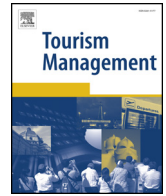




ELSEVIER

Contents lists available at ScienceDirect

Tourism Management

journal homepage: www.elsevier.com/locate/tourman

Book Review

Cultural Heritage Tourism: Five Steps for Success and Sustainability, C.M. Hargrove, Rowman, Littlefield, M.D. Lanham. (2017) xxvi + 377 pp., (Hbk), \$120.00 ISBN: 9781-4422-7882-0, (Pbk), \$62.00 ISBN: 978-1-4422-7883-7, (Ebk), \$58.00 ISBN: 978-1-4422-7884-4

Heritage tourism is commonly regarded as activity by tourists in a space where historic artefacts are presented (see, for example, Garrod & Fyall, 2001). From its broader meaning, heritage is often associated with ‘inheritance’ (Yale, 1991). The book *Cultural Heritage Tourism: Five Steps for Success and Sustainability* written by Cheryl M. Hargrove is a new addition to the collection of books in heritage tourism management. It focuses on the practice of heritage management in the context of the United States by offering a manual style approach for cultural heritage tourism management and development.

Chapter 1 introduces the evolution of cultural heritage industry in the United States, different types of tourism involving cultural heritage, and the preservation and the economic role of cultural heritage. It clearly acknowledges that heritage tourism is characterised by two seemingly contradictory phenomena, the uniqueness and the universal values (Nuryanti, 1996). Evolving the four-step process for cultural heritage tourism established by the National Trust for Historic Preservation, the author proposes five steps for cultural heritage tourism management. In this opening chapter, definitions of key terms and outlines of case studies (including North Carolina, Blue Ridge Music Trail, and the Earl Scruggs Center and Don Gibson Theatre) are presented.

To reflect the five-step approach to cultural heritage management, Chapters 2–15 of the book are organised into five sections with each section focusing on one step. The first section (Chapters 2–4) explores the assessment of the potential of cultural heritage tourism. Hargrove explains the importance of cataloguing cultural heritage assets and activities to aid understanding of unique characters of a destination and authentic interpretation of local stories for tourist consumption. From a planning and marketing perspective, the management of cultural heritage tourism should be supported by the knowledge of visitor and local resident demand and attitudes. The author offers practical examples of criteria and sample assessment forms that can be used as toolkits by practitioners. This section is well supported by examples and case studies ranging from museums and galleries to trails across several states in the United States. Section Two (Chapters 5–7) of the book details the second step of heritage tourism management: to plan and engage. It explains the importance of identifying and engaging heritage-related stakeholders in the planning and promotion of heritage projects. This section provides a prescriptive approach to planning and policy-making for cultural heritage.

As Yan (2017) argues, heritage tourism brings benefits and significant changes to local areas but it raises questions as to whether the commodification of heritage sites for tourism consumption jeopardises the authenticity of heritage sites. It is, therefore, important to explore

how local heritage tourism-related stakeholders present authenticity of heritage site to tourists, particularly when tourism commodification is accepted by the state and local authorities. Given this, Section Three (Chapters 8–10) of the book concentrates on the development of authentic experiences in cultural heritage tourism. In these chapters, the key concept of authenticity and its connection and tension with heritage commodification is discussed. The author makes efforts to explain the importance of providing authentic experience to tourists visiting heritage sites. However, there is a disconnection with academic literature and existing debates on the challenge for sustainable cultural heritage development. Equally, taking the practitioners’ angle for this section, the creation and implementation of how authentic experience can be offered remains unclear as the material in this section focuses primarily on the feasibility study.

Revolving around the marketing aspect of cultural heritage management, Section Four (Chapter 11) of the book discusses the development of marketing plans and implementation strategies. This section lacks details on specific approaches to heritage marketing and it would have been beneficial to differentiate any unique marketing methods from mainstream tourism marketing. The final section (Chapters 12–15) of the book discusses the last step proposed by the author for cultural heritage management: the management for growth and sustainability. It promotes the importance of developing a comprehensive management plan to include policies, procedures and guideline for monitoring, measuring and controlling impacts. Supported by a range of examples from the heritage practices of historical houses, museums, gardens and historical areas across the United States, the author presents approaches that promote authentic experience and sustainability in cultural heritage tourism. More importantly, there is a good emphasis on stakeholders’ involvement in heritage tourism, where in particular the participation of community and visitors can better inform, enact and enforce appropriate strategies. The management of cultural heritage is different from that of general tourism. Though preservation pervades the heritage sector, issues such as financial solvency and public access often influence the decision-making process for managers in this sector. While not always acknowledging the recent academic research in this area, the discussion in this section reflects debates in the literature. From an industry perspective, the author fully recognises these challenges and provides guidance and principles that heritage managers may follow.

This book provides a practical approach towards challenges in cultural heritage tourism management. It details the various influential factors that practitioners need to pay attention to and how each of the stage in heritage planning and management can support the planning and development of heritage tourism. The author’s professional experience with the National Trust for Historic Preservation certainly brings useful industry insights into this book. Furthermore, the book offers practical toolkits for heritage management – for example, sample site assessment form (p. 46), criteria for three levels of “visitor readiness” (p. 84), and stakeholder engagement strategy (p. 104), among others. It would be worthwhile to include detailed explanation or guidance on how these toolkits could be applied in practice by

<https://doi.org/10.1016/j.tourman.2018.08.007>

stakeholders involved in cultural heritage tourism planning and management. The book largely uses industry definitions and interpretation (e.g. National Register Criteria, National Park Services Approaches, and National Trust for Historic Preservation Categories) of heritage tourism management from a US perspective which to a certain extent, might limit its application in other contexts and contribution to academic discussion in this area.

As a single-authored book, there is a consistent structure and style throughout. The book is clearly presented and easy to read for both an academic audience and practitioners. Even to readers without much background knowledge in this area, the language of the book is easy to follow without industry jargon or terminology. Though the balance and length in the discussion between chapters vary, chapters are organised into sections with clear structure and well supported by figures, graphs, tables, images, sample forms and case studies. The book serves well for heritage tourism practitioners. It offers practical instructions and evidence informed suggestions for industry practitioners, planners, such as museum curators, voluntary sector involved in heritage management and planning, communities with a good collection of tangible and intangible heritage, local governments and their agencies.

Since there is little academic literature and discussion included in the book, it limits its use in the wider academic community of tourism and heritage related studies. Though not particularly suitable to be adopted as a text book, this book serves well as a supplementary

reading for undergraduate and postgraduate students in subjects of heritage study, culture study, tourism management and other relevant subject areas with interests in heritage tourism, particularly in the UK context. The clear heading and section division can well facilitate students' reading and learning and practitioners' understanding of this sector. Overall, it is an accessible book and fulfils its claim to provide details of a practical and comprehensive process for utilising cultural heritage for visitor consumption and the promotion of sustainability in cultural heritage management. It is a valuable addition to the existing literature in heritage tourism management and planning.

Reference

- Garrod, B., & Fyall, A. (2001). Heritage tourism: A question of definition. *Annals of Tourism Research*, 28(4), 1049–1052.
- Nuryanti, W. (1996). Heritage and postmodern tourism. *Annals of Tourism Research*, 23(2), 249–260.
- Yan, H. (2017). *Heritage tourism in China: Modernity, identity and sustainability*. Clevedon: Channel View Publications.
- Yale, P. (2017). *From tourist attractions to heritage tourism*. London: ELM Publications.

Hongliang Yan,
Coventry University, UK
E-mail address: Hongliang.Yan@coventry.ac.uk