and 27, 2006 (topic: towards sustainable strategies for creative tourism): the first generation of tourism could be compared as “beach tourism,” in which people come to a place for relaxation and leisure; the second was “cultural tourism,” oriented toward museums and cultural tours. “Creative Tourism” involves more interaction, in which the visitor has an educational, emotional, social, and participative interaction with the place, its living culture, and the people who live there. They feel like a citizen. This third generation requires that managers also evolve, recognizing the creativity within their city as a resource, and providing new opportunities to meet the evolving interests of tourists.

Southeast Asian countries also have paid high attentions on the new creative tourism roles. In Thailand, the government starts to implement new policies to promote the ecotourism and also new cultural, environment tourism under the campaign “Unseen Thailand.”

Unlike India, Thailand does not have many old structures such as palace or fort that could be converted to heritage sites (such as hotel). India has a number of buildings and constructions all over the places; such as only in Rajasthan, there are hundreds of heritage hotels (both register and non-register to IHHA). However, the current tourisms are searching more unique and identities of their destinations. Therefore, heritage hotels are getting more popular among this group of tourists/new generation travelers.

Unlike other countries in the world, Thailand is moving forward heritage hotel concept due to the force/requirement of the market; while other countries such as Singapore, Malaysia, and some

other counties nearby Thailand are promoting their tourism using their own uniqueness (such as Singapore using their management and environment; Malaysia using their uniqueness on multicultural; while Laos is using cultural, and Cambodia are using their histories and heritage sites).

At the moment, Thailand is starting to use traditional Thai ways to provide a unique selling point, where new investors focus more on the development of old buildings and converting them to heritage hotels known as Boutique hotels in Thailand. In some cases, the investors build a new hotel as a replica of the old Thai architecture style -- for example

Mandarin Oriental Dhara Dhevi, Chiangmai, Thailand.

Category: Luxury resort / 5 star hotel

Style: Replica the Lanna Architecture style

Selling point: Traditional Thai Lanna Architecture and Activities

Famous for Spa and Wellness

Hotel Address:

51/4 Chiang Mai - Sankampaeng Road Moo 1 T. Tasala A. Muang, Chiang Mai 50000, Thailand



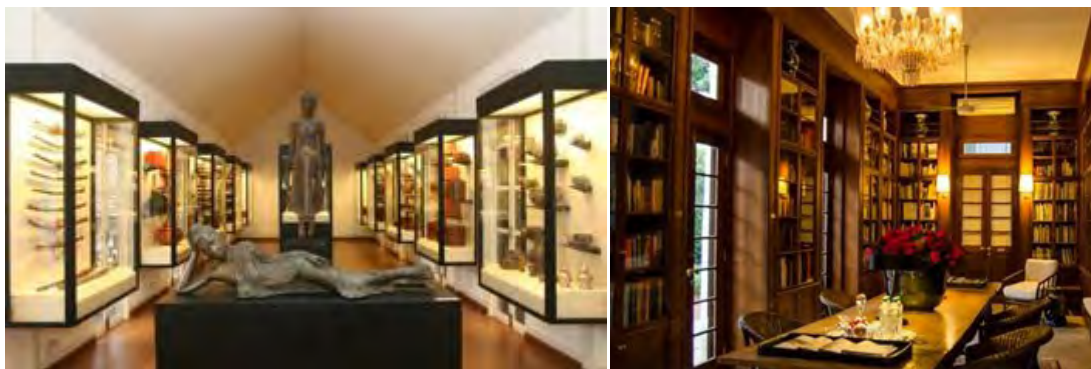
Rachamankha, Chiangmai, Thailand.

Category: Boutique hotel / 5 star hotel / Winner Best Boutique Hotel

Style: Chiangmai Golden Age and Lanna Period

The hotel offers Secret Retreats; which is a collection of some of the finest boutique residences, hotels and boats throughout Asia owned by passionate individuals, arts and antique aficionados, and lovers of fine foods. Created to highlight the diversity of destinations, cultures, architecture and sense of hospitality in Asia, Secret Retreats is committed to providing contemplative travelers with unforgettable travel opportunities that nourish one’s inner spirit and cater to those seeking the unusual.

Hotel Address: 6 Rachamankha 9, Phra Singh, Chiang Mai, 50200, Thailand



Ping Nakara Hotel and Spa, Chiangmai, Thailand.

Category: Luxury Boutique hotel / 5 stars / Winner Best Boutique Hotel

Style: Colonial with gingerbread architecture is accented by hand-carved fretwork; which create cool and restful environment.

Hotel Address: 135/9 Charoenprathet Road, T. Changklan, A. Muang, Chiang Mai 50100, Thailand

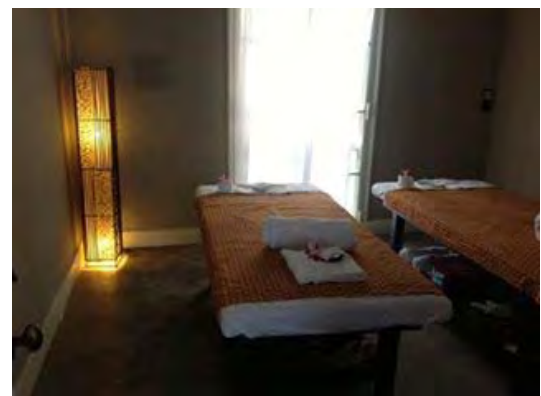


The Eugenia in Bangkok, Thailand.

Category: Luxury Boutique hotel / 5 stars

Style: Late 19th century / Colonial style

Hotel Address: 267, Soi Sukhumvit 31, North Klongtan, Wattana, Bangkok 10110, Thailand



Surprisingly, most replicas of the old Thai architecture styles are very successful in term of business in both domestic and International markets. This result emphasizes the new quest in Thailand's tourism sector for a sense of belonging or identity and the need for a precious cultural story.

The term of Heritage hotel in Thailand is not yet known within that Thai market. The reason is the Government, the entrepreneur in tourism industry and the related organization never classified the categories of the old buildings that became Heritage hotels. Mostly known as the Boutique hotel, Small Luxury Hotel or if belonging to a big hotel chain (mostly of five star category) Luxury hotel.

One of the world famous hotels in Bangkok, Thailand, Mandarin Oriental Hotel has a history of more than 130 years, but it's never claimed as a heritage hotel, only as a luxury hotel.

Category: 5 stars Luxury hotel / considered as one of the best hotel in the world

Hotel address: 48 Oriental Avenue, Bangkok 10500, Thailand



The best example of the heritage hotel site in Thailand is “Chakrabongse Villas.” This villa is located on the bank of the Chao Phraya River. The villas provide a tranquil haven from the hustle and bustle of the modern city and yet are in easy reach of all the major tourist attractions. Six individual suites all with modern facilities are set in a lush tropical garden with a spacious swimming pool. Built in 1908 by HRH Prince Chakrabongse, Chakrabongse House was originally used when he attended royal ceremonies in the Grand Palace and also for picnics and excursions on the river. Later, after the 1932 revolution, it became the residence of HRH Prince Chula Chakrabongse, writer and historian. Today his daughter Narisa has transformed the grounds into a magical boutique hotel.

Chakrabongse Villas, Bangkok, Thailand.

Category: Luxury Boutique hotel / 5 stars

Hotel address: 396 Maharaj Road, Tatieen, Bangkok Riverside, Bangkok, Thailand



The upcoming hotel is “137 Pillar house” in Chiang Mai. The house revives the old world elegance of the Orient to every modern luxury hotel. The house is a teak wood house, which is rich in history. King Chulalongkorn, best known to foreigners as the royal student of Anna, the British teacher in the royal Thai court, signed Treaty of Chiang Mai in 1883. This royal decree permitted foreigners like British men of the East Borneo Company to cut trees across the vast teak forests of northern Thailand for commercial purposes.

137 Pillar house, Chiangmai, Thailand.

Category: Luxury Boutique hotel / 5 stars

Hotel address: 2 Soi 1 Nawatgate Road, Tambon Watgate, Muang, Charoenmueng, Chiang Mai

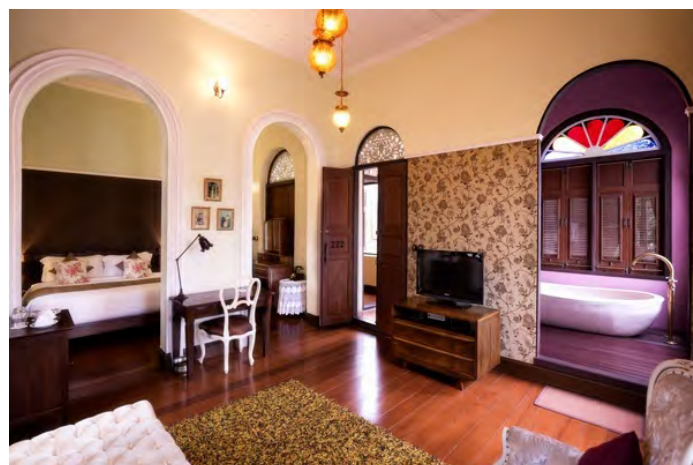


There are many other “heritage” hotels in Bangkok, which prefer to state themselves as boutique such as Praya Palazzo, Baan Pra Nond, and Shiang Hai Mansion in China Town or Pukha Nanfa Hotel in Nan Province. Another belongs to the Centara Chain which claims five star status Centara Grand ‘HAU HIN” before known as Train station hotel.

Praya Palazzo, Bangkok, Thailand.

Category: Luxury Boutique hotel / 5 stars (a Combination of Modern and Classic)

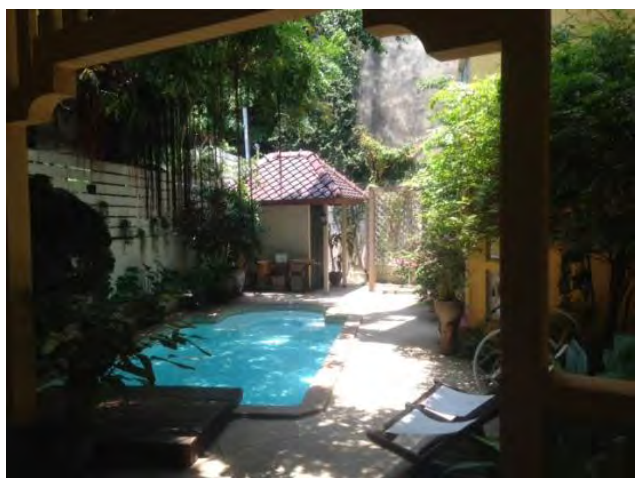
Hotel address: 757/1 Somdej Prapinklao Soi 2, Bangkok Riverside, Bangkok, Thailand



Baan Pra Nond, Bangkok, Thailand.

Category: Luxury Boutique hotel / 5 stars

Hotel address: 18/1 Charoen Rat Road, Yanawa, Sathorn, Silom / Sathorn, Bangkok 10120

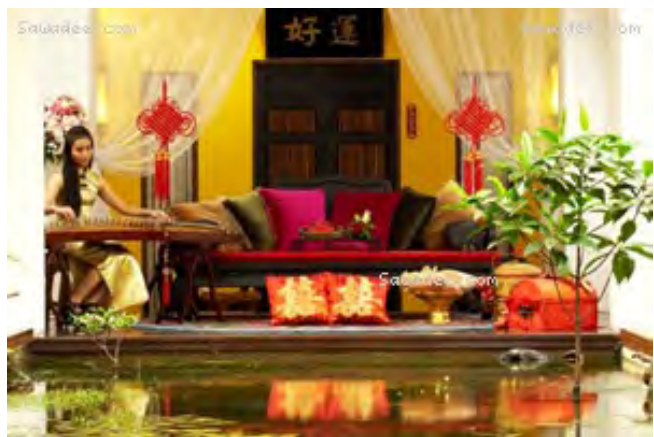


Shiang Hai Mansion in China Town, Bangkok, Thailand.

Category: Luxury Boutique hotel / 5 stars

Winners of the 2010 Sunday Times Travel Magazine Annual Value for Money Awards

Hotel address: 479-481 Yaowaraj Road, Samphantawong, Bangkok 1010



Pukha Nanfa Hotel in Nan Province, Thailand.

Category: Luxury Boutique hotel / 5 stars

Number of Rooms: 14

Hotel address: 369 Sumondhevaraj, Nan City Center, Nan, Thailand 55000



Table X: The differences between Thai and Indian Heritage hotel

	<u>Thai Heritage Hotel</u>	<u>Indian Heritage Hotel</u>
Common name	Mostly know as Boutique Hotel	Heritage Hotel
Size	Small	Elegant and big
Selling point	Design and comfortable	Long history
Feeling / Perception	Concept of East meet West	Back to olden times
Design	A blend of the traditional, contemporary and modernity	Indian cultural / old fashion / Elegant
Climate	Tropical	Dry and Desert climate
Service and Flexibility	Almost the same, however it seems that Thailand had more flexibility possibly because Thailand is famed for its services and warm hospitality towards visitors.	
Infrastructures	Thailand has better infrastructures than India.	

7.4 Conclusion

7.4.1 An Epilogue

Certain things in the world retain their charm, charisma and mystery, over time. Their serenity, pristine beauty, the riot of colours painted through many ages, like picturesque posters strewn around in a fantastic collage – the amalgamation of fairy tale yesteryears; this added to a subtle blend of modernity, is the mark of a *Heritage Hotel* in Jaipur. This image has attracted not only tourists from far flung places, but the splendour of such monumental heritage has witnessed the acculturation of history. With vibrancy and beauty and historical ramifications of an unending saga of amazement and surprises – poets, artists and musicians are lured and mesmerized. Perhaps, no other state in the country (India) can boast of such packages rich and diverse in terms of cultural

richness. A perfect destination getaway for honeymooners is to rekindle the romance of the past with that of modern amenities, or just a rejuvenating retreat for an excursion, be you a tourist or otherwise. Entertainment is unlimited with different cultural activities, exotic festivals such as camel races and so forth.

Development, no doubt, in tourism is a force multiplier and a major peace-restoring activity which unleashes economic pursuits across different sectors. Similarly, the tourism industry in Rajasthan acts as the backbone of the state economy and it is obvious that the government accords the highest priority to its promotion. To facilitate in this direction, various tourism industries have been established. In fact, Rajasthan is a tourist destination for all seasons and appropriate strategies have evolved to promote the flow of visitors to the state year-round. With policy initiatives and tremendous efforts from the tourism industry, the state, which was earlier known only for festivals and camel races, is now a tourist destination for all seasons with many heritages and palaces being converted into luxury hotels.

The advantage of Heritage Hotels is that the charm of the hotels never fades and it mesmerizes irrespective of the season. The numerous historical places for sightseeing, the rich handicraft products in tune with age-old traditions are in great demand the world over. The success is due to the unique selling proposition of the state towards its tourism industry plus the diverse range of textiles, embroidered traditional suits, jewellery etc. The blend provides pilgrimage and a unique opportunity for tourists who can enjoy safaris and, to a lesser extent, camel rides.

In modern society heritage tourism has got a huge potential. This amalgamation of old palaces into modern hotels with distinct architectural designs helps in attracting tourists both from within the country and from abroad. In addition, the government initiative to take up renovation/conservation of religious and historic buildings is a clear indication of such importance. To understand more about the whole process, one cannot conclude the history of India as one can

conclude the history of Egypt, or Babylonia, or Assyria; for its history is still being made, this civilization is still creating. Culturally India has been reinvigorated by mental contact with the West, and her literature today is as fertile and noble as any. Spiritually she (India) is still struggling with superstition and excess theological baggage, but there is no telling how quickly the acids of modern science will dissolve these supernumerary gods. Politically the last one hundred years have brought to India such unity as she has seldom had before; partly the unity of one alien government, partly the unity of one alien speech, but above all the unity of one welding aspiration to liberty. Economically India is passing, for better or for worse, out of medievalism into modern industry; her wealth and her trade will grow, and before the end of the century she will doubtless be among the powers of the earth (Will Durant, 2001).

With such richness of cultural ramifications, indeed the people of Rajasthan love festivals and have a festival for every season and these are enthusiastically observed. In fact, fairs and festivals are the backbone of the Rajasthani society. There is a deeper correlation between festivals and tourists, as most of the festivals have been specially designed to attract tourists. And it is obvious that in order to meet the growing influx of tourists, the latest efforts of revamping the heritage palaces into hotels is the most important driving force of a growing economy which is a result of tourists. Furthermore, the powerful combination of historic, palatial grandeur integrated with modern amenities optimizes the appeal for tourism. It is a common sight at these palaces to find the owners narrating tales of the fort or explaining the palace's ancestral bearings and legacy to eager tourists. Today one notices a renewed vigour and effort to turn the tourism industry in Jaipur, and Rajasthan, in general, into a land as golden as the sands which it is famous for.

7.4.2 Road to Success

The success of revamping such heritage palaces into hotels no doubt acts as the backbone of the Rajasthan tourism industry. It is definitely a milestone for its revival and promotion as it leads to the earning of more revenue which creates more employment at the local level. Other beneficiaries

include: Small-Scale Industrial Undertakings (SSIU) and Small-Scale Service Business Enterprises (SSSBE) – like advertising, marketing agencies, typing centres, laundries, etc and also those not recognized by the SSSBE – like education institutes, retailers, wholesalers, transporters, and so on.

Another interesting fact is the conversion help given in starting one's own business. As noted in chapter five, marketing is not only selling but it also requires effective management. This can be achieved by facilitating effective communication with stakeholders for a specific target market on one hand and on the other hand developing heritage products – including value-added products such as interpretations. In other words, in order to accomplish effective management, the matching of product with audience is the marketing tool necessary to fulfil the goal. The most common reason for starting one's own business is usually to reap the personal and financial rewards. The growing importance of entrepreneurship has become an important alternative, as new opportunities are being opened up in the services sector with the privatization of public utility services gradually becoming the norm.

Besides this, the relationship between the tourism industry and heritage conservation reveals that tourism does indeed lag behind other domains of public culture in the interpretation of heritage. However, the analysis also reveals that content in interpretation cannot be regarded as a given entity. Postmodern theory is explicit in its insistence that “culture” is a collage, and more of an assemblage of texts/voices/representations rather than being a unified and comprehensible whole. To this Clifford, (1988) noted that “culture is a unified and comprehensible entity is itself, a cultural fiction”.

Thus, heritage monuments provide the baseline source of interpretive content, but typically there are limits to how much can be accessed in the time available and how much can be presented to visitors because of their varied interests and capabilities. Therefore, the effectiveness and accountability of heritage management can be interpreted directly and indirectly. Direct outcomes can be achieved by influencing visitors' decisions and behaviour while at a heritage site. Indirect

outcomes can be achieved by presenting different values and issues for further thought and discussion. Thus, improving the community's ability to provide meaningful input to the way heritage should be managed. This requires the interpreters to be thorough and accountable. However, interpretation will never be completely successful without being closely integrated with other dimensions of visitor management, such as strategic planning, visitor research and programme evaluation. Any pervading in such an approach could result in distrust of heritage management as a whole, and the interpreters might need to borrow from the political willingness to grapple with difficult issues (Machlis & Field, 1992: 250).

Good interpretation also becomes necessary in an age of increasing international tourism, cross-cultural translation is not a marginal issue in heritage interpretation especially the heritage hotels as they reflect past history in modern requirements. For management the setting vis-à-vis tourism activity reflects a sort of dichotomy between the site and economic activities. This is because the issue of cross-cultural translation raises serious concerns about the efficiency of heritage interpretation in an age of global travel and mass communications. This is especially true for the management of heritage places because heritage is ultimately about the present-future and not the past, the conservation stakes are high. Therefore, Hollinshead (1998) defined tourism as “the industry of difference *par excellence*”.

Clearly, the study aims to develop a theoretically driven assessment of the effectiveness of a heritage hotel in contributing to visitors' experience in particular and the people's welfare in and around the vicinity in general. This depends upon the assessment of effective interpretation. Ostensibly, the research undertaken to develop and refine the selling of such places as heritage palaces has proved effective. The model used and tested with samples of visitors was satisfactory in approach. However, it also needs to be tested with larger samples of visitors and for a longer duration of study as well. A corollary of this is the need to examine a wider range of Heritage hotel beyond Jaipur because the effects found in the selected hotels also occur across all types of heritage

sites. And there is also a distinct possibility that some types of sites may induce an even stronger sense of identity.

Perhaps the principal conclusion to be drawn at this stage is that the study points the way to heritage research vis-à-vis its implications to environment, people and the policies underlying such networks. The objective therefore is fairly narrowed down to issues such as visitors visiting the place, and how this benefits the local community. In other words it encompasses various dimensions – social, political, economic and environmental. It also seeks to find out what is the relevance of this heritage visit, and the kind of benefits derived from visiting such sites. Wallace (1987) argues that museums and heritage interpretation generally need to strive for a better connection of past, present and future and to understand the continuous and on-going links between all three. Similarly, as Middleton & Edwards (1990) rightly pointed out “the memory of individuals does not just act as a passive “storehouse” of past experience, but changes what is remembered in ways that enhance and transform it according to present circumstances.

Interestingly, the heritage hotel provides a sense of richness to the visitors’ about the past and their relevance in the present by enhancing visitors’ identity to reflect on the past. Therefore, heritage hotels play a significant role in the process and help tourists to acquire a sense of importance by identifying them with past happenings in a modern context. Credit for the success can be attributed to heritage interpretation, as it is a central component of modern heritage tourism. Central to its success has been the increasing interest and curiosity about history and the past by the public, an interest which extends to their choice of leisure activities, and generates visits to heritage sites. An examination of motives for visiting heritage sites shows that a desire, to some degree, is to experience the rich monuments of the past. As a consequence, visits have boomed in parallel with the emergence of the heritage “industry”. It is now an activity which receives considerable finance, employs an increasing number of people; and embraces an increasing number of heritage monuments which are being revamped to meet the growing demand of tourists. The desire for activities

involving leisure trips is arguably likely to grow in coming years, making the heritage industry assured.

Yet, empirical support for such assertions is rarely available making it the foremost drawback. Very little is known about the revamping of such monuments into heritage hotels, apart from the history of their origin. It is fair to say that many aspects of heritage hotels are poorly understood in terms of their chain of functioning vis-à-vis the vicinity. However, this issue has failed to represent the ever growing importance of it in the tourism industry and presents a significant research challenge for the researcher in this area. The heritage hotels with the constant expansion of the WHL (World Heritage List) needs more research output making it more crucial for the management of World Heritage hotels to move ahead and make the most of the tourism potential that exists – both now and in the future.

The relevance and significance of the heritage hotels in Jaipur can be summarized in the following ways:

- I. The planning for tourism and management of the heritage hotels vis-à-vis visitors ought to be the central feature of future plans, with suitable visitor management techniques proposed that maintain a suitable balance between guaranteeing accessibility and preserving authenticity.
- II. Tourism is a highly competitive phenomenon locally, regionally and internationally, so the management should promote a proper marketing campaign.
- III. Innovative approaches should be implemented to gauge the impact of tourists and to improve the economic benefits to the local community as well.

The tourism policy of Rajasthan carefully manages and conserves the heritage hotels. It vividly interprets the tangible assets of the heritage values that visitors of all kinds can understand.

7.4.3 New Age of Tourism

The increase in new technologies is happening at exponential speed. When you combine this galloping technology with the on-going globalisation, it becomes very clear that no business, institution, or individual can stand still or rest on the laurels of the past alone. Today, each worker, institution or business has to re-train, re-educate and re-evaluate the situation daily. This is the case with the heritage palaces as well, if not renovated to meet the basic needs of modern amenities there is a possibility that in time the monuments could wither away. Thus, the challenges of the competitive and changing world should be embraced in order to overcome the drawbacks and to flourish in the prospective tourism industry.

A framework of the development of new ideas and prospects for tourism leads to a new dimension in the twenty-first century. In a stimulating discussion about tourism in transition in the new age of tourism, Poon (1993) chronicled the growth of mass tourism not as an abrupt change, but one which is gaining significance (she illustrated this in terms of a life cycle). According to Poon, the new tourist is interested in experiencing something different, understanding more about the history and culture of destinations and is more conscious of the impacts of his or her actions on the locality and its sensitive environments.

No doubt the world of mass tourism will still dominate after the turn of the century and globalization will continue to stimulate organizations to seek standardization and economies of scale even though small scale tour operators and niche markets will continue to flourish. Heritage hotels in one way would definitely provide a strong foundation for conservation not only of the rich cultural heritage but also the environment with its well managed gardens.

In addition, cities throughout the world, to varying extents, have been facing serious and fundamental problems arising from structural economic change, social polarization, increasing difficulties of governments and physically deteriorating infrastructures. Too often this has led to the

viewpoint that cities are unfavourable places to live, work or invest in, requiring growing marketing efforts to combat these perceptions. While the tourist-historic city is far from being a magic panacea for all the many contemporary ills of cities wherever these may arise, it does offer one of the few real possibilities for finding some solutions to distinct urban problems.

Similarly, security in the city is one of its foremost and growing problems, and the impact of crime, terrorism and the war on terrorism has become a specific matter of concern. Timothy (2006) was of the opinion that tourism is volatile, even the slightest whispers of political discontent, disease or natural disasters typically send the number of tourist arrivals plummeting. When people feel unsafe they will either choose to alter their travel plans to safer destinations or cancel them altogether, until public memory of the episode begins to fade. However, we cannot naively be sanguine about this negative side of the conclusion, inclusionary expansion of the tourist-historic economy has the potential to ease social tensions, and provide more legitimate employment alternatives than the victimizing of tourists and thereby create an instrument of security enhancement in the city.

Thus, in summation, a tourism infrastructure should be designed and tourism activities should be programmed in such a way so as to protect the natural heritage composed of ecosystems and biodiversity and to preserve endangered species of wildlife and the environment in particular. The stakeholders in tourism development, and especially professionals, should agree to imposition of limitations or constraints on their activities when these are exercised in particularly sensitive areas – deserts, polar, or high mountain regions, coastal areas, tropical forests or wetlands – encouraging the creation of nature reserves or protected areas.

There is no doubt that tourism will continue to provide massive injections of cash into economies at various stages of development and a mix of good governance and imagination will ensure it stays one of the world's biggest industries. Therefore, in conclusion, tourism is a great

normalizing factor. The state of Rajasthan, and Jaipur with its rich palaces turned into hotels definitely have played a vital role in the revival of a shattered economy and thus a revival of tourism was the result to this sector. This highlights the fact that the tourism industry is certain to grow by leaps and bounds.

7.5 Summary

The success of revamping heritage sites and places (such as palaces) into unique types of hotels requires laborious processes for both Indian and Thai tourism organizations. The process is considered as a milestone for the revival and promotion of culture and earns more revenue through creating more employments at diverse local levels. The success also creates other indirect benefits including Small-Scale Industrial Undertaking (SSIU) and Small-Scale Service Business Enterprises (SSSBE) such as advertising, marketing agencies, typing and printing centers, laundries, etc. There are also those that are not recognized by SSSBE such as education institutes, retailers, wholesalers, transportations, and many other businesses.

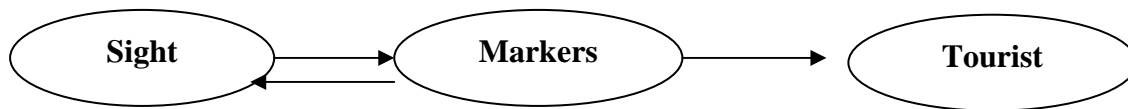
Another interesting fact is the help given for conversion to starting one's own business. Therefore, marketing is not only selling but also requires effective management. This can be achieved by facilitating effective communication with stakeholders for a specific target market on one hand and on the other hand developing heritage products – including value-added products such as interpretations. In other words, in order to accomplish effective management, the matching of product with audience is the marketing tool necessary to fulfil the goal. The most common reason for starting one's own business is usually to reap the personal and financial rewards. The growing importance of entrepreneurship has become an important alternative, as new opportunities are being opened up in the services sector with the privatization of public utility services gradually becoming the norm.

Since India is one of the first countries in Asia to come up with the idea of turning heritage places into heritage hotels, they have much experience to offer to other countries, the cooperation between the Government and the private sector has led India to become the prominent leader of the Heritage hotel concept. Thailand has less experience in the heritage hotel management. Therefore Thailand should not only develop a heritage hotel's policy based on their own sentiment and experience but learn lessons from India's successful management of Heritage hotels. There are high possibilities for both countries in growing up together in creative tourism including heritage hotels. This might need cooperation between India and Thailand in regards to the knowledge exchange in maintenance, preservation technique, interpretation, marketing, transformation and expertise related to heritage hotels.

Thailand has a strong potential in promoting heritage hotels as the new product in the tourism industry. Thailand's unique heritage and charming hospitality can provide a bright future for heritage hotel development luring large numbers of tourists to come and visit. On the other hand India had to integrate some good points from Thailand such as the use of media and social media as a tool to promote the country, the blend of the sensual experiences and luxury to give visitors a warm and comfortable welcome. Subsequently the Indian government has had to pay more attention to the improvement of infrastructure and safety. However, above all, both India and Thailand have strong requirements in heritage hotel management to be sustainable and to reflect with sensitivity the local community's values and goals.

Appendix: 1

A Model of Tourist Attractions



- **Physical object**
- **Aesthetic value**
- **Historical value**
- **Heritage value**
- **Familiarity**
(Media, advertising etc) ← *** Validation**
- **Original, unique, Special, “one-off”...** ← *** Affirmation**
- **Significance** - (photography)
- **Cultural value**
- **Symbolic value**
- **Narratives** ← *** “Hermeneutic loop”**
 - **Personal**
 - **Myth**
 - **Other**

Source: Staiff and MacCannell (1976) and Urry (1995).

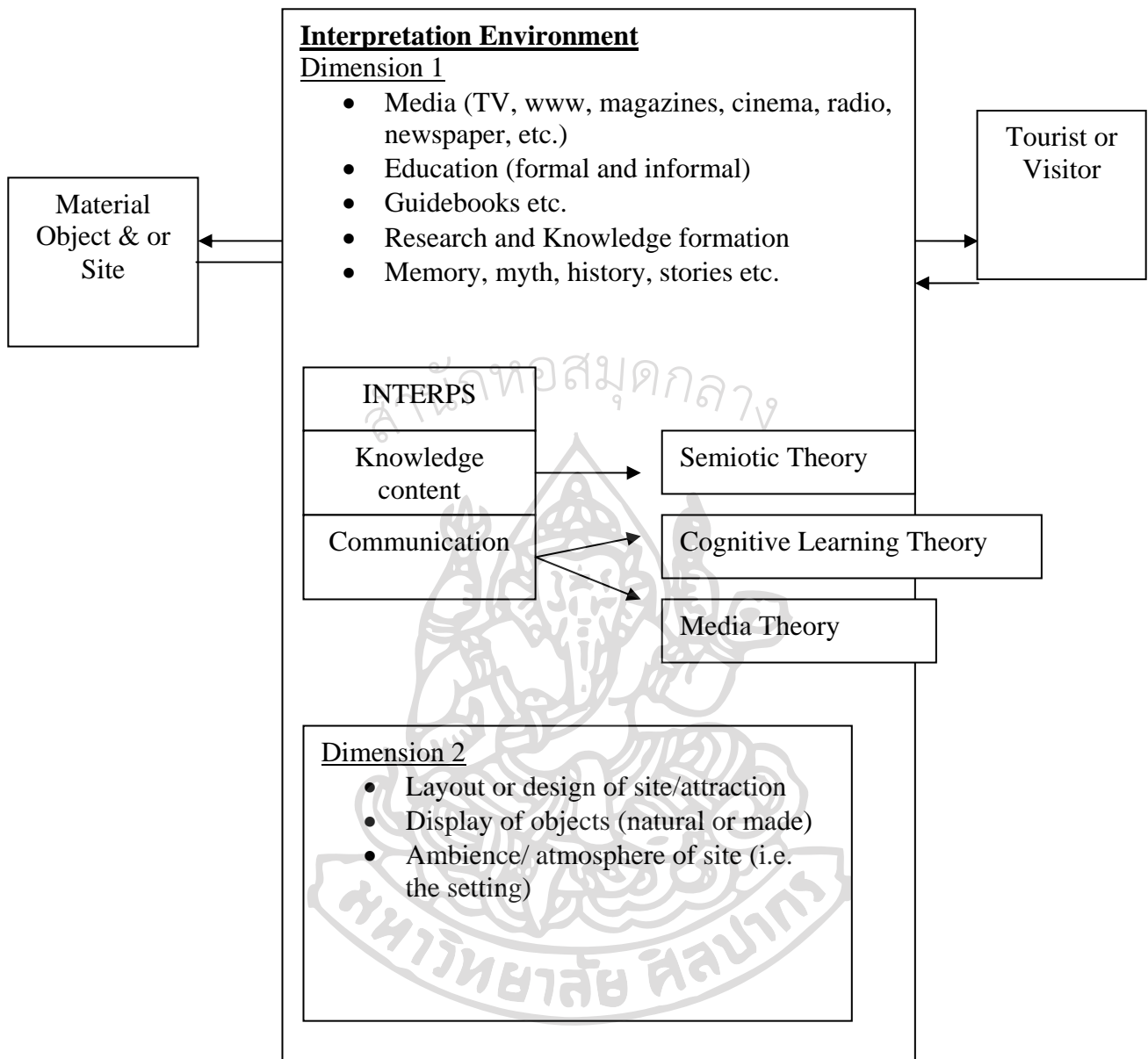
- In the diagram, Markets are culturally defined representations of place or site/sight.
- The process of attraction formation is dynamic.
- There can be ‘weak’ and ‘strong’ attractors and attractions and these can change over time.
- Very strong attractions are often called ‘tourist icons’.

- The hermeneutic loop is the notion that the understanding of a place relies on attributes which already presuppose an understanding of that thing, which in turn reinforces that understanding.



Appendix: 2

A Model of Interpretation



Source: Staiff, R. Bushell & P. Kennedy, (2002), "Interpretation in National Parks: Some Critical Questions", *Journal of Sustainable Tourism*, 10 (2), pp. 97-113.

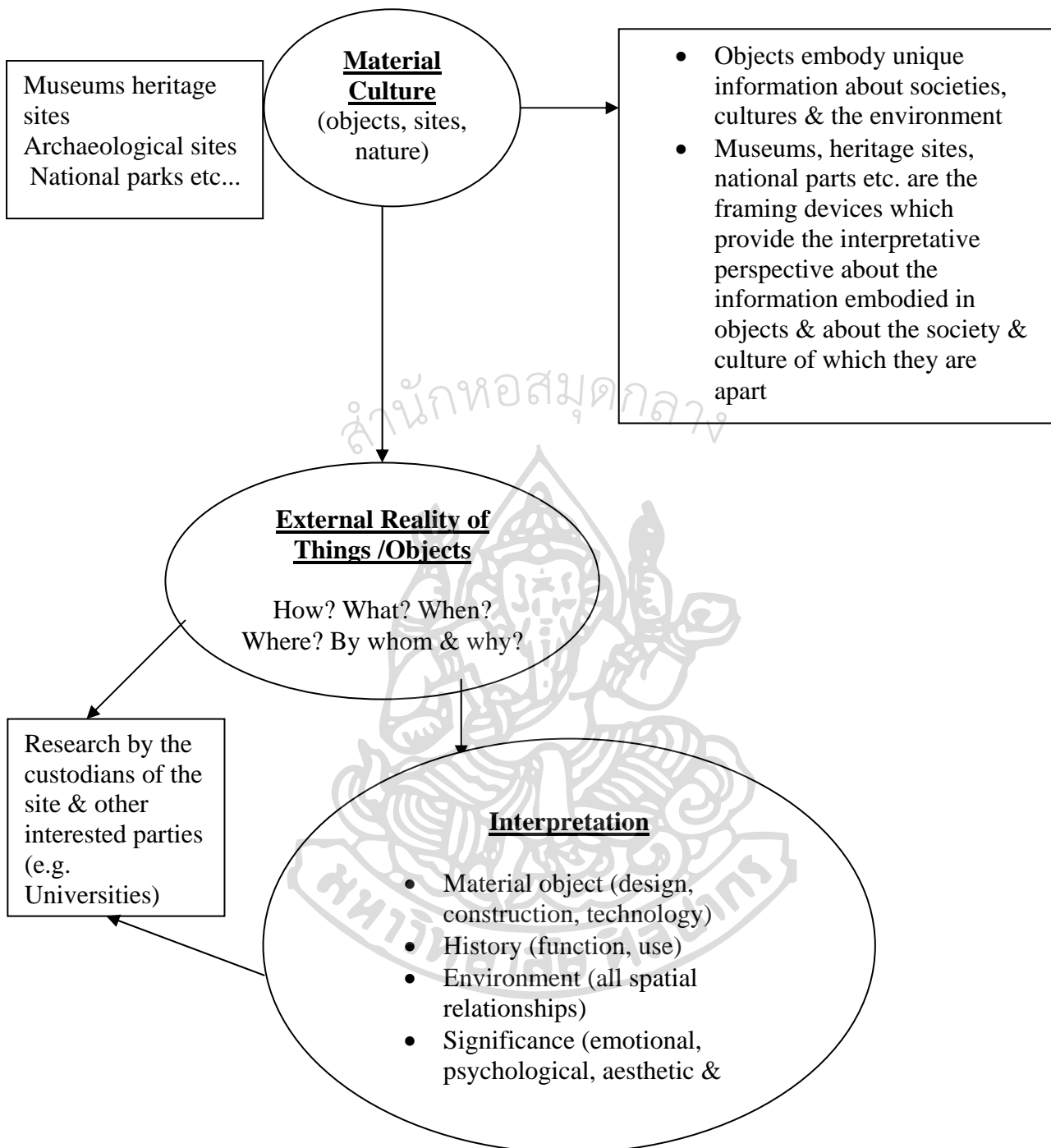
Note: For the purpose of material object & or site see the Pearce ‘Models of Material Culture’ and the Staiff/ Bushell ‘Model for material culture and interpretation; similarly for the tourist or visitor see the Hooper – Greenhill Diagram (adapted by Staiff) of ‘Interpretation and Communication’.

In this model the object and or site is the site that is being visited and viewed. And for the purpose of Interpretation Environment it includes two dimensions: (1) the socio-cultural context of interpretation and (2) the specific visual context within the object/site is viewed or experienced by the visitor.



Appendix: 3

A Model of Material Culture



Source: Pearce (1994) – after Fleming (1974), Adopted by Staiff.

Interpretation is, itself, a dynamic system e.g. the nature of ‘history’ or how we understand ‘significance’, and the techniques for studying it, are always changing.

Appendix: 4

Tourism Policy of Rajasthan

SL. No.	Item
1	Mission Statement
2	The Preamble
3	Introduction and Present Scenario
4	Objectives
5	Role of the State Government
6	Policy Formulation for growth of Tourism Sector
7	Ensuring Safety & Security of Tourists and Promoting Sustainable Tourism
8	Tourism Infrastructure
9	Accommodation
10	Heritage Hotels
11	Camp Tourism / Eco-Friendly Nature Tourism
12	Paying Guest Scheme
13	Way-Side Facilities
14	Development of Nazool Properties of Heritage Value
15	Land
16	RTDC as Catalyst for Tourism Development
17	Land Belonging to Devasthan Department
18	Investment in Tourism Infrastructure
19	Joint Venture with Private Investors
20	Tourism as Industry
21	Tourist Transport (Rail)
22	Road Transport
23	Air Services

24	Tourist Reception Centres (TRC)
25	Tourist Information and Publicity
26	<p>Enhancing the Tourism Products of Rajasthan</p> <p>13) Promotion of Handicrafts and Cottage Industries</p> <p>14) Heritage Tourism</p> <p>15) Fairs and Festival</p> <p>16) Weekend Tourism</p> <p>17) Tourism and Wild-life</p> <p>18) Guides</p> <p>19) Domestic Tourism</p> <p>20) Adventure Tourism</p> <p>21) Special Tourist Areas</p> <p>22) Co-ordination with Neighboring State/Regional Tourism</p> <p>23) Consultancy Services</p> <p>24) Preservation of Historical and Cultural Heritage</p>
27	<p>Upgrading Tourism Support Services</p> <p>6) Human Resources Development for Tourism Sector</p> <p>7) Tourism Trade Regulation Act</p> <p>8) Priorities in Essential Services</p> <p>9) Excise Policy for Liquor</p> <p>10) Tourism Awareness</p>

28	Organizational Backup 5) State Tourism Advisory Board. 6) Divisional Co-ordination Committees for Tourism. 7) District Tourism Promotion Committee. 8) Redressed of Grievances of Tourism Industry in the State
29	Dealing with the Adverse Impact of Tourism
30	The Action Plan
31	Incentives Available for Hotel Industry in Rajasthan

1. Mission Statement

A pragmatic policy designed to ensure optimum utilization of rich tourism resources of the state to generate employment especially in rural areas, to develop a ready market for the rich and varied handicrafts, to preserve and to accelerate contribution of tourism industry in socioeconomic development of the state by making tourism a truly People's Industry in Rajasthan.

2. The Preamble

Tourism has emerged as an important instrument for sustainable human development including poverty alleviation, employment generation, environmental regeneration and development of remote areas and advancement of women and other disadvantaged groups in the country apart from promoting social integration and international understanding. The enunciation of a new pragmatic policy, taking into account the changing socio-economic and investment scenario in the State of Rajasthan and the emerging trends in the tourism phenomenon has thus become necessary. The primary agenda of Government is to promote tourism as a means to ensure sustainable economic development and positive social change through development of tourism while preserving and protecting the environment and heritage (for detailed see, <http://www.punjabtourism.org>).

3. Present Scenario of Tourism Industry

- I. With gross out up of US\$ 3.4 trillion tourism has emerged as largest and one of the fastest growing industries in the world. Global tax revenue from tourism is estimated at US\$ 655bn (1999). The estimated number of world travelers per annum is over 616 million and these travelers spend over US\$ 444 billionas per estimates of World Travel and Tourism Council (WTTC) for year 2000 AD. Every 9th person in the world is engaged in travel & tourism industry for livelihood as per data of World Tourism Organization (WTO). The number of world travelers would go up to 1600 million by the year 2010 AD (WTTC).
- II. Direct employment through the world tourism industry is over 144 million persons (WTTC) and indirect is manifold more. Presently the foreign tourist arrivals in India constitute only about 0.4 percent of the total foreign tourist movement in the world.
- III. One of the objectives of the National Action Plan for tourism announced in May, 1992 by Government of India was to increase India's share in the world tourism market to 1% by 2000 AD (which is still to be achieved).
- IV. Presently India ranks 44th in the top 60 destinations of the world.
- V. International tourism contributes substantially to foreign exchange earnings. In the year 1999-2000 tourism was the second largest net foreign exchange earner sector for the country, earning Rs.120,000 millionin foreign exchange.
- VI. 10.6 percent of world's work force is engaged in travel and tourism; tourism contributes 10.2 percent of world's GDP.
- VII. In India Travel and Tourism Sector supports 9.3 million jobs and by the year 2010 it would support 12.9 million jobs, thus providing 1 in 15 jobs in the country.
- VIII. There is a huge domestic tourism market with an estimated 240 million tourists (140 million general tourists and 100 million religious tourists) per annum; spending by them is estimated to be over Rs. 950, 000 million (Tourism Future Data).
- IX. Rajasthan has emerged during the last decade, as one of the favorite tourist destinations in India for both domestic and foreign tourists. While in the year 1973 the total arrivals of

tourists to Rajasthan were about 2 million, it has increased to 6.99 million by the year 1998-99.

- X. At present the State receives 0.60 million of the 2.3 million foreign tourists who visit India annually. Additionally over 5 million domestic tourists also visit Rajasthan annually. The world famous “golden triangle” comprising of Delhi-Agra-Jaipur has put Jaipur on the world tourism map. 60% of international tourists visiting India come to these places.
- XI. On an average a foreign tourist spends Rs.800 per day and domestic tourist Rs.400 per day. It is further estimated that the average stay of a foreign tourist in the State is 2.5 days. The total spending by all the tourists visiting the State is over Rs.10,000 million per annum.
- XII. Every rupee spent by a tourist in the State, changes hands thirteen times and every hotel room generate direct employment to three persons and indirectly to eight persons.
- XIII. Rajasthan with its rich historical, cultural and environmental heritage, coupled with colorful fairs and festivals and friendly people has become a favorite destination for tourists from all over the world. Except for a sea-beach and snow-clad mountains, it offers everything to tourists.
- XIV. The rate of growth of tourism in Rajasthan has been phenomenal in last few years. Annual rate of growth for domestic tourists has been 7% and for international tourists has been 5%.
- XV. Some of the tourism products of Rajasthan have become internationally famous and popular among the tourists such as Palace-on-Wheels, Heritage Hotels, Camel Safaris, Pushkar Fair, Desert Festival, Palace Hotels and Wild life Sanctuaries / National Parks.
- XVI. Recognizing the potential attractions that Rajasthan has to offer to domestic and foreign tourists, the Government has accorded Tourism a special status. Tourism was declared industry in Rajasthan in the year 1989 (the following highlights were compiled from www.punjabtourism.org.)

4. Objectives

- 1) Increase employment opportunities, especially in rural areas for unemployed rural youth.
- 2) Optimum utilization of rich tourist resources of the State in order to attract the maximum number of domestic and international tourists.
- 3) To facilitate the growth of tourism in the State and to further involve the private sector in the development of tourism in Rajasthan.
- 4) Preservation of rich natural habitat and bio-diversity, historical, architectural and cultural heritage of Rajasthan; special emphasis on conservation of historical monuments in Rajasthan.
- 5) To develop a ready market for the rich and varied handicrafts and cottage industries of Rajasthan; ensure welfare of artisans/ artistes.
- 6) To promote inter cultural understanding through religious / pilgrim tourism and fairs and festivals.
- 7) To promote socio-economic development of Rajasthan through Tourism with special thrust on backward areas.
- 8) To make tourism a “People’s Industry” in the state.
- 9) To minimize the negative impacts of tourism and promote sustainable tourism.
- 10) To open new vistas in tourism like Adventure tourism, Eco-tourism, Camel/Horse safaris, River and Canal cruise, House boats in Rajasthan (Palace-On-Waves), Educational Tourism, Caravan Tourism and Village Tourism.
- 11) Jawahar Kala Kendra, Jaipur and other cultural institutions will be associated with Tourism development.

5. Role of the State Government

- 1) Catalyst.
- 2) Promoter, facilitator and providing infrastructure.
- 3) Pioneer/ Joint Explorer/ Planner.
- 4) Regulator.
 - I. Law and Order.
 - II. Tourist Police.
 - III. Complaints Handling.
 - IV. Standardization of goods and services.
 - V. Enactment for Tourism.

6. Policy Formulation for Growth of Tourism Sector

- 1) Comprehensive Master Plan of State with regional/ sub area/ circuit plans to be updated and executed in a time bound manner; 2) External assistance; 3) Central assistance; 4) State plan resources; 5) Private sector investment – for a planned development of tourism infrastructure and growth of tourism industry; 6) Growth led by private sector; 7) Developing rural tourism to generate employment in rural areas by launching Paryatan Rozgar Yojana with active participation of Panchayati Raj Institutions (PRIs); 8) Electronic; Print and Cyber Media plan for aggressive marketing of Rajasthan as a premiere tourism destination state; 9) Enhancing and diversifying tourism products of the state; 10) Synergy between tourism and handicrafts, Haat, Shilpgram models to be replicated; 11) State Tourism Advisory Board under the Chairmanship of Chief Minister of Rajasthan constituted to provide policy guidelines.

7. Ensuring Safety & Security of Tourists and Promoting Sustainable Tourism

- 1) Alleviation of rural poverty through employment generation by domestic tourism; 2) Tourism to gradually become eco-tourism, responsible tourism; 3) Educating the young ones

towards heritage & tourism; 4) Promoting tourism in rural areas; 5) Empowerment of women, improving plight of rural artisans; 6) Making tourist earnings reach the Below Poverty Line threshold in villages; 7) Tourist Police, Safety, Security & hassle free stay of tourists; 8) Tourism regulation, institutional mechanism; 9) Advisory bodies at District, Division and State level; 10) Carrying capacity, code of conduct; 11) HRD, R&D and documentation for scientific tourism management.

8. Tourism Infrastructure

- 1) The State being the second largest in the country and having perhaps the greatest potential for tourism development, the creation of adequate and suitable infrastructure like accommodation, roads, airport facilities, rail facilities, local transport, communication links and other essential amenities become essential.
- 2) The Government as well as the private sector shall undertake both the growth of such infrastructure. While the State has to play the leading catalytic role in some sectors, there will be an endeavor to encourage private sector participation in developing infrastructure.
- 3) Efforts will be made to dovetail external assistance, central assistance, and State plan resources with private investment to achieve goals set in the Master Plan.
- 4) In order to develop infrastructure, the Government will prepare an Area-based Master Plan outlining the infrastructure necessary in each such area. The plan will be based on the potential, which each destination holds for development of Tourism. An investment plan will be evolved from this Master Plan. The Investment Plan will further be translated into an Annual Action Plan in order that the goals set in the Master Plan will be achieved in a time bound manner.
- 5) Tourism, by its nature is a multi-sectorial activity, requiring participation of many agencies. Efforts will be made to co-ordinate these agencies by evolving suitable administrative mechanisms.

9. Accommodation

- 1) The most crucial component for tourism is providing suitable accommodation for various categories of tourists. Since the tourists are not a homogeneous entity, and are highly differentiated; accommodation ranging from budget and economy class to 5 Star and Resorts will have to be augmented.
- 2) Rajasthan has estimated tourist accommodation of **19000 rooms** in **772 Hotels** (DOT.RAJ.) As per requirements estimated by the state department of tourism, **20000 rooms** are needed by the year 2002 AD.
- 3) The State will endeavor to encourage more private investment in the hotel industry rather than engage itself in raising such infrastructure except in areas where private investment may not be forthcoming.

10. Heritage Hotels

- 1) Rajasthan has been a pioneer state in launching Heritage hotels in the country by converting old palaces and havelies of erstwhile rulers in to tourist accommodations which has been extremely popular with tourists, especially foreign tourists.
- 2) At present there are **39 recognized Heritage hotels** in Rajasthan providing **1069 rooms** for tourists and **60 hotels** are operating which are yet to be recognized by the Department of Tourism.
- 3) State Government would encourage Heritage hotel movement in the state in order to provide quality accommodation for the tourist and also save precious historical heritage from dilapidation.

11. Camp Tourism / Eco-Friendly Nature Tourism

- 1) A new scheme for allotment of camping sites which is already very popular in places like Pushkar, Desert Festival Jaisalmer, Nagaur Cattle Fair and Jhalawar festival, would be further extended to new tourist places to cater to the needs of budget tourists, in peak season.

12. Paying Guest Scheme

- 1) The scheme of paying guest launched by Department of Tourism, Government of Rajasthan on World Tourism Day (27th September 1991) has been very popular with domestic and international tourists. This scheme is in operation in nine cities of Rajasthan. The scope of this scheme would be further enlarged.
- 2) Care would be taken to ensure that only such houses and families are identified and registered with the Department of Tourism who will serve the purpose and will offer adequate and suitable facilities to the tourist.

13. Way-Side Facilities

- 1) The State has a geographical mass of 342,000 Sq. km. and spans more than 800 Km. from East to West and North to South. The Air and Rail links are still not well developed resulting in more use of surface transportation.
- 2) This necessitates the creation of suitable wayside amenities at appropriate places in order to provide commuting tourists an opportunity to relax and refresh themselves. Such facilities will be both in the public and private sectors at intervals of 100 to 125 Km. along the important road-routes in the State.
- 3) The concept of having various conveniences integrated in such way- side facilities will be promoted. For this, a survey of all spots will be undertaken throughout the State and facilities will be developed in the next five years.
- 4) Private investment will be encouraged in this sector and public investment will be limited to areas where private initiative is not forthcoming.

14. Development of Nazool Properties of Heritage Value

- 1) There are large numbers of historical buildings / monuments which are not protected by Department of Archaeology and Museums or Archaeological Survey of India and which are owned by the State government.

2) These properties would be transferred to Department of Tourism for developing them into heritage hotels / tourist museums / tourist complexes / tourist resorts in collaboration with private entrepreneurs.

15. Land

1) Availability of suitable land has been one of the biggest constraints in development of tourism infrastructure. The Tourism department, in consultation with the revenue and local self-government departments will endeavor to simplify rules for allotment and conversion of land for tourism infrastructure.

2) A special compendium of rules will be published after the rules are suitably amended.

3) An empowered committee under the chairmanship of Chief Secretary will ensure expeditious disposal of applications for allotment of land for tourism related projects.

4) The tourism department would identify land and buildings belonging to other departments like Devasthan, Irrigation, PWD, Forest and Revenue etc. with tourist potential and utilize them for tourism by creating supplementary facilities. MoUs would be entered into with the departments to define subsisting rights, payments of lease, sharing of profits etc. Wherever possible the private sector would be encouraged to lease such properties for management.

16. RTDC as Catalyst for Tourism Development

1) The role of development of industrial infrastructure, which has been performed successfully by Rajasthan Industrial & Investment Corporation (RIICO) in industrial sector, similar role of development of tourism related infrastructure would be performed by RTDC.

2) RTDC would acquire or get allotted land from the Government, and develop it for setting up hotels and other tourism related projects. Collectors would earmark suitable sites around major tourist areas which would be developed for tourism related infrastructure.

17. Land Belonging to Devasthan Department

1) For several properties and valuable land of Department of Devasthan, Government of Rajasthan situated within the State and outside the state, RTDC, Department of Tourism and Devasthan Department would jointly prepare projects for utilizing these pieces of land for creating Dharamshalas/Yatri Niwas/Tourist Complexes for promotion of pilgrimage and cultural tourism.

18. Investment in Tourism Infrastructure

1) Efforts would be made to facilitate flow of institutional finance for increasing hotel and tourism units in Rajasthan.

2) Tourism Finance Corporation of India (TFCI) would be persuaded to open a branch at Jaipur and work actively in collaboration with DOT/ RTDC in advancing loans for tourism industry. Investment from Non Resident Indians (NRI) in tourism sector of Rajasthan would be encouraged.

3) A special cell to facilitate and to assist entrepreneurs willing to set up tourism related projects in the state would be created in the Department of Tourism. A mechanism would be provided for processing loan applications for tourism sector at Single Window at the RTDC level where officers from Banks, TFCI, RFC, RIICO would be available as and when required to assist the entrepreneurs, desirous of establishing their ventures in the tourism sector of Rajasthan.

4) There would be a special cell in the Bureau of Industrial Promotion (BIP) to process & expedite projects related to tourism sector.

5) RTDC would associate itself in establishing tourism-related ventures in “assisted sector” by selective equity participation like RIICO.

19. Joint Venture with Private Investors

- 1) The State of Rajasthan has valuable properties in many cities, which are not being put to any proper use and are not needed for Governmental use. Such properties will be offered to private investors and joint venture companies will be formed with the collaboration of RTDC.
- 2) Apart from properties being located within the State, there are large numbers of properties owned by the State located in other States. Such properties will also be converted into accommodation for tourists on the basis of joint collaboration between RTDC and private groups.
- 3) The State will formulate standard terms and conditions on which such properties within the State and outside the State will be offered for joint venture.
- 4) The private sector would be invited to participate in developing state owned infrastructure.

20. Tourism as Industry

- 1) Government of Rajasthan has granted status of the industry to tourism sector in the year 1989 and all the facilities and concession available to industries in the state would also be available to tourism units in the state as per rules in force.

21. Tourist Transport (Rail)

- 1) Major destinations in Rajasthan are already on the rail Map. With conversion of Meter gauge to Broad gauge connectivity with major tourist entry points has been greatly augmented.
- 2) Efforts will be made to arrange special tourist trains, with convenient timings to facilitate Tourist travel by rail. Special local site seeing by coach will be dovetailed by RTDC.
- 3) Broad gauge Palace-On-Wheels has already been launched in the year 1996-97 and it has proved to be extremely popular with International tourists and NRIs. Efforts would be made to launch an economy version of luxurious Palace-On-Wheels for budget tourists.

22. Road Transport

- 1) Due to inadequate air and rail links, surface transport assumes added importance in the context of Rajasthan. To upgrade essential road links external assistance would be sought to augment state plan resources.
- 2) Air-conditioned tourist coaches, tourist cars and specially designed non-air-conditioned sightseeing coaches, as recognized and approved by the Department of Tourism would be encouraged to ply.
- 3) Special Intra-state and Inter-state package tours would be encouraged through private tour operators and travel agents. On nationalized routes RTDC would enter into joint venture with interested parties to manage excursion tours and local sightseeing. RTDC would offer local conducted sightseeing tours at important tourist places in the State.
- 4) The Government will initiate steps to ensure charging of standard fares by all surface transport operators from the domestic and international tourists. Prepaid taxi/coach services would be encouraged in the state.
- 5) There is need to improve the quality of local transport at various tourist destinations. Car taxis for transportation of tourists will be encouraged. Three wheelers will be metered and point to point fixed fare will be introduced to reduce over-charging and harassment to tourists.

23. Air Services

- 1) The State will encourage air taxi service and Helicopter service by air taxi operators within the State so the tourists visiting the State can see as many places as possible within the available time.
- 2) There are large number of airstrips and helipads available all over the State. The RTDC in collaboration with the State Department of Civil Aviation and district Collectors would take steps to make use of these air strips and helipads and would motivate Air Taxi Operators (ATO) to undertake special air tours.

- 3) Private sector investment would be encouraged in setting up airports in Rajasthan. Air Taxi operators (ATOs) would be encouraged to operate civil aviation services for tourists as feeder/ regional airlines.
- 4) If necessary RTDC will also take up task of ground handling facilities to encourage ATOs to take up services to Tourist destinations in Rajasthan. RTDC would also explore the feasibility of collaboration with ATOs to promote travel by air.
- 5) Jaipur Air Port would be developed as an International airport and Ministry of Tourism and Civil Aviation would be requested to allow special tourist charter flights to Jaipur.
- 6) In order to increase volume of high spending foreign tourist's special charter flights would be encouraged. Collaboration will also be attempted with tourist's promotion boards of countries like Singapore for setting up an "air bridge".

24. Tourist Reception Centres (TRC)

- 1) Looking to the large tourist traffic of domestic and international tourists, it becomes increasingly necessary to have modern well equipped TRC at important entry points and destinations.
- 2) Apart from TRCs within the State, at present Skeleton TRCs are functioning at Delhi, Calcutta and Chennai. New TRCs would be started at Mumbai and Bangalore and present TRCs at Delhi, Calcutta and Chennai would be further strengthened and linked by Computer Network.
- 3) Apart from offering tourist information, these TRCs would also make available confirmed reservation for RTDC hotels and even for private sector hotels situated within Rajasthan.
- 4) Information on other details like package tours, fairs and festivals, paying guest accommodation etc. would also be made available at this TRCs. Multimedia software would be developed to provide customized information to tour operators and tourists.

5) Private Commission Agents will be appointed in other cities to promote tourism from other States. Joint ventures would also be sought with other Tourist Corporations for opening TRCs outside Rajasthan.

6) Joint sector ventures like inter-state packages for tourists will also be attempted with other States and Central Public Sector Corporations, including the Railways, involved in the tourism trade.

7) These TRCs, especially during the tourist season, would be operational for 24 hours in the important tourist places like Delhi, Jaipur, Udaipur Jodhpur, Jaisalmer, Bikaner and Mount Abu.

25. Tourist Information and Publicity

1) In order to facilitate dissemination of information to the tourists from foreign and domestic market, the State will cause such literature, films, videos and other material published and produced as is necessary.

2) A multi-pronged strategy will be evolved to make optimal use of the media for promoting Rajasthan as an attraction for tourists. Sufficient literature will also be distributed to important Travel Agents and Tour Operators, Air-lines, and Hotel groups for discrimination among important people connected with tourism industry.

3) High quality tourist literature would be published in foreign languages like French, German, Spanish, Japanese, Italian, Arabic and of course English.

4) Special efforts would be made for overseas publicity about Rajasthan as a tourist destination. Private marketing and publicity linkages would be established with the help of travel agents and tour operators to promote tourism in Rajasthan in the world tourism market.

5) Special drive would be launched to publicize tourism highlights of Rajasthan in electronic media with the help of e-mail, Internet and latest means of communication available for e-commerce.

6) Efforts would be made to device interactive tourism information packages, CD-ROMs and online reservation facilities for goods and services in tourism sector would be made available in private and public sector.

26. Enhancing the Tourism Products of Rajasthan

26.1 Promotion of Handicrafts and Cottage Industries

- 1) Rajasthan has a rich and varied heritage of handicrafts, handlooms and other products, which are praised and purchased by tourists visiting the State.
- 2) Efforts will be made to improve direct access of tourists to artisans who produce these goods to improve their marketing. RTDC will increase shopping arcades in their existing properties and provide space for artisans to display and market their products.
- 3) Efforts will be made to set-up Shilpgrams at various tourists' destinations with assistance of Development Commissioner, Handicrafts, RAJSICO etc. A Handicraft Museum would also be set-up.

26.2 Heritage Tourism

- 1) The State abounds with some of the best Forts and Palaces in the country spread throughout the State. The Government will encourage the preservation, conservation and upkeep of such heritage properties and selectively open some of them for being developed into Hotels / Tourist Complex.
- 2) The State will encourage private investment in developing ancient buildings and heritage properties as tourist resorts.
- 3) The properties owned by the State government will be offered on easy terms to private entrepreneurs for conversion into hotels. Essential infrastructure, which is considered necessary, would be provided by the State on a selective basis.

4) Corporate sector would be invited to join hands with the Government in conservation of historical heritage and monuments in the State.

5) Students, Teachers and National Service Scheme (NSS) volunteers would be involved in conservation of monuments.

26.3 Fairs and Festivals

1) Experience has shown that Fairs and Festivals of Rajasthan have a great appeal for tourists.

Some of the Fairs and Festivals have assumed international prominence like the Pushkar and Desert Festival, Jaisalmer.

2) The Government proposes to consolidate the facilities at such places to make these Fairs and Festivals more attractive. The Government will also encourage such Fairs and Festivals, which are not presently popular but have a potential for attracting tourists, especially in backward and underdeveloped areas.

3) A directory of fairs and festivals will be compiled and published for dissemination to Tourists and tour operators.

4) There are more than 100 cattle fairs in Rajasthan which are very colorful and offer an excellent opportunity to have a glimpse of rich animal wealth and handicrafts of rural areas at one place.

5) Nagaur and Pushkar cattle fair are example of such success stories similarly cattle fairs of Jhalarapatan (Jhalawar), Tilwara (Barmer); Parbatsar (Nagaur) etc. could also be promoted as Tourism events.

6) The responsibility of managing and organizing fairs and festivals from the tourism point of view would be decentralized and entrusted to a committee at the district level headed by the Collector. Prominent people's representatives would also be associated to encourage local participation.

7) The Tourism Department would encourage NGOs for organizing fairs and festivals.

26.4 Weekend Tourism

- 1) There is a large segment of tourists from neighboring areas specially Delhi and Gujarat who visit Rajasthan for weekends.
- 2) It is proposed to recognize their needs and to provide adequate tourist facilities as also to promote new spots to attract weekend tourists through package tours.

26.5 Tourism and Wild-Life

- 1) The State has rich Forest Reserves and National Parks like Sariska, Bharatpur - Ghana and Ranthambhore. The other areas, which have potential for Wildlife tourism, will also be developed for tourism in a planned manner.
- 2) The Desert Flora and Fauna holds tremendous appeal for the tourists. Special tourists' museum, displaying rich natural and historical heritage of the state would be established in the private and public sector all over the state.
- 3) Care will be taken to avoid unrestricted entry of tourists beyond the carrying capacity of these National Parks and Sanctuaries. Adverse effect of tourism on the ecosystem would be taken note of and corrective action initiated.

26.6 Guides

- 1) The importance of trained, well-informed and multilingual guides with proper motivation is very crucial for tourism. It will be the effort of the State to select and train appropriate number of guides at all destinations and tourist circuits within the State.
- 2) Department of Tourism would be empowered to select, train and license guides for all destinations and tourist centres within the State.
- 3) Rajasthan Institute of Tourism and Travel Management (RITTMAN) in collaboration with Universities and Embassies of various important countries functioning at Delhi would launch special foreign language capsule courses for guides.

4) Courses would also be organized for those who are interested in taking up career as language guides, especially in the foreign languages like French, German, Spanish, Italian, Japanese, Chinese, Arabic, English and Indian languages like Bengali and Gujarati.

26.7 Domestic Tourism

1) Hitherto, most of the attention has been paid in promoting Tourism Centres around Foreign Tourists, with the result that the larger segment of domestic tourism receives secondary attention.

2) It will be the endeavor of the State to take into account the needs of domestic tourists and plan its infrastructure fully keeping in mind this aspect. Special interstate package would be offered for pilgrim tourism by RTDC.

3) Rajasthan is very popular among Gujarati and Bengali tourists. Special efforts will be made to publish tourism literature in Gujarati and Bengali and also launch special packages starting from Ahmedabad and Calcutta to cater to the needs of domestic tourists.

26.8 Adventure Tourism

1) Suitable Rules/ Guidelines would be framed to provide an enabling legal framework for participation in developing tourism and recreational facilities by the private sector.

2) The State which is predominantly Desert provides great attraction to foreign and domestic tourists. Most of them have shown preference for activities like Trekking. Horse and Camel Safaris, Polo and Golf.

3) Apart from the Desert, there are numerous Lakes all over the State where Water sports would be developed in a phased manner. Special Water Sport activities like Yachting, Canoeing, Kayaking, Water Sports etc. would be launched in collaboration with the Department of Sports.

- 4) River cruises would be launched in perennial rivers like Chambal and possibilities of launching Canal Safaris /Canal Cruises in the Indira Gandhi Canal would also be explored in consultation with authorities of Indira Gandhi Nahar Project (IGNP).
- 5) Efforts would make to procure Houseboats from the states of Jammu and Kashmir and Kerala and anchor them in big lakes of Rajasthan under the brand name of Palace-On-Waves. These Houseboats would have facades in typically Rajasthan style.
- 6) These activities will not only provide recreation to the tourists but would also help in extending the period of stay inside the State and would generate lot of employment opportunities for the local residents.

26.9 Special Tourist Areas

- 1) The government will endeavor to protect towns, which have assumed heritage importance as tourist centres like Jaisalmer, Pushkar, Viratnagar, Nathdwara, Ajmer, Mt.Abu etc.
- 2) Special efforts will be initiated to preserve the unique identity of these tourist destinations and local authorities would pass special by- laws to ensure preservation of special character of these tourist towns.

26.10 Co-ordination with Neighboring States / Regional Tourism

- 1) The Government will co-ordinate with the Tourism Departments and Corporations of States like Uttar Pradesh, West Bengal, Madhya Pradesh, Gujarat, Himachal Pradesh. Delhi etc. and promotes package tours on reciprocal basis.

26.11 Consultancy Services

- 1) It is proposed to provide consultancy service through hiring the services of Renowned Consultants in the field of tourism. The Government will itself utilize their services for surveys and preparation of feasibility reports and projects for development of Tourism infrastructure in the State.

2) The RTDC and Department will also hire the Services of the Experts in formulation and execution of new projects and to improve the functioning of the existing ones.

26.12 Preservation of Historical and Cultural Heritage

1) The Government proposes to encourage private initiative in the preservation of rare monuments, Forts and palaces by encouraging private investment in their restoration and renovation as has been done in Israel.

2) Efforts will be made to co-ordinate preservation, conservation and upkeep of old buildings with all departments including ASI, Archaeology, Devasthan, Waqf Board, UIT's Municipal Corporations etc. Efforts at revival of traditional building arts etc. would be supported.

2) Private people/firms and voluntary organisations interested in such preservation will be offered individual monuments on settled terms and conditions for restoration and preservation. To assist the Government, a technical group would be set up of eminent historians, archaeologists, engineers etc. to oversee such projects.

3) Management of protected monuments will be done in cooperation with private sector\NGOs.

27. Upgrading Tourism Support Services

27.1 Human Resources Development for Tourism Sector

1) Tourism Industry requires multifarious kinds of skills and trained personnel for both Government and private establishments.

2) To meet the increasing demand for trained personnel in various departments of hotel management and food crafts, the Government will encourage setting up of Institute of Hotel Management and Food Crafts Institute by the private sector.

3) The Indian Institute of Tourism and Travel Management (IITTM) (formed by Ministry of Tourism, Government of India for human resource development in tourism in the country)

has identified Jodhpur University as one of its centres, where tourism education may be launched at higher level in addition to present MTA program.

4) Rajasthan Institute of Travel and Tourism Management (RITTMAN) functioning as a regional chapter of IITTM at Jaipur would be further strengthened to offer and conduct specialized courses/orientation programs for all categories of persons engaged in tourism industry in public or private sector.

5) State Government may appoint a **Standing Committee** under the Chairmanship of **Director Tourism** in which heads of various Institutes of Hotel Management and In charge of faculties at various Universities could be co-opted as members, which may from time to time review the position and make suggestions for the **promotion of education in tourism**.

27.2 Tourism Trade Regulation Act

1) In view of possible exploitation of tourists, Government may enact a suitable legislation for regulating tourism trade.

2) The Department of Tourism will be empowered to license and inspect such establishments as are engaged in providing services to the tourists. Since there is an existing procedure for classification of Hotels, such establishments will not be brought under the purview of the legislation to avoid duplication of regulatory procedures.

2) Complaints received from the tourists may be redressed through Tourist Assistance Force (TAF).

27.3 Priorities in Essential Services

1) Tourism sector units would be encouraged to install sources of non- conventional energy like Solar and wind.

27.4 Excise Policy for Liquor

- 1) Existing excise laws would be simplified and procedure for obtaining bar license for hotels would be made simple and time bound.
- 2) Efforts would be made to document the history and recipes of “**Heritage Liquors**” of Rajasthan like **Asha, Jagmohan, Kesarkasturi, Chandrahas** etc and market them as **souvenirs** to be produced in joint/private sector as per the provisions of state excise policy.

27.5 Tourism Awareness

- 1) Since tourism has assumed significant importance in the life of the people and has become an important source of economic development all over the world, the State will undertake measures to create wide spread awareness amongst all segments of society specially the younger age groups. Seminars, Competitions, Quiz, Films, Festivals and Distribution of literature would be some means to achieve this object.
- 2) It will also ensure insertion of a chapter in the textbooks at relevant levels in the School and College curriculum. Special efforts would be made to popularize student youth and educational tourism.

28. Organizational Backup

28.1 State Tourism Advisory Board

- 1) A State Tourism Advisory Board has been constituted under the Chairmanship of Chief Minister of Rajasthan to provide policy guidelines for the development of tourism in the state.

28.2 Divisional Co-ordination Committees for Tourism

- 1) Tourism being a multi-sectorial activity, Divisional Commissioners would look after co-ordination amongst the agencies at divisional level by involving representatives of travel

trade, tourism professionals, INTACH and various private trusts managing heritage properties / monuments.

28.3 District Tourism Promotion Committee

This committee headed by Collector would be made more effective and active involvement of public representatives and Panchayati Raj Institutions (PRI) would be ensured.

28.4 Redressal of Grievances of Tourism Industry in the State

For day to day problems being faced by tourism industry and to redress the grievances of inter-departmental nature a standing committee under the chairmanship of Secretary Tourism, Government of Rajasthan would be set up with representatives from concern departments and segments of tourism industry of the state.

29. Dealing with the Adverse Impact of Tourism

Special studies would be conducted by Department of Tourism to assess the **carrying capacity** of popular tourist places like Mt. Abu, Pushkar, Jaisalmer, Nathdwara, Amber etc. Efforts would be made to regulate the tourist traffic in these places and also to ensure that no cultural pollution takes place because of unregulated growth of tourism industry.

30. The Action Plan

- 1) Based on these policy guidelines various departments of State Government would formulate detailed action plan to implement the decisions and to achieve the objective of the tourism policy.
- 2) Those departments which are directly associated with tourism sector would issue office orders in a time bound manner to ensure compliance of the policy guidelines and decisions contained in departmental action plan.

31. Incentives Available for Hotel Industry in Rajasthan

31.1 Incentive/ Concessions Offered by State Government

a) Remission in Stamp Duty:

Exemption of 50% of Stamp Duty to new Hotel Units in urban area and 100% in rural areas subject to the condition that a minimum investment of Rs. 10 million is made and the unit starts functioning between 1.4.2000 and 31.12.2001.

b) Remission in Land Building Tax:

100% exemption in Land & Building Tax is available subject to the condition that a minimum investment of Rs. 10 million is made and the unit starts functioning between 1.4.2000 and 31.12.2001.

c) Exemption in Luxury Tax:

50% exemption to new units in urban areas and 100% in rural areas subject to the condition that a minimum investment of Rs. 10 million is made and the unit starts functioning between 1.4.2000 and

d) Simplification of Land Conversion Rules for Establishment of

Tourism Units:

1) In urban areas conversion of land for establishment of tourism units is being done at the rates applicable to industrial units as per the provisions of Rajasthan Land Revenue (Industrial Area Allotment) Rules, 1959.

2) In rural areas also conversion of land for establishment of tourism units is being done at the rates applicable to industrial units at nominal rate of Re.1/- per sq. mar. as per the provisions of Rajasthan Land Revenue (Conversion of Agriculture Land for Non Agriculture purposes in Rural Areas) Rules, 1992.

3) Concessions in Bar License Fees to Heritage hotels will be available as per the provisions of State Excise Policy.

31.2 Incentive/ Concessions Offered by Central Government

a) Extension of Loans:

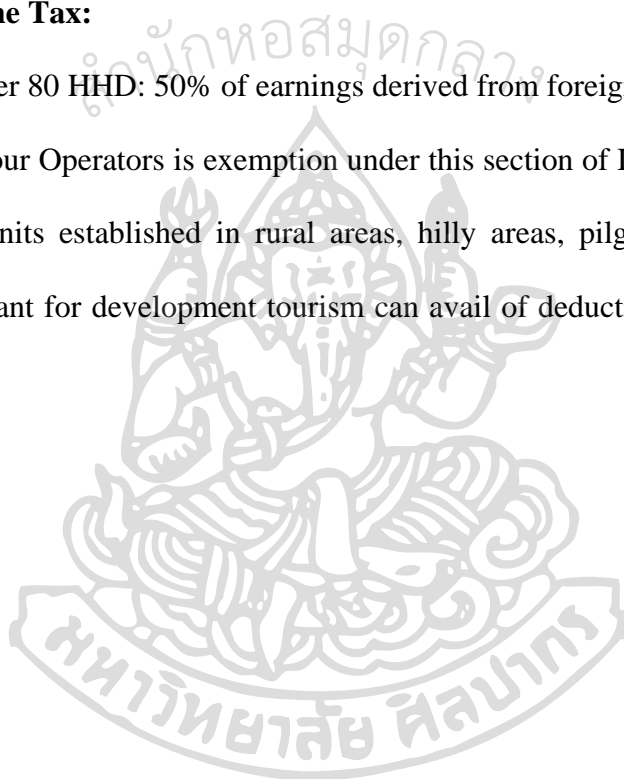
Tourism Finance Corporation of India (TFCI) extends loans of Rs. 30 million and above for establishment of Hotel Units.

b) Interest Subsidy:

Ministry of Tourism extends interest subsidy of 3% on loans obtained from financial institutions. For units established in Jaisalmer, Jodhpur, Bikaner & Barmer interest subsidy of 5% is available.

c) Relief in Income Tax:

1) Exemption under 80 HHD: 50% of earnings derived from foreign exchange by Hotel units/ travel agents & Tour Operators is exemption under this section of IT Act, 1962. Relief under Section 80 IB: Units established in rural areas, hilly areas, pilgrimage places and places notified as important for development tourism can avail of deduction of 50% in their profits under this section.



Section II General Information

1. When & how did it emerge as a Heritage hotel?

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2. What is the main source of income?

3. Does it function independently? i) Yes ii) No

If “No” please specify

.....

4. Does it meet the entire prerequisite guideline of environment/monument protection?

i) Yes ii) No

If “Yes” please mention under which organization/guidelines it comes under

.....

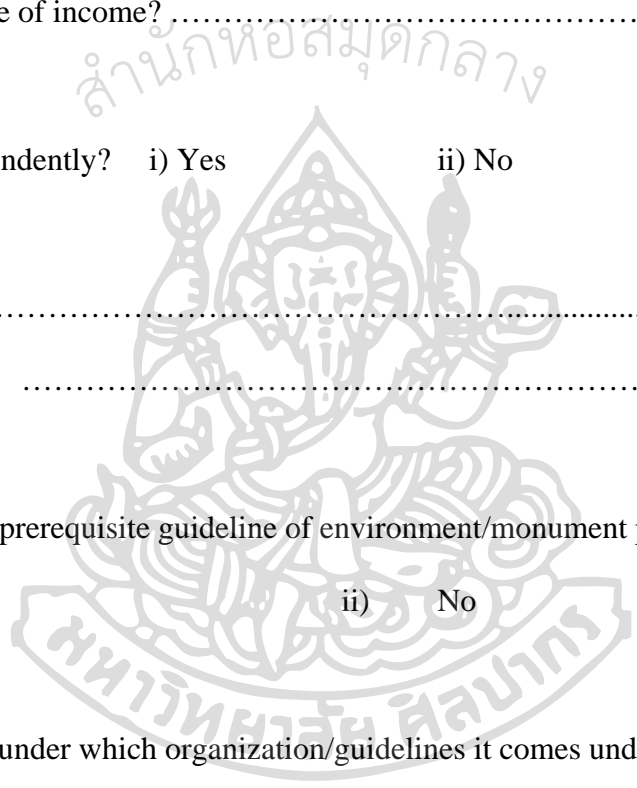
.....

5. Whether the Heritage Hotel comes under the purview of government management?

i) Yes ii) No

If “No” please mention the under which organization it comes under

.....



Session: III Opinion about the Supply-Chain of Heritage Hotels

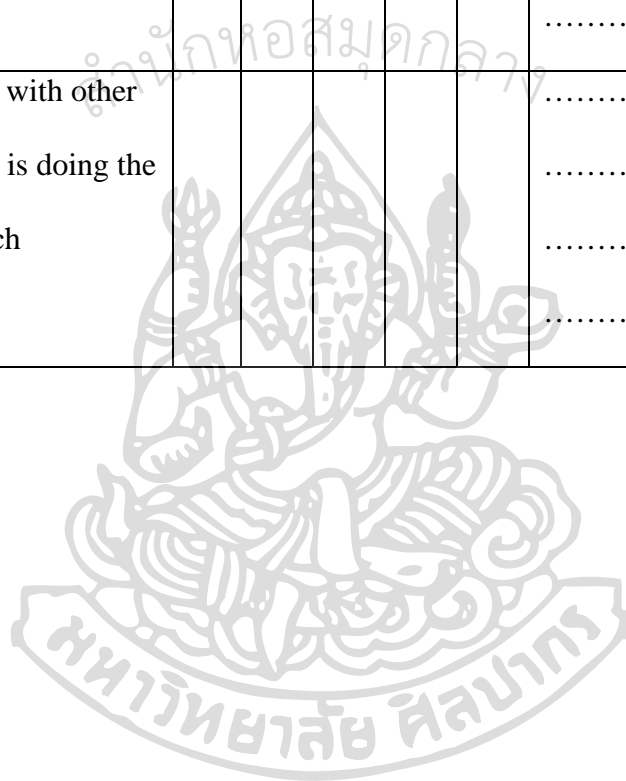
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- ⑤ Strongly agree
- ④ Agree
- ③ Undecided
- ② Disagree
- ① Strongly disagree

Statement	Opinion					Suggestions (If any)
	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)	
1. The conversion of Heritage monument into Hotel greatly benefited the economy of the state.					
2. The conversion of Heritage monument into hotel led to the greater influx of tourist – both national and international.					

3. The livelihood within the vicinity improved due to revamping such monument.					
4. The greater influx of tourist led to the erosion of cultural mores in the state.					
5. Conversion of such monument into hotel led to the degradation of the environment.					
6. The Government along with other international organization is doing the right job in preserving such monument.					

Thank You



Section II General Information

Please tick the appropriate optional given after every question.

1. Nature of the work?

1. Permanent

2. Temporary

2. How many hours do you work per day?

i) 2-4 hours

ii) 4-6 hours

iii) 6-8 hours

iv) 8-10 hours

i) More than 10 hours

3. Mode of payment:

i) Hourly

ii) Daily

iii) Weekly

iv) Monthly

ii) Other (specify)

4. Monthly income of the employer

i) 100-10,000

ii) 10,001-15,000

iii)

15,001-20,000

iv) Above 20,000

5 Period of employment:

i) Less than 6 months

ii) 6 months to 1 year

iii) more than 1-5 years

iv) More than 5 years

6 State the condition of your working place:

i) Excellent

ii) Good

iii) Satisfactory

iv) Poor

7 How far is your house from the Heritage Hotels.....

Session: III Opinion about the Supply-Chain of Heritage Hotels

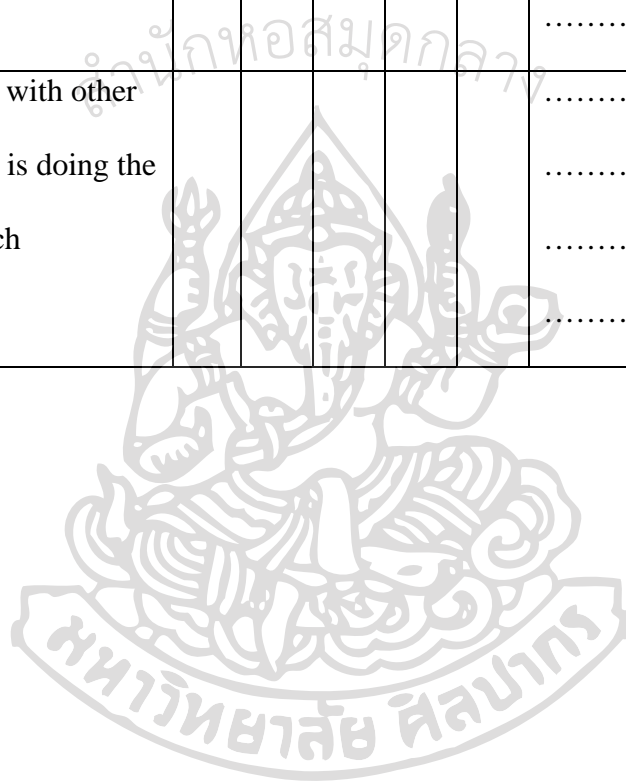
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- ⑤ Strongly agree
- ④ Agree
- ③ Undecided
- ② Disagree
- ① Strongly disagree

Statement	Opinion					Suggestions (If any)
	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)	
1. The conversion of Heritage monument into Hotel greatly benefited the economy of the state.					
2. The conversion of Heritage monument into hotel led to the greater influx of tourist – both national and international.					

3. The livelihood within the vicinity improved due to revamping such monument.					
4. The greater influx of tourist led to the erosion of cultural mores in the state.					
5. Conversion of such monument into hotel led to the degradation of the environment.					
6. The Government along with other international organization is doing the right job in preserving such monument.					

Thank You



Appendix: 7

Questionnaire – 3

Questionnaire for Local Economic Activities

Dear Sir/Madam,

I have undertaken research work on the topic “**HERITAGE HOTELS IN INDIA: A CASE STUDY OF RAJ PALACE, JAI MAHAL, RAMBAGH PALACE, SAMODE HAVELI AND NARAIN NIWAS PALACE IN JAIPUR, RAJASTHAN**” for my Ph.D. Degree from Silapakorn University (Thailand).

For the purpose, I have developed a list of questionnaire to elicit information pertaining to the above mentioned area under investigation.

Kindly give your expert opinion about various aspects of the Heritage Hotels as per questionnaire items given below in Section III. In Section II, some general questions were formulated to know the basic about the Hotels vis-à-vis its area of activities. In Section I, information about your curriculum vitae is to be given:

Section I: Personal Information

1. Name.....
2. Sex i) Male ii) Female
3. Age.....
4. Qualification
5. Designation

Section II General Information

1. Nature of the work?

1. Permanent

2. Temporary

3. Any other.....

2. Mode of business.

i) Shop

ii) Weekly market

iii) Taxi

iv) Travel and Tour

iv) Any other

3. How many hours do you work per day?

i) 2-4 hours

ii) more than 4-6 hours

iii) more than 6-8 hours

iv) more than 8-10 hours

iii) more than 10 hours

4. Monthly income.

i) 100-10,000

ii) 10,001-15,000

iii) 15,001-20,000

iv) Above 20,000

5. Do you take any assistance from others in pursuing the business?

i) Yes

ii) No

If yes, reason for assisting:

i) Supplement family income

ii) Pay outstanding family debt

iii) Family profession

iv) Other (specify).....

6. Does the conversion of Heritage monument into Hotel help you by providing a source of income/job opportunities?

i) Yes

ii) No

If “Yes” please specify, how

.....
.....
.....

7. How do you support yourself and family in the off-season? Are you willing to take up any other alternative job?

i) Yes

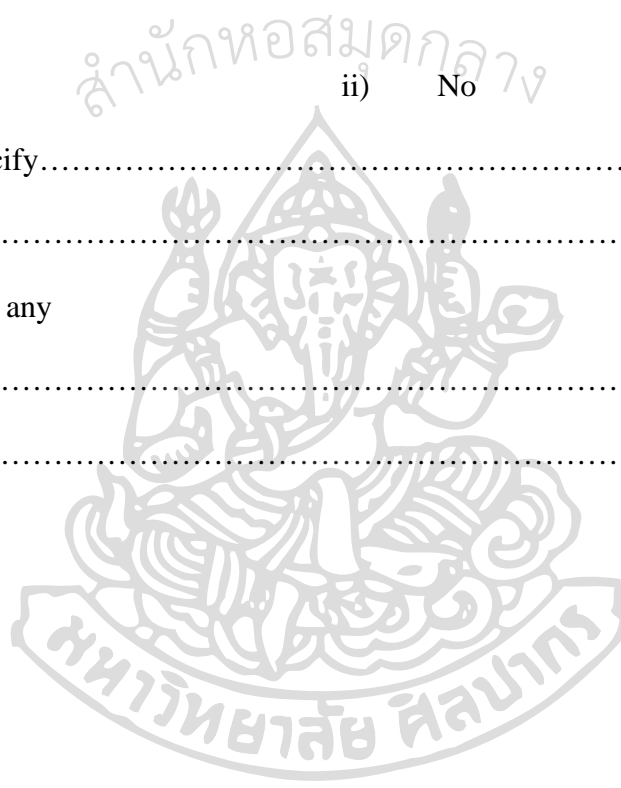
ii) No

iii) If yes, please specify.....

.....

8. Suggestions/opinion, if any

.....
.....



Session: III Opinion about the Supply-Chain of Heritage Hotels

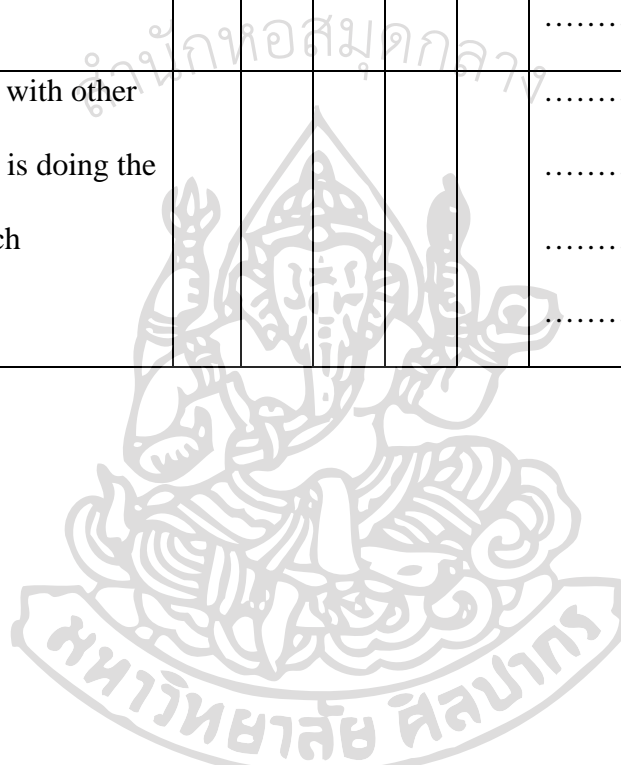
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- ⑤ Strongly agree
- ④ Agree
- ③ Undecided
- ② Disagree
- ① Strongly disagree

Statement	Opinion					Suggestions (If any)
	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)	
1. The conversion of Heritage monument into Hotel greatly benefited the economy of the state.					
2. The conversion of Heritage monument into hotel led to the greater influx of tourist – both national and international.					

3. The livelihood within the vicinity improved due to revamping such monument.					
4. The greater influx of tourist led to the erosion of cultural mores in the state.					
5. Conversion of such monument into hotel led to the degradation of the environment.					
6. The Government along with other international organization is doing the right job in preserving such monument.					

Thank You



Appendix: 8

Questionnaire – 4

Questionnaire for Government Management

Dear Sir/Madam,

I have undertaken research work on the topic “**HERITAGE HOTELS IN INDIA: A CASE STUDY OF RAJ PALACE, JAI MAHAL, RAMBAGH PALACE, SAMODE HAVELI AND NARAIN NIWAS PALACE IN JAIPUR, RAJASTHAN**” for my Ph.D. Degree from Silapakorn University (Thailand).

For the purpose, I have developed a list of questionnaire to elicit information pertaining to the above mentioned area under investigation.

Kindly give your expert opinion about various aspects of the Heritage Hotels as per questionnaire items given below in Section III. In Section II, some general questions were formulated to know the basic about the Hotels vis-à-vis its area of activities. In Section I, information about your curriculum vitae is to be given:

Section I: Personal Information

1. Name.....
2. Sex i) Male ii) Female
3. Age.....
4. Qualification.....
5. Designation.....
6. Institution/Department.....

Section II: General Information

1. What are the various measures taken by the government to manage tourism industry in the state?

.....
.....
.....

2. Whether the Heritage Hotels comes under the purview of government management?

- i) Yes
- ii) No

If yes, mention the measures taken to preserve such heritage

- ii) Its originality
- iii) Cultural affinity
- ii) The site/building
- iv) Others

If "Others" please specify

.....
.....
.....

3. Does the government agency work independently or align with other organization to protect the Heritage hotels?

- i) Yes
- ii) No

If "No" please specify

.....
.....
.....

4. Does the Heritage hotels help the state revenue?

- i) Yes
- ii) No

If "Yes" please specify how?

.....
.....

Session: III Opinion about the Supply-Chain of Heritage Hotels

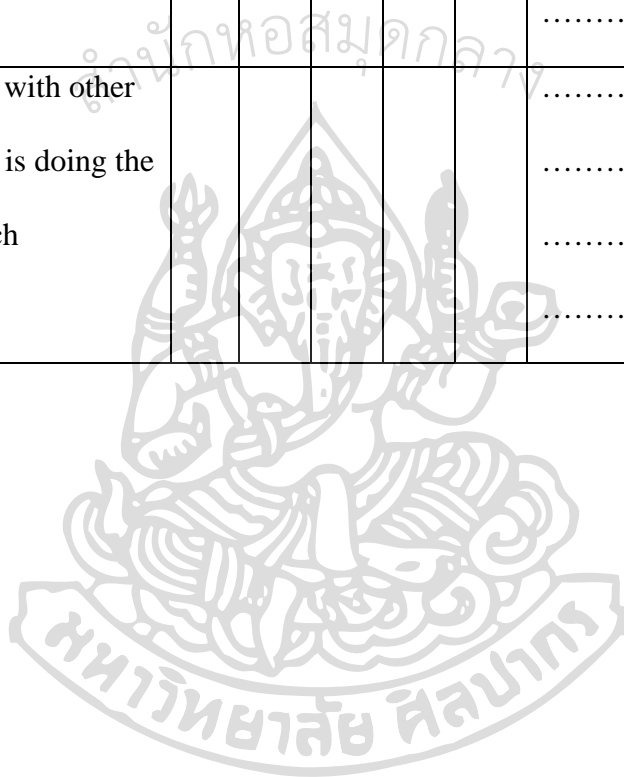
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- ⑤ Strongly agree
- ④ Agree
- ③ Undecided
- ② Disagree
- ① Strongly disagree

Statement	Opinion					Suggestions
	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)	
1. The conversion of Heritage monument into Hotel greatly benefited the economy of the state.					
2. The conversion of Heritage monument into hotel led to the greater influx of tourist – both national and international.					

3. The livelihood within the vicinity improved due to revamping such monument.					
4. The greater influx of tourist led to the erosion of cultural mores in the state.					
5. Conversion of such monument into hotel led to the degradation of the environment.					
6. The Government along with other international organization is doing the right job in preserving such monument.					

Thank You



Section II General Information

1. How did you come to know about the hotel?

.....

.....

2. Purpose of visit

.....

3. What is the main difference with the other modern hotels?

.....

.....



Session: III Opinion about the Supply-Chain of Heritage Hotels

The following statements represent opinions, and your agreement or disagreement will be determined on the basis of your particular convictions. Kindly check your position on the scale as the statement first impresses you. Indicate what you believe, rather than what you think you should believe:

- ⑤ Strongly agree
- ④ Agree
- ③ Undecided
- ② Disagree
- ② Strongly disagree

Statement	Opinion					Suggestions (If any)
	Strongly Agree (5)	Agree (4)	Undecided (3)	Disagree (2)	Strongly Disagree (1)	
1. The conversion of Heritage monument into Hotel greatly benefited the economy of the state.					
2. The conversion of Heritage monument into hotel led to the greater influx of tourist – both national and international.					

3. The livelihood within the vicinity improved due to revamping such monument.					
4. The greater influx of tourist led to the erosion of cultural mores in the state.					
5. Conversion of such monument into hotel led to the degradation of the environment.					
6. The Government along with other international organization is doing the right job in preserving such monument.					

Thank You

APPENDIX: 10

How Education level affect Choice of Heritage Hotel

		Name of the hotel you stayed in						Total
		The Raj Palace	Jai Mahal Palace	Rambagh Hotel	Hotel Haveli	Samode Hotel Niwas	Narain	
Education								
Undergraduate	Count	0	0	2	1	1	4	
	Education Level	0.00%	0.00%	50.00%	25.00%	25.00%	100.00%	
	Name of the Hotel stayed	0.00%	0.00%	6.25%	3.23%	3.23%	2.56%	
	Total	0.00%	0.00%	1.28%	0.64%	0.64%	2.56%	
Graduate	Count	9	8	10	8	10	45	
	Education Level	20.00%	17.78%	22.22%	17.78%	22.22%	100.00%	
	Name of the Hotel stayed	29.03%	25.81%	31.25%	25.81%	32.26%	28.85%	
	Total	5.77%	5.13%	6.41%	5.13%	6.41%	28.85%	

Post-graduate	Count	22	23	20	22	20	107
	Education Level	20.56%	21.50%	18.69%	20.56%	18.69%	100.00%
	Name of the Hotel stayed	70.97%	74.19%	64.52%	70.97%	64.52%	345.16%
	Total	14.10%	14.74%	12.82%	14.10%	12.82%	68.59%

Total	Count	31	31	32	31	31	156
	Education Level	19.87%	19.87%	20.51%	19.87%	19.87%	100.00%
	Name of the Hotel stayed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Total	19.87%	19.87%	20.51%	19.87%	19.87%	100.00%

	Mean	Std. Deviation
Education	3.38	0.562
Name of the hotel stayed	2.99	1.416

APPENDIX: 11

How Education Level influence on the Number of days stayed in Jaipur

		Number of days stay in Jaipur						
		1 day	2 day	3 day	4 day	5 day	Total	
Education	Undergraduate	Count	1	2	1	0	0	4
		Education Level	25.00%	50.00%	25.00%	0.00%	0.00%	100.00%
		Number of days in Jaipur	10.00%	8.00%	0.91%	0.00%	0.00%	2.56%
		Total	0.64%	1.28%	0.64%	0.00%	0.00%	2.56%
		Graduate	Count	6	10	26	2	1
		Education Level	13.33%	22.22%	57.78%	4.44%	2.22%	100.00%
		Number of Days in Jaipur	60.00%	40.00%	23.64%	22.22%	50.00%	28.85%
		Total	3.85%	6.41%	16.67%	1.28%	0.64%	28.85%

Post-graduate	Count	3	13	83	7	1	107
	Education Level	3%	12%	78%	7%	1%	100%
	Number of days in Jaipur	30%	52%	75%	78%	50%	69%
	Total	2%	8%	53%	4%	1%	69%

Total	Count	10	25	110	9	2	156
	Education Level	6.41%	16.03%	70.51%	5.77%	1.28%	100.00%
	Number of days in Jaipur	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Total	6.41%	16.03%	70.51%	5.77%	1.28%	100.00%

	Mean	Std. Deviation
Education Level	3.38	0.562
Number of days in Jaipur	1.97	0.686

APPENDIX: 12A

How Annual income influence the choice of heritage hotel

		Name of the hotel					Total	
		The Palace	Raj Jai Mahal Palace	Rambagh Hotel	Hotel Samode Haveli	Hotel Narain Niwas		
Average annual income	Foreigner 70,000 \$	Count	19	21	17	21	19	97
		Average annual income	19.6%	21.6%	17.5%	21.6%	19.6%	100.0%
		Hotel you stayed	61.3%	65.6%	54.8%	67.7%	61.3%	62.2%
		Total	12.2%	13.5%	10.9%	13.5%	12.2%	62.2%
	Indian people 15,000 \$	Count	12	11	14	10	12	59
		Average annual income	20.3%	18.6%	23.7%	16.9%	20.3%	100.0%
		Hotel you stayed	38.7%	34.4%	45.2%	32.3%	38.7%	37.8%
		Total	7.7%	7.1%	9.0%	6.4%	7.7%	37.8%
Total		Count	31	32	31	31	31	156
		Average annual income	19.9%	20.5%	19.9%	19.9%	19.9%	100.0%

Hotel you stayed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total	19.9%	20.5%	19.9%	19.9%	19.9%	100.0%

	Mean	Std. Deviation
Average annual income	1.38	0.487
Hotel you stayed	2.99	1.416

APPENDIX: 12B

			Total					
			STRONGLY		DO NOT	NOT	ISTRONGLY	
			AGREE	AGREE	KNOW	AGREE	DISAGREE	
average	annual	Foreigner 70,000 \$	7	53	28	9	0	97
income		Indian people 15,000 \$	3	31	17	7	1	59
Total			10	84	45	16	1	156

Appendix 13

Perceptions of Hotels (1)

Questionnaire for	The Raj Palace				Jai Mahal Palace				Rambagh Hotel				Hotel Samode Haveli				Hotel Narain Niwas								
	strongly agree	do not agree	do not agree	strongly disagree	strongly agree	do not agree	do not agree	strongly disagree	strongly agree	do not agree	do not agree	strongly disagree	strongly agree	do not agree	do not agree	strongly disagree	strongly agree	do not agree	do not agree	strongly disagree	strongly agree	do not agree	do not agree	strongly disagree	
Tourists	3	15	12	1	0	2	15	13	1	1	2	16	11	2	0	1	3	17	10	0	0	1	3	12	15
Individual safety	9.7	48.4	38.7	3.2	0%	6.3	46.	40.	3.1	3.1%	6.5	51.6	35.5	6.5	0%	3.2	9.7	54.8	32.	0%	0%	3.2	9.7	38.	48.4
Measure are good in	%	%	%	%		%	9%	6%	%		%	%	%	%		%	%	%	3%			%	%	7%	%
Heritage hotel																									
Total	9	75	61	10	1																				
	5.8	48.1	39.1	6.4	0.6%																				
	%	%	%	%																					
The security	2	18	4	6	1	1	17	6	8	0	3	15	3	9	1	3	8	15	4	1	2	1	7	17	4

provides by	6.5	58.1	12.9	19.		3.1	53.	18.	25.		9.7	48.4	9.7	29.		9.7	25.8	48.4	12.		6.5	3.2	22.6	54.	12.9
the heritage	%	%	%	4%	3.2%	%	1%	8%	0%	.0%	%	%	%	0%	3.2%	%	%	%	9%	3.2%	%	%	%	8%	%
hotels are																									
most reliable																									
Total	10	82	21	38	5																				
	6.4	52.6	13.5	24.	3.2%																				
	%	%	%	4%																					
The	8	17	3	3	0	6	21	3	1	1	9	17	2	3	0	5	1	22	3	0	0	4	0	25	2
cleanings	25.8	54.8	9.7	9.7		18.8	65.	9.4	3.1		29.0	54.8	6.5	9.7		16.1	3.2	71.0	9.7			12.9		80.	
and hygienic	%	%	%	%	.0%	%	6%	%	%	3.1%	%	%	%	%	.0%	%	%	%	%	.0%	.0%	%	.0%	6%	6.5%
practices in																									
the hotels																									
are highly																									
appreciable																									
Total	32	102	13	8	1																				
	20.5	65.4	8.3	5.1	.6%																				
	%	%	%	%																					
The quality	9	14	8	0	0	6	18	6	2	0	7	15	8	1	0	7	0	16	7	1	0	10	3	13	5
of	29.0	45.2	25.8	.0%	.0%	18.8	56.	18.	6.3	.0%	22.6	48.4	25.8	3.2	.0%	22.6	.0%	51.6	22.	3.2%	.0%	32.3	9.7	41.	16.1

accommodat % % % % 3% 8% % % % % % 6% % % 9% %

ion provided

by the

heritages

hotel is good

Total	39	76	34	6
	25.0	48.7	21.8	3.8
	%	%	%	%

The	7	12	10	2	0	4	11	14	3	0	6	17	6	1	1	6	1	11	12	1	0	7	2	14	8	
competency	22.6	38.7	32.3	6.5		12.5	34.	43.	9.4		19.4	54.8	19.4	3.2		19.4	3.2	35.5	38.			22.6	6.5	45.	25.8	
of staff to	%	%	%	%	.0%	%	4%	8%	%		%	%	%	%	3.2%	%	%	%	7%		3.2%	.0%	%	%	2%	%
arrange																										
comfortable																										
stay to the																										
tourist is																										
very good																										
Total	30	65	50	9	2																					
	19.2	41.7	32.1	5.8	1.3%																					
	%	%	%	%																						

The	2	27	2	0	1	24	4	3	1	1	23	6	1	5	0	23	3	3	0	27	1
infrastructur	6.5	87.1	6.5		3.1	75.	12.	9.4		3.2	74.2	19.4	3.2	16.1		74.2	9.7	9.7		87.	
al facilities	%	%	%	.0%	%	0%	5%	%	3.1%	%	%	%	%	%	.0%	%	%	%	.0%	1%	3.2%
provided in																					
the heritage																					
hotel are of																					
world class																					
standard																					
Total	12	124	16	4																	
	7.7	79.5	10.3	2.6																	
	%	%	%	%																	
\bar{X}	3.81				3.63					3.74				3.37					1.75		
MEAN	Good				Good					Good				Average					poor		

(Sample Size 156 persons)

Appendix 14

Reasons for Visits

B. Love of History and Traditions

are the reason to visit Heritage

Hotels

N	Valid	100	100	100
	Missing	0	0	0
Mean		3.01	2.93	2.90
Std. Deviation		0.904	0.832	0.823

Appendix 14A

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	3	3.0	3.0	3.0
	AGREE	30	30.0	30.0	33.0
	DO NOT KNOW	31	31.0	31.0	64.0
	NOT AGREE	35	35.0	35.0	99.0
	STRONGLY DISAGREE	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Love of History and Traditions are the reasons to Visits Heritage Hotels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	4		4.0	4.0
	AGREE	25		25.0	29.0
	DO NOT KNOW	46		46.0	75.0
	NOT AGREE	24		24.0	99.0
	STRONGLY DISAGREE	1		1.0	100.0
	Total	100		100.0	

Appendix 14B

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	1	1.0	1.0	1.0
	AGREE	35	35.0	35.0	36.0
	DO NOT KNOW	38	38.0	38.0	74.0
	NOT AGREE	25	25.0	25.0	99.0
	STRONGLY DISAGREE	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

APPENDIX 15

Perceptions of Hotel (2)

	A. I participate in all the arranged programs.	B. I am aware of the reasons for the conversion.	C. I know what are the programs conducted in the heritage hotel	D. The management of the hotel communicates well.
N	100	100	100	100
Mean	2.45	2.33	2.46	2.58
Std. Deviation	1.067	0.975	1.019	0.923

APPENDIX 15A

I participate in all the arranged programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	18	18.0	18.0	18.0
	AGREE	43	43.0	43.0	61.0
	DO NOT KNOW	17	17.0	17.0	78.0
	NOT AGREE	20	20.0	20.0	98.0
	STRONGLY DISAGREE	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

I am aware of the reasons for the conversion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	18	18.0	18.0	18.0
	AGREE	47	47.0	47.0	65.0
	DO NOT KNOW	21	21.0	21.0	86.0
	NOT AGREE	12	12.0	12.0	98.0
	STRONGLY DISAGREE	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

APPENDIX 15B

The management of the hotel communicates well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	10.0	10.0	10.0
	AGREE	41	41.0	41.0	51.0
	DO NOT KNOW	31	31.0	31.0	82.0
	NOT AGREE	17	17.0	17.0	99.0
	STRONGLY DISAGREE	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

I know what are the programs are conducted in the heritage hotel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	22	22.0	22.0	22.0
	AGREE	27	27.0	27.0	49.0
	DO NOT KNOW	34	34.0	34.0	83.0
	NOT AGREE	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

APPENDIX 16

ANOVA - Management

	Sum of		Mean		
	Squares	df	Square	F	Sig.
Between					
Groups	32.061	4	8.015	8.236	0.000
Within					
Groups	146.960	151	0.973		
Total	179.021	155			

APPENDIX 17

Multiple Comparisons

Dependent Variable: management

	(I) name of the hotel you stay	(J) name of the hotel you stay	Mean	Std. Error	Sig.	95% Confidence Level		
			Difference (I-J)			Lower Bound	Upper Bound	
Turkey HSD	The Raj Palace	Jai Mahal	0.2524	0.24476	0.841	-.4234	0.9281	
		Rambagh Hotel	0.2559	0.25071	0.845	-.4363	0.9481	
		Hotel Samode Haveli	-.7579(*)	0.24861	0.022	-1.4443	-.0715	
		Hotel Narain Niwas	-.7219(*)	0.25071	0.036	-1.4141	-.0297	
		Jai Mahal Palace	Jai Mahal	-.2524	0.24476	0.841	-.9281	0.4234
		Rambagh Hotel	0.0035	0.24886	1.000	-.6836	0.6907	
		Hotel Samode Haveli	-1.0103(*)	0.24675	0.001	-1.6916	-.3290	
		Hotel Narain Niwas	-.9742(*)	0.24886	0.001	-1.6614	-.2871	
		Rambagh Hotel	Jai Mahal	-.2559	0.25071	0.845	-.9481	0.4363
			Rambagh Hotel	-.0035	0.24886	1.000	-.6907	0.6836
		Hotel Samode Haveli	-1.0138(*)	0.25266	0.001	-1.7114	-.3162	

		Hotel Narain Niwas	-0.9778(*)	0.25472	0.002	-1.6811	-0.2745
Hotel Samode Haveli		Jai Mahal Palace	.7579(*)	.24861	0.022	0.0715	1.4443
		Rambagh Hotel	1.0103(*)	.24675	0.001	0.3290	1.6916
		Hotel Samode Haveli	1.0138(*)	.25266	0.001	0.3162	1.7114
		Hotel Narain Niwas	0.0360	.25266	1.000	-.6616	0.7336
Hotel Narain Niwas		Jai Mahal Palace	.7219(*)	.25071	0.036	0.0297	1.4141
		Rambagh Hotel	0.9742(*)	0.24886	0.001	0.2871	1.6614
		Hotel Samode Haveli	0.9778(*)	0.25472	0.002	0.2745	1.6811
		Hotel Narain Niwas	-.0360	0.25266	1.000	-.7336	0.6616
Scheffe	The Raj Palace	Jai Mahal Palace	0.2524	0.24476	0.900	-.5110	1.0157
		Rambagh Hotel	0.2559	0.25071	0.903	-.5260	1.0378
		Hotel Samode Haveli	-.7579	0.24861	0.059	-1.5332	0.0175
		Hotel Narain Niwas	-.7219	0.25071	0.087	-1.5038	0.0600
	Jai Mahal Palace	Jai Mahal Palace	-.2524	0.24476	0.900	-1.0157	0.5110
		Rambagh Hotel	.0035	0.24886	1.000	-.7726	0.7797

	Hotel Samode Haveli	-1.0103(*)	0.24675	0.003	-1.7798	-.2407
	Hotel Narain Niwas	-.9742(*)	0.24886	0.005	-1.7504	-.1981
Rambagh Hotel	Jai Mahal Palace	-.2559	0.25071	0.903	-1.0378	0.5260
	Rambagh Hotel	-.0035	0.24886	1.000	-.7797	0.7726
	Hotel Samode Haveli	-1.0138(*)	0.25266	0.004	-1.8018	-.2258
	Hotel Narain Niwas	-.9778(*)	0.25472	0.007	-1.7722	-.1834
Hotel Samode Haveli	Jai Mahal Palace	0.7579	0.24861	0.059	-.0175	1.5332
	Rambagh Hotel	1.0103(*)	0.24675	0.003	0.2407	1.7798
	Hotel Samode Haveli	1.0138(*)	0.25266	0.004	0.2258	1.8018
	Hotel Narain Niwas	0.0360	0.25266	1.000	-.7519	.8240
Hotel Narain Niwas	Jai Mahal Palace	0.7219	0.25071	0.087	-.0600	1.5038
	Rambagh Hotel	0.9742(*)	0.24886	0.005	0.1981	1.7504
	Hotel Samode Haveli	0.9778(*)	0.25472	0.007	0.1834	1.7722
	Hotel Narain Niwas	-.0360	0.25266	1.000	-.8240	0.7519

* The mean difference is significant at the 0.05 level.

APPENDIX 18

I observed many visitors making return visits to Heritage Hotels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	9	26.5	26.5	26.5
	AGREE	6	17.6	17.6	44.1
	DO NOT KNOW	15	44.1	44.1	88.2
	NOT AGREE	3	8.8	8.8	97.1
	STRONGLY DISAGREE	1	2.9	2.9	100.0
	Total	34	100.0	100.0	

Heritage Hotel creates jobs opportunities for Jaipur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	13	38.2	38.2	38.2
	AGREE	14	41.2	41.2	79.4
	DO NOT KNOW	5	14.7	14.7	94.1
	NOT AGREE	2	5.9	5.9	100.0
	Total	34	100.0	100.0	

Tourists prefer heritage hotels because it provides feelings of the grandeur of the past

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	8	23.5	23.5	23.5
	AGREE	12	35.3	35.3	58.8
	DO NOT KNOW	10	29.4	29.4	88.2
	NOT AGREE	4	11.8	11.8	100.0
	Total	34	100.0	100.0	

APPENDIX 18A

Govt. initiatives / support are critical to the success of Heritage Hotels in Jaipur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	2	5.9	5.9	5.9
	AGREE	15	44.1	44.1	50.0
	DO NOT KNOW	13	38.2	38.2	88.2
	NOT AGREE	3	8.8	8.8	97.1
	STRONGLY DISAGREE	1	2.9	2.9	100.0
	Total	34	100.0	100.0	

The Govt. of Rajasthan organize programs to promotes tourism to Jaipur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	2	5.9	5.9	5.9
	DO NOT KNOW	3	8.8	8.8	14.7
	NOT AGREE	27	79.4	79.4	94.1
	STRONGLY DISAGREE	2	5.9	5.9	100.0
	Total	34	100.0	100.0	

The Tourism programs targets both domestic and foreign tourists to Jaipur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	5	14.7	14.7	14.7
	DO NOT KNOW	5	14.7	14.7	29.4
	NOT AGREE	24	70.6	70.6	100.0
	Total	34	100.0	100.0	

APPENDIX 18B

Heritage Hotels are more for International / Foreign Tourists

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	8	23.5	23.5	23.5
	AGREE	10	29.4	29.4	52.9
	DO NOT KNOW	16	47.1	47.1	100.0
	Total	34	100.0	100.0	

Tourist prefer to stay at Heritage Hotels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREE	12	35.3	35.3	35.3
	DO NOT KNOW	18	52.9	52.9	88.2
	NOT AGREE	4	11.8	11.8	100.0
	Total	34	100.0	100.0	

Tourists are made to feel both secure and safe

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	29.4	29.4	29.4
	AGREE	13	38.2	38.2	67.6
	DO NOT KNOW	11	32.4	32.4	100.0
	Total	34	100.0	100.0	

APPENDIX 19

People come to the palace hotel are very friendly to me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	32	20.5	20.5	20.5
AGREE	90	57.7	57.7	78.2
DO NOT KNOW	28	17.9	17.9	96.2
NOT AGREE	6	3.8	3.8	100.0
Total	156	100.0	100.0	

I visit heritage hotel because of my interest in heritage and tradition

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	6	3.8	3.8	3.8
AGREE	81	51.9	51.9	55.8
DO NOT KNOW	43	27.6	27.6	83.3
NOT AGREE	26	16.7	16.7	100.0
Total	156	100.0	100.0	

I participate in all the arranged programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	6.4	6.4	6.4
	AGREE	84	53.8	53.8	60.3
	DO NOT KNOW	45	28.8	28.8	89.1
	NOT AGREE	16	10.3	10.3	99.4
	STRONGLY DISAGREE	1	.6	.6	100.0
	Total	156	100.0	100.0	

APPENDIX 19A**I am aware that it Heritage Hotel was formerly a palace where the kings lived**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	27	17.3	17.3	17.3
AGREE	115	73.7	73.7	91.0
DO NOT KNOW	11	7.1	7.1	98.1
NOT AGREE	3	1.9	1.9	100.0
Total	156	100.0	100.0	

I am aware of the reasons for the conversion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	65	41.7	41.7	41.7
AGREE	77	49.4	49.4	91.0
DO NOT KNOW	10	6.4	6.4	97.4
NOT AGREE	4	2.6	2.6	100.0
Total	156	100.0	100.0	

Hotel management communicates well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	38	24.4	24.4	24.4
	AGREE	78	50.0	50.0	74.4
	DO NOT KNOW	37	23.7	23.7	98.1
	NOT AGREE	3	1.9	1.9	100.0
	Total	156	100.0	100.0	

APPENDIX 19B

I am aware of programs conducts in the palace hotel

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	34	21.8	21.8	21.8
AGREE	66	42.3	42.3	64.1
DO NOT KNOW	47	30.1	30.1	94.2
NOT AGREE	9	5.8	5.8	100.0
Total	156	100.0	100.0	

The palace has to be protected because of the heritage value

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	41	26.3	26.3	26.3
AGREE	55	35.3	35.3	61.5
DO NOT KNOW	50	32.1	32.1	93.6
NOT AGREE	8	5.1	5.1	98.7
STRONGLY DISAGREE	2	1.3	1.3	100.0
Total	156	100.0	100.0	

APPENDIX 20

People come to the palace hotel are very friendly to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	1	1.0	1.0	1.0
	AGREE	53	53.0	53.0	54.0
	DO NOT KNOW	22	22.0	22.0	76.0
	NOT AGREE	22	22.0	22.0	98.0
	STRONGLY DISAGREE	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

I visit heritage hotel because of my interest in heritage and tradition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	4	4.0	4.0	4.0
	AGREE	25	25.0	25.0	29.0
	DO NOT KNOW	46	46.0	46.0	75.0
	NOT AGREE	24	24.0	24.0	99.0
	STRONGLY DISAGREE	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

I participate in all the arranged programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	18	18.0	18.0	18.0
	AGREE	43	43.0	43.0	61.0
	DO NOT KNOW	17	17.0	17.0	78.0
	NOT AGREE	20	20.0	20.0	98.0
	STRONGLY DISAGREE	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

APPENDIX 20A

I am aware that it Heritage Hotel was formerly a palace where the kings lived

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	4	4.0	4.0	4.0
	AGREE	25	25.0	25.0	29.0
	DO NOT KNOW	46	46.0	46.0	75.0
	NOT AGREE	24	24.0	24.0	99.0
	STRONGLY DISAGREE	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

I am aware of the reasons for the conversion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	18	18.0	18.0	18.0
	AGREE	47	47.0	47.0	65.0
	DO NOT KNOW	21	21.0	21.0	86.0
	NOT AGREE	12	12.0	12.0	98.0
	STRONGLY DISAGREE	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

I am aware of programs conducts in the palace hotel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	22	22.0	22.0	22.0
	AGREE	27	27.0	27.0	49.0
	DO NOT KNOW	34	34.0	34.0	83.0
	NOT AGREE	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

APPENDIX 20B

Hotel management communicates well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	10	10.0	10.0	10.0
	AGREE	41	41.0	41.0	51.0
	DO NOT KNOW	31	31.0	31.0	82.0
	NOT AGREE	17	17.0	17.0	99.0
	STRONGLY DISAGREE	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

The palace has to be protected because of the heritage value

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	2	2.0	2.0	2.0
	AGREE	6	6.0	6.0	8.0
	DO NOT KNOW	20	20.0	20.0	28.0
	NOT AGREE	67	67.0	67.0	95.0
	STRONGLY DISAGREE	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

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