

scales that increase as the season progresses and the payment of completion bonuses if an employee stays through a specified target date. In response to fluctuating demand, many seasonal operations are also finding it helpful to recruit older workers, especially retirees who still want to be active in the workforce or simply want to supplement their incomes. No matter what the source of employees, managers must maintain a continuous recruiting and training process to fill vacant slots created by employee turnover.

When the gates to an amusement park open or a ski lift starts running, guests arrive and expect to find a staff ready to meet their needs. They also expect the same array of foods, gifts, and other goods and amenities that they would find if they had arrived a month later when the season was in full swing. Because most attractions operate on a cash basis from admission receipts, initial payroll and supply expenses must be paid before revenues are received. Planning and creative thinking are required to ensure that adequate funds are available at the start of the busy season as new employees are hired and supplies are received in anticipation of arriving guests. Selling season passes at a discount at the end of the season or before the season begins and negotiating a [line of credit](#) and extended payment terms with suppliers can help to ease the cash flow squeeze. As you will soon see, these are just a few of the problems and solutions facing tourism service suppliers in this segment of the industry.

In the following sections, we will describe and explore many of the heritage attractions, commercial attractions, and live entertainment alternatives that are available for people to enjoy as they travel. You may be amazed by the variety of opportunities available in each of these categories.

## Heritage Attractions

[Heritage attractions](#) can be found in a variety of shapes, sizes, and locations throughout the world. These attractions may range from a small community museum dedicated to preserving memories and experiences to incredible feats of human ingenuity and determination such as the Great Wall of China and other [World Heritage Sites](#). But heritage attractions are more than just museums, monuments, and archaeological treasures. They also include showplaces for natural wonders such as [botanical gardens](#) and aquariums as well as parks and preserves that are dedicated to public enjoyment and the protection of natural resources. In addition, fairs and festivals create special venues for celebrating and sharing a variety of accomplishments and cultural activities.

## Museums and Historical Sites

Archaeological evidence shows that once people began to live in communities, they began collecting, preserving, and displaying various items of interest from a cultural and historical perspective. These collections have provided a means of displaying history and passing on important information to future generations as well as “outsiders.” Our continuing fascination with the past has created a growing demand for museums and cultural heritage sites. Although the majority of these sites are operated on a nonprofit basis, they serve as major tourist attractions, generating important cultural and economic benefits.

Today people are attracted by the diverse cultures of other people and the past that are displayed in [museums](#). The number, types, and locations of museums can be counted in the hundreds of thousands, and the list of people who visit these museums each year can be measured in the millions. “Those who haven’t been to a museum in a while will hardly recognize the institution. In the past decade, museums have transformed themselves, constructing eye-catching new buildings at a feverish pace, replacing dusty artifact cases with high-tech interactive exhibits, and dramatically expanding restaurants and museum shops. The goal: getting more people to come, stay longer, and spend more money” (p. 12).<sup>3</sup>