

Issues and Challenges in Marketing of Heritage Sites: A Case Study of Katas Raj



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CERTIFICATE

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Dedication

To my mother and father (Late)

Acknowledgement

I am pleased to Allah Almighty, the most merciful and beneficial that due to his mercy, I completed my research in due time.

I am very much thankful to my supervisor Prof. Dr. Zulfiqar Ali, Head of Department, Department of Development Studies, PIDE, who accepted me in his supervisee and assigned me a challenging research topic. I have no words for him, that his attitude and keen interest in my work made me to do complete this task in a simple way.

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Acronyms

UNWTO	United Nation World Tourism Organization
UNESCO	United Nations Educational, Scientific and Cultural Organization
GDP	Gross Domestic Product
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council
ICOMOS	International Council on Monuments and Sites

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Abstract

This research studies the issues in the marketing of heritage sites in Pakistan by doing a case study on Katas Raj. The purpose of this study is to address the missing part of the package of tourist attractions, which is the heritage sites in Pakistan. Qualitative research strategy was adopted, and semi-structured and un-structured interviews were done with concerned stakeholders along with participant observation during the field visits. This research would help in addressing the issues and problems of the stakeholders that are stopping them to develop and market historic sites in Pakistan.

Keywords: Heritage Sites, Tourism Development, Marketing Strategies

Chapter 1

Introduction

1.1 Background of the Study

Heritage has attained much attention in today's increasingly global world. Heritage is not only source of identity formation of locals, but it also attracts different visitors from abroad thus leads towards the formation of a critical mass of consumers for local business. To attract different visitors, it needs a specific management function known as marketing where the main motive is to attract different people and to earn profits. Marketing is defined as: "A process that exchange relations, product and ideas with the stakeholders and organizations for the purpose of enhancing attendance, economic benefits and revenues, improving relationship with the customers. It also suggests promoting a sustainable environment and enjoyment for the current and future generations" (Deepak Chhabra, 2010). Marketing is generally a management function which identifies, anticipate, and satisfies the customer needs in order to make profits (Wilson, 2011).

When one wants to use heritage as a marketing object in order to earn profit it is essential to manage the heritage sites or objects by using different marketing techniques and strategies. Chhabra (2010) suggests that the marketing heritage based on the use of cultural heritage is considered as one of the fastest growing industries in the world. The marketing of heritage makes countries visible to the world. Hence the marketing of heritage sites as well as heritage products is important for both urban and rural economies as a tool of society's vitality and attractiveness. In all over the world heritage industry is

a strong cultural and social leverage. This supports the country's identity and originality in this changing global era. Identity is generally created to identifications which is a process wherein all human beings are situated as socially constructed categories, either by ones on self or by others (Marshall, 1998). Different people have different identities and these differences urges people to study one another's identity and discover their heritage which thus create visits of one group to the other and also it will enhance tourism in the country. Tourism has been defined by different authors in different ways. According to Lundberg (1976, p32) people travel from one place to another for the purpose of enjoyment, pleasure and business at least for one night outside from their home. Tourism is one of the most growing industries in all over the world. According to United Nation World Tourism Organization (UNWTO) tourism consists of those activities of the visitor staying or travelling to a place that is outside from their residence that is not more than a year for the purpose of enjoyment, business or leisure.

Tourism is useful tool which rescue the undeveloped countries especially by providing them with monetary benefits in the form of revenues generated from travelers. It also improves social exchange as well as it improves livelihoods (Simpson, 2008). Tourism has now become the industry at world level due to its different benefits (Chew. et al, 2009). According to Baloch and Scheyvens (2007, 2008) the tourism industry has employed over 200 million people. According to report UNWTO (2016), tourism is adding more than \$US 1.5 trillion to the world economy in the form of direct and indirect taxes. This shows that tourism is a source of social development. According to UNWTO report (2016, 2017) internationally the tourism expands at the rate of 6.5% annually. As the world has become largely globalized place tourism acts as a catalyst for growth of any

country. It brings foreign earnings in the country which further leads towards economic development (Malik et al., 2010). Tourism has a very prominent role in the development of less developed countries. In 49 less developed countries tourism acts as a tool for earning foreign exchange (Dimoska, 2008). In most of less developed countries the control of tourism industry is in hands of powerful stakeholders who always work for their own interests. Due to this the benefits of tourism industry remains in few hands (Chok, 2007).

The main element of tourism is visitor. Visitor is defined as the person who visits a place outside from their residence for less than a year for the purpose of leisure, health, holidays, education and recreation, or any other purpose. Sometimes the urge to visits other places arose from the cultural differences that attract people from different parts of the world. According to UNESCO, culture heritage consists of monuments, sites and groups of buildings. Monuments are the structure or elements of an archeological nature, work of painting and monumental sculpture that has outstanding universal value. Sites is the place that has both natural and artificial characteristics. Any building that is certain years old can only be considered as cultural heritage building. Heritage has both tangible and intangible characteristics. Tangible heritage is that type of heritage that consists of physical characteristics of cultural values (UNESCO 2000). I.e. archeological buildings, sites, those items that are moveable, the cultural settings and historic towns. While intangible heritage is referred to the heritage that is not movable like folklores, traditions, popular culture that is practiced or performed (B McKercher & H Du Cros, 2002). Intangible heritage is considered as the living heritage. In response to the environment, it is the heritage that is continuously recreated by groups and communities and is transmitted from generation to generation. The attractiveness of different heritages give rise to

heritage tourism which thus is a source of revenue generation for the country. If a country wants to enhance its revenue, then the marketing of the heritage sites is an important tool. Marketing heritage tourism means communicate with and convince both the potential and actual tourists so as they visit the heritage destination and also pay for it which is then added to the revenue. There is a difference in the place marketing of heritage tourism. In marketing heritage tourism, the destination or place is not the only product rather the focus is more on the history that is attached with that place. For successful marketing heritage tourism social networking, publicity and advertisement in media is not enough. Satisfaction of visitors and quality of services is very important in marketing heritage tourism of any place or destination. The marketer should try to endeavor and give enriched experiences to the tourists. In such cases if one makes use of marketing strategies in order to present their heritage to the others it will be beneficial for them to generate revenue. Marketing heritage industry is a source of generating economic benefits as well as intangible heritage. Intangible heritage refers to the wealth of knowledge and skills which is inherited from generation to generation. It is the heritage that is expressed through phrases, know-how, process and liabilities. Different sectors of economy are mostly contributing to the economic and social development of the country. Thus, conserving and preserving intangible heritage is most important source of the economy. It expands domestic business and creates jobs. So, it is clear that an interesting and attractive cultural heritage provides an important value added to the local communities and to the country.

Marketing is an important component of heritage development as it leads to make heritage more visible to the world and thus helps in revenue generation. The marketing of the heritage may lead to create heritage tourism which results in the economic uplift.

Throughout the world there are many of the heritage sites where the emphasis are put on using these sites as market-oriented business which helps to attract and maintain the feasible market share. Importance of the marketing heritage tourism can be understood by the demand for the heritage site or product. The strategies devised and the promotional activities will be carried out in accordance with this demand of the site or product. In every heritage management practice by customer one means visitor (2008), maintained by Shamsuddoha (2005) in case of Bangladesh, and said marketing heritage tourism is an approach that provides the best services to the tourists. Well-developed and organized heritage industry contribute a big share in the GDP of country. It is an integrated effort to transform the potential tourists into actual tourists. It is the best way to increase the demand which results in the market expansion. Furthermore, it is an approach to promote business.

Now-a-days visiting cultural and historical sites has emerged as one of the most popular activity of tourists. Many people choose to visit the places of historic attraction when they are on vacations. For enhancing such visits heritage tourism development is necessary which thus create a profitable tourism product on one side and a suitable environment for living and working on the other. For achieving political, social and ecological stability suitable environmental and economic developments are necessary (Burtenshaw, Bateman and Ashworth, 1991: 218). Heritage tourism can be defined as process wherein all the cultural, historical and ethnic components of the society are joined as resources which attract tourists from different parts of the world to create leisure as well as to promotes tourism industry (Chang, 1997:47).

Today's globalized world is paying much attention to market their industry of heritage tourism. This study focuses on the case of Katas Raj as a destination for heritage tourism. In this study, I will identify those channels by which we can market our heritage sites and thus generate revenues. There is not much work done on the marketing of heritage sites in Pakistan. So, this study focuses on the ways by which people come to know about the importance of the marketing of heritage sites. People want to visit historical places and heritage sites in order to get knowledge about their ancestors or some visits such sites so that they can learn about other people's lives and their cultures. Such visits will be promoted only if government and stakeholders channelize these sites properly and adopted good strategies of marketing are required. In this research I chose Katas Raj Temple and attempt to find out the ways by which we can make Katas Raj a place worthy of visit. The research aims to find out those marketing strategies by which not only the locals are attracted but also people from other parts of world come and visit this place.

1.2 Problem Statement

In Pakistan there are many heritage sites that are missing from the overall package of tourist attractions. In reality, most of the sites were not fully developed and promoted, to make it presentable to the local and foreign tourists. Despite the presence of many of such heritage sites of great importance the country still has low number of tourists due to which the country is not generating enough revenue from tourism. Moreover, government and stakeholders are not playing proper role in this regard, due to which the heritage sites are not flourishing enough as they need to. Katas Raj is one of the sites which has been neglected over many past decades. This study will explore the potential opportunities

available for the marketing of Katas Raj. It will serve as an important case study that what marketing strategies can be applied in promoting other heritage tourism sites of Pakistan.

1.3 Research Questions

In order to market heritage tourism in Pakistan, question relevant to its promotion and marketing should be answered. This research is designed to study the following main research questions:

Q 1. What are the issues in marketing strategies for heritage tourism sites at governmental level?

Q 2. What role other stakeholders are playing in marketing of heritage tourism sites?

Q 3. What are the major bottlenecks in the marketing of heritage tourism sites in Pakistan?

1.4. Objectives of the study

1. To study the major problems that government is facing in marketing of the heritage sites in Pakistan.
2. To study the role of stakeholders in promoting the heritage tourist sites in Pakistan.
3. To study the general problems and issues in the marketing strategies of heritage sites in Pakistan.

To achieve the first objective, the governmental strategies for the marketing of heritage sites were studied. The purpose was to identify the level of the work being done by the government as a major stakeholder. To achieve the second objective, all other stakeholders of the site, were interviewed, and their roles and expectations from the sites like Katas Raj were identified. This gave me the picture of unmet demands and available supply at the

historic site. To explore the third objective, all the social and political problems that government is facing, due to which the historic sites like Katas Raj are not being promoted, were identified. I also identified the failure of the marketing strategies that are being applied.

1.5 Definition of Key Terms

1.5.1 Promotion

Promotion is an activity by using which one can reach targeted population for the purpose of achieving objectives set before (Kotler & Keller, 2006:585).

1.5.2 Heritage

Heritage can be defined as something inherited from our past, and still are associated with it in our present and aims to pass it on future (UNESCO, 2000). It includes anything from past like monuments, some thousand years old urban localities or some important features from our natural settings, or it can be some parts of our culture or art passed on to us by our forefathers (Richards, 1996). As mentioned by Howard (2003) heritage includes all those things that one wish to preserve or conserve and aims to pass on that conserved item to next generations.

1.5.3 Tourism

Tourism in simple words is movement of people from one place to another for the different purposes (UNWTO, 2008).

1.5.4 Heritage tourism

Heritage tourism means those facets of ancient culture and historical components of society which have ability to attract tourists across the globe (Chang, 1997:47).

1.5.5 Marketing

Marketing is concerned about the urge for something, thus leads to recognize it, stimulate it, and finally satisfy it; in short, by marketing one means to find out the exact customer needs and wants and thus satisfy them accordingly (Holloway, 2004: 7).

1.5.6 Stakeholders

It is an individual or party which has ability to affect any business or may get affected due to it. Stakeholders usually includes those investors who invest in the corporation or either they may be employees of the corporation who work for it or either (Investopedia, 2019).

1.6 Significance of the Study

This study will investigate the important marketing strategies by which the heritage site can be promoted, and it tends to find out the role that government and stakeholders should play. So that not only these sites can be protected but also these sites could become the source of revenue generation by attracting people from outside the country. This study tends to fill those gaps that are existing in our heritage sites due to which these sites are not gaining much popularity as they deserve.

Chapter 2

Literature Review

This chapter will examine the literature reviewed on heritage, its marketing and theories and procedures that are used for marketing the heritage. Lastly, a conceptual framework will be presented that is developed by considering the relevant theories.

I have arranged my literature in five broader themes: (i) Heritage and its Importance, (ii) Heritage Tourism Development, (iii) Marketing Heritage Tourism, (iv) Planning Heritage Marketing and (v) Stakeholders Theory in Tourism.

2.1 Heritage and its Importance

2.1.1 Heritage

Heritage generally referred to a deeply complex phenomenon (Ashworth and Howard, 1999), wherein different and diverse identities are formed (Wetherell, 2001).

According to Ashworth and Turnbridge (1999,) heritage is the present age use of past where one interprets the past, uses the artefacts and buildings of the past as well as the memories of the individuals which form person's identity as well as it provides the basis. However, the term heritage has different dimensions which ultimately leads to the formation of identity (Turnbridge and Ashworth, 1996). Heritage is generally the multi-dimensional which invokes a phenomenon of complexity within it (Ashworth and Howard, 1999) which is inherent and contested also. This contested nature of the heritage is socially constructed which people experienced in the present (Graham, et al., 2000; Howard, 2003). Heritage is that part of the social and cultural identities which involves

the sense of place, with memories from the past which also prevail in the present and thus passes on to the future (Smith, 2006).

Different people defines different dimensions of the heritage which vary from person to person. Similarly Cormack (1976) describes heritage as follow:

“Heritage is not a dictionary term which we can define rather it is reflected on certain sights and sounds. Heritage involves the morning mist with the romance of Scott or heritage may be a celebration with different colors. Each and every aspect of the heritage is part of the fabric which expresses our civilization.”

This shows that heritage is the part of past, religion, art, culture as well as the national identity which includes the elements from the past including the past experiences in the past and incorporate those experiences into present. Studies carried out by Watson and Waterton (2015) found that heritage is a far more than the objects from past their classification or their conservation or the methods to interpret them rather it is the consumption and expression of the cultures, identity and politics. Heritage is the picture of the past in the form of objects and display which are collected and combined in order to promote culture and also to consume a part of it. Hall (2005) defines heritage as:

“That power or authority of our ancestors whose history matters a lot for us as these powers and authorities are regarded as natural-given as well as unavoidable as every one of us is bound to follow these. However as the shift factor may occur with the passage of time and may cause some changes but heritage is something whose main components will always remain in revision i.e. it is re-negotiating phenomenon.”

Analysis shows that heritage can not only be regarded as something of materialistic interest rather it is a social phenomenon on which societies are based and formed. It is also cultural and subjective in nature (Boyd, 2003). In another view heritage has been considered as a feeling i.e. it is attached with the visuality which amuses people when they get engaged with it the most common examples of this are the natural heritage and the intangible culture (Smith 2006). According to Timothy and Boyd (2003) heritage can be divided into three components i.e. tangible heritage which is also immovable includes buildings, tangible heritage which is movable and it includes objects presented in the museums and the last is the intangible heritage always present in the form of festivals, stories etc. recently people come to know that heritage is not only concerned with the tangible objects which can be picked up or moved or viewed with naked eyes but also heritage includes those inherited components from the ancestors which are intangible and are in the form of norms, values etc. (Smith, 2006). Heritage can be defined as those inherited manifestations that one passed on the next generations (Cowell, 2008). Heritage is simply the notion of inheritance i.e. the things that can be inherited from the past and are prevailed in the present which also will transfer to the future including different types of arts, buildings, objects etc. (Cowell, 2008).

Heritage is a complex phenomenon and whenever one talks about the marketing of heritage it means the 4ps marketing model is replaced by the 7ps model which is designed for the services. 7ps include people, physical evidence, processes, place, price, promotion and population. People includes all the masses from study population whereas processes includes all the offering one has for a certain commodity; physical evidences means the tangible nature of the product. People are the main element of the cultural

product and heritage interpretation deals with bringing a right type of customer which increases the people's experience. Besides this programming is another important P which helps to bring the heritage products altogether and thus market them together. The last P which can be part of the heritage development is the Partnership wherein different stakeholders from the community come closer for long term sustainability and the marketing development of the product (Andrea Cenderello, 2015).

2.1.2 The Challenge of Representing the Past

Heritage tourism is the main element by which people can gain the experiences from the past as well as can built a relationship with past (Urry, 1990). Urry (2002) states that heritage has appeared as a nostalgia for the people which is widespread in the present age as people love to explore the past. According to Lowenthal (1996 heritage is everywhere i.e. one can found it in news, movies, as well as in the marketplace which plays an important role in the attraction and thus leads to tourism practices. Heritage has caught much attention as the whole world is busy in praising it.

The main source of the representation of past can be possible through marketing. Marketing plays a critical role to connect people with the past (Misiura, 2006), and within the academic field of tourism people have a keen interest in the marketing of heritage sites because the main motive of the destination marketers is to differentiate their own locality from others (Coles and Hall, 2008; Davis, 2002; Matear et al., 2004). Marketing is defined as:

“The set of activity, institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large” (American Marketing Association, 2016).

However, Ritchie and Ritchie (1998) found that destination marketing as well as the branding of destination has brought unique challenges due to the involvement of the variety of stakeholders. Ritchie and Ritchie (1998) further simplify the destination brand is:

“A name, symbol or a marks which helps to differentiate the destinations and also it helps to convey a better travel experiences which is associated with the destination in a unique way. It further reinforce the beautiful memories that are attached to the site visited.”

Therefore, evidently, marketing destinations is a complex process which is explained further by Ritchie and Ritchie (1998) as:

Not only are we marketing a very diverse and complex product, but it is also one that is delivered by many different firms that are typically quite different in terms of their functions and capabilities. In effect, destination marketing - and thus destination branding – is much more of a collective phenomenon than in normally found in the generic marketing/branding situation.

Another important element in the representation of heritage is stakeholder. As such, the tourism product is created through the construction of different stakeholders (Cooper et al., 2005) and therefore these “cultural brokers of tourism” play crucial roles in the overall destination brand and destination branding presents unique challenges play crucial roles in overall destination brand and subsequently destination branding presents unique Challenges (d’Hautserre, 2001; Papadopoulos and Heslop, 2002).

2.2 Heritage Tourism Development

2.2.1 Heritage Tourism

According to Silberberg (1995; 361) tourism constitutes the visits of persons from outside their host community due to interests in the historical, artistic and scientific lifestyles of other community, region, group or institution. The fashionable concept of “heritage tourism” basically centered on what we have inherited, which include anything from historic buildings, artwork, scenery etc. (Barcar and Pearce, 1996). Studies by Palmer (1999) claims that heritage is not more than a “buzz” word of 1990s but the thing that really maintains and constructs the national identity of a country is heritage tourism. Raivo (2002) discusses that heritage is use of past for present where we produce, consume and regulate the cultural, political and economic meanings of the past in our present and thus generate benefits from it. Lowenthal (1994) heritage is something that bounds us with our pasts, with our earlier selves According to (Johnson, 1996; Raivo, 2002) the term heritage is controversial, it is some bogus history that trivialize the social experiences from past and also give the best understanding of past people’s class ethnicity and gender. According to (Knudsen and Greer, 2008) heritage tourism is something that is totally confusing. Heritage tourism is always known with relation to culture (Edgell, 2006).

There exists a strong relationship between “culture” and “heritage” due to which sometimes it become difficult to separate these two terms. Culture can be defined as the totally transmitted behavioral patterns, arts, beliefs, institutions and other things of a community at a given time (Webster’s II New Dictionary, 2001 edition). Further the heritage can be defined in the same edition as (1) Property that is or can be inherited; (2) Something that passed down from the ancient generations; (3) the status a person

possessed from his/her birth. Hence heritage is the thing of value that we inherit i.e. if the value is personal, it may be of family or personal heritage or if the value is national then it would be the heritage of whole community. More often heritage is accepted cultural values and norms. For Example; a person may be considered as a part of heritage if he/she represents the important elements of that culture (Hall & McArthur, 1993). Renowned old buildings are considered as part of our heritage and as we own them thus it is necessary for us to preserve them because these are part of our identity (Wellington City Art Gallery, 1991).

2.2.2 Heritage and the Tourism Industry

The tourism industry has grown rapidly during the last few decades. A larger number of people are travelling within the country or outside the country due to which global spending on tourism have been increasing (Travel Industry Association, 1999). Tourism is a source of heritage preservation as it preserves the artefacts and other objects from the past in the gaze of tourists (Hewison, 1987; Boniface & Fowler, 1993; Hall & McArthur, 1993, 1996). Heritage tourism is basically about the cultural preservation and throughout the world people proud to conserve (Confer and Kerstetter, 2000). Tourism is the process wherein the place or object can be transformed into something attractive (Wedow, 1977). Heritage tourism can be used as a mean of viewing or living in the past (Edson, 2004). Heritage tourism is a way by which the identity of any nation or group can be reaffirms or constructs. It tells the “national story” through museums and other heritage sites (Light, 2000). Different types of cultural practices like family patterns, norms, values, attitudes etc. attract those interested in heritage (Collins, 1983; Weiler & Hall, 1992). According to Tassell and Tassell (1990) heritage tourism also includes the visits of

the natural sites like gardens, cultural landscapes etc. Heritage tourism is the source of linking past to the present (Prentice, 1993). By Heritage tourism visitors come to know about the imagined and real situations due to which their visits become more meaningful (Kruse, 2005). Studies carried out by Graham, Ashworth and Turnbridge (2000) heritage is a source of revenue generation.

2.2.3 Significance of Heritage tourism

Heritage tourism is very important in the sense that it not only preserves the identity of nation but also it tends to provide economic, social, scientific and political benefits. Heritage is a source of tourism and recreation (Hall & Zeppel, 1990; Zeppel & Hall, 1992). The heritage tourism is now becoming a big business as visitors from different areas visits these sites and their expenditures become the source of revenue generation (Markwell, Bennett & Ravenscroft, 1997). Heritage travelers spends their money on different things like on foods, shopping, residence, and due to their expenses, economies benefited a lot (Bever, 1978). By heritage a person can determine his/her sense of place. This sense arises when people feel attachment to some area and hence, they strive to manage it meaningfully (Hall, 1991). Heritage tourism helps people to form their identity as well as it reintroduces people to their cultural roots (Donert & Light, 1996). Heritage tourism is an effective way to promote the function of tourism i.e. people come to know about the ways to promote it (Ashworth & Turnbridge, 1990; Dean, Morgan & Tan, 2002; Light, 2000). Heritage also helps governments to gain the national ideological objectives (Gordon, 1969).

2.2.4 Elements of Successful Heritage Tourism Development

The main elements that make heritage tourism development successful includes authenticity, resources protection, learning environment, partnership between hosts and guests and also the accessibility to the sites (Boyd, 2002). Travelers will become more satisfied if they found those things that were promised at the sites that they visited. Therefore, authenticity is most important element for the development of heritage tourism (Gunn & Var, 2002). Harrill and Potts (2003) were of the view that a balance between the residents of the place and the people who visits the place is necessary as it will not create any cultural-clash and also will protect the resources and generate more economic benefits. Learning is an important element as tourists has increased interest in the educational experiences (Dickinson, 1996). Community partnerships are important for the heritage tourism development (Boyd, 2002; Prideaux, 2002). Tourism is a business which includes attraction, accommodation, food etc. therefore a suitable infrastructure is necessary without any infrastructure it becomes difficult for people to make their places attractive (Prideaux, 2002).

2.2.5 Perspectives of Heritage Tourism Development

Different perspectives of successful heritage tourism include tourism operators, heritage managers, communities etc. which tends to form a sustainable heritage product. The tourism operator is one who maintains and manage the heritage sites so that people can find these sites attractive whenever they visit these sites (Successful tourism at heritage places, 2005). Heritage managers are those who have responsibility to provide tourists with recreation, access and education about the places the care. Further their main considerations are public safety and liability (Successful tourism at heritage places, 2005).

The involvement of the community is more important perspective of heritage tourism development. Community involvement is main element due to which visitors could be attracted. As community is the source of providing the knowledge to the visitors (Successful tourism at heritage places, 2005).

2.3 Marketing Heritage Tourism

2.3.1 Marketing

Marketing is a best way that promote product and improve program attendance. It is a way of advertising programs to the public, introduce program to others and sell what you offer (Janes, 2006). It is way of anticipating demand and identifying it that satisfy customers' wants and needs. In short it will identify that what can be sold, in what quantity, to whom, when and where Holloway (2004). Marketing is based upon creating and keeping customers (Shoemaker, Lewis and Yesawich, 2000). According to Kotler (1982), marketing is an effective management between organization and its various market and public. It is also regarded as that societal process by which individuals and organizations get what they want by creating, offering and exchanging products with others (Kotler et al. 2006). Webster and Janes (1995, 2006) are of the view that the role of marketing is to integrate different organizations or business and public. Webster (1995) emphasize on integrated marketing culture that assist greater marketing effectiveness. Marketing has become core function in boosting tourism industry (Janes, 2006).

2.3.2 Marketing for For-Profit and Non-Profit

In nowadays tourism environment, advertising and marketing is crucial not only for income organizations however additionally for non-income and public organizations. The foremost issue dominating the desire of non-profit and public businesses is decrease

in funding. Conventional resources such as taxation, offers and donations for securing operating and economic budget have become redundant today. Increasing reliance on person' expenses and revenue earned from ancillary offering along with memento shops and onsite restaurants have blurred the delimiting line between for-income and non-profit/public advertising strategies. Therefore, it will now be unrealistic to say one strategy can be designed to cross different frontiers.

2.3.3 Marketing of Heritage Tourism

Heritage tourism marketing research mainly focuses market segmentation, consumer behavior, communication and promotion i.e. mostly advertising and partnership. Market segmentation is crucial to decision that is precise to promotional strategies (Chen and Hsu 2000; Misiura, 2006, Chhabra, 2002, Healy, 2003). Chhabra (2009), noted that the core aim to stay competitive is to make satisfy consumer needs, enhance marketing effectiveness and provide a base for target and help to identify threats and opportunities. Schiffman and Kanuk (1991), classifies communication channel into two categories i.e. interpersonal that is occurring on personal basis and impersonal that is advertising and promotional based). In heritage tourism literature mixed use of these two-communication channel has been reported. Chhabra (2002), have reported reliance on interpersonal communication.

Present literature categories the communication channels into following two categories: interpersonal i.e. one which occurs on a personal level and impersonal by which we means it is based on promotion (Schiffman and Kanuk, 1991). Both of these channels has been used in the heritage tourism literature. Additionally, other studies

revealed that there also exists dependency on the interpersonal communication channels (Stynes and Mahoney 1986; Chhabra et al., 2002).

Reid and Reid (1993), explain the role of external communication that often take the shape of expected message at target market. It mainly focuses on the promotion that have focused upon informative message for memory, prospects for repeat markets. Moreover, advertisements print ads are mostly used to promote heritage tourism (Smith and Mckay 2001, Manfredo, Brght and Haas 1992). While advertising heritage tourism has focused on newspaper, radio, brochures and television etc (MacInnis and Price 1987; Gartner 1993).

In sum, the above-mentioned discussion reveals that the main emphasis of heritage tourism marketing is to devise promotional strategies as well as the message content that would be suitable for targeted markets.

2.4 Planning Heritage Marketing

Marketing is the most critical element of heritage. According to Light & Prentice (1994) that for a successful marketing heritage is important to understand the nature of heritage so that the promotional activities for it can be planned according to the need and interest of visitors.

Hall & McArthur (1993) also are of the view that a successful marketing heritage plan focus development of marketing process. This plan revolves around four stages i.e. situation analysis, marketing activities, marketing management, and marketing evaluation

2.4.1 Situation analysis

There is diverse market of visitor at heritage site. Due to which no heritage site can be all thing to all people which vary the demand for heritage (Ashworth, 1988). Thus, for a heritage manager it is necessary to understand and incorporate the visitor's behavior while making heritage marketing and promotional strategies. For example, in most of the cases people respond different forms of interpretation in different ways. Though the result satisfies few people or often superficial, uninteresting and repetitive.

There are diverse visitors so the heritage manager cannot expect a standard interpretive message that provide a satisfying experience. Therefore, it enables heritage manager to understand market to tie specific interpretive messages to specific group of visitors. According to Prentice (1989) it is important for heritage managers to identify market segments according to the nature and resilience of site or the site should be developed in such a way that meet the needs of market.

Therefore, managers should go through an internal situation analysis at heritage site in order to identify the existing management motives, market positioning, pertaining resources management issues and their interpretation.

2.4.2 Marketing objectives and strategies

In heritage management planning is most basic function. Manager must know their plan and anticipation for what they want to achieve (Pearce & Robinson, 1989). For this marketing managers should set their objectives to guide the planning for the development of heritage site.

While objective are statement where heritage manager want to satisfy visitor market segments. It can be in different forms that may aim to promote a site or bring local community into parks or increase awareness of a particular endangered species to bring income into parks. The main focus of objectives is to improve management of sites which are in a number of ways. It can be by providing a measure to gain success of site management or by motivating people to works to specific ends (Mackay & Virtanen, 1992).

To achieve these objectives it would require the determination of marketing activities in a strategic plan. Which thus indicate that how existing visitors services and product should maintained in order to supply desired experiences.

An appropriate marketing strategy for any heritage site consists of analyzing market opportunities, identifying and targeting market segments, and developing and appropriate market mix for each market segments (Morrison, 1989).

2.4.3 Marketing management

Identifying target market and the development of marketing strategies are not the end of marketing process, rather heritage manager should ensure that the identified marketing strategies are implemented in each target market. For this manager should clear that human as well as the financial resources which are available for the promotion of heritage product.

Trained staff should be hired while the existing staff may be given new responsibilities. New relationship with different stakeholders like tour operators may be formed. The plan of action should be developed to attain effective results from the

marketing strategy. While plan of action require valuable mechanism which ensure effective marketing strategy (Canadian Parks Service, 1988).

2.4.4 Marketing evaluation

Evaluating the marketing strategy or process has remain the most neglected element in the management of heritage site. The cost of evaluation should be built into project budget because it is the most basic element which assist heritage manager to find out where they have been and where they want to be. It will identify future marketing strategies and also identify how they will work in order to get the associated objective that they set for the successful marketing practice (Hall & McArthur, 1993).

Marketing is not selling rather it is concerned with effective communication with visitors and the promotion and development of heritage site. These also include valuable interpretation for a specific target market and value added products. Thus, marketing is a tool through which we achieve goal. While effective heritage management requires the matching of the products with the target visitors' market.

2.5 Stakeholders Theory in Tourism

2.5.1 Stakeholder Theory

In past no one present the universally accepted definition of stakeholder as its concepts varied from person to person (Carroll, 1993). However, Freeman (1984), defined that stakeholders consists of individual or groups that may affect or effected by the attainment of organizational goals. Thus, it is clear that stakeholder could be individual, group or organization such as government organizations, local authorities, general community and other private businesses of all sizes whose interests positively or negatively affected (Metaxiotis and Ergazakis, 2008).

According to Sheehan et al. (2007) tourism is a process involved a diverse group of stakeholders involving both conscious stakeholder and unconscious stakeholder. By conscious stakeholder one means that the person is a member of the destination's marketing organization i.e. he is a local resident. While the unconscious stakeholder means that the person does not belongs to the destination but have deep association with it. Different varieties of the stakeholder groups collaborate in order to manage heritage tourism by forming a tourism value chain (Bieger, 2008). However, the associated stakeholder can never been regarded as a single group rather it is a diverse group including individuals and participants from different groups and thus forming multiple stakeholder groups (d'Angella & Go, 2009).

In the tourism industry these participants may become the members of either public or private tourism partnerships which includes everyone involved in the activity such as residents, tourists and local brokers. These people act as the destination actors who together may represent the space of touristic concerns and also offered the quality of experience. By considering stakeholders as the active actors of the tourism industry one can easily analyze their performance i.e. how these actors interact with one another and carry out their daily lives. Hence it helps to explore how tourism can be regarded as those sets of activities or practices that may shape and form the tourist space more actively (Endensor, 2001).

The idea of stakeholder can be understood in any of the organizational life as it may help to enhance the capacity of any organization. It appears as a totally new concept in the organizational capacity. Claims made by Andriof and Waddock (2002) suggests that the formation of the stakeholder theory can be traced back to 1938 where the concept

appeared as something new which has major impact on the overall working capacity of the associated organization.

The idea of stakeholder theory was further followed by the upcoming researchers including Cyert and March (1963) etc. This concept was further defined by the Freeman (1984) who states that stakeholder is actually the group or individual who either has capacity to affect the objectives or also may get affected during the course of the struggles pertaining for the achievement of objectives.

2.5.2 Applications of Stakeholders' theory in tourism

It is necessary to analyze the stakeholder groups involved in the tourism industry. When one analyzes marketing and branding strategy it is necessary to take into account all the environmental issues, marketing changes both external and internal as well as the whole marketing strategy thoroughly in order to make a successful marketing strategy (Easterling, 2005). For successful running of a marketing industry it is necessary to maintain the tourism industry in a better way so that the industry may flourish properly (Goeldner et al., 2000). For maintain a successful marketing strategy a participatory approach for the tourism is required which intends to caught those stakeholders who will be beneficial for the industry. It also considers the needs and wants associated with the local community, residents nearby and the developers (Easterling, 2005).

The application of the stakeholder theory is very important for the working of the tourism industry. According to Palmer and Bejou (1995) this theory may appeared complicated because tourism process in itself is fragmented and it involves a wide range of actors. The most prominent actors of this industry are those who are responsible for the proper management and working of the industry such as accommodation producers,

transport facilitators, retail persons and the tours carried out to and from the destination. These stakeholders groups belonged to varying sectors including public private and voluntary (Garrod et al, 2012).

2.5.3 Identifying and understanding heritage tourism stakeholders

Identification of the stakeholder is a complex phenomenon which has multifaceted nature involving the tourism industry that is ever changing. Claims made by Sheenan and Ritchie (2005) identifies the tourism as a process which involves different individuals and groups from the variety of sectors such as accommodation sector, transport management sector, tour operation sector, etc. who has interaction with one another and are also beneficial for one. Jamal and Getz (1995) further investigate that the key issue prevailing in the tourism industry is that it involves different stakeholders from the three important sectors i.e. public sector, private sector and the government sector. According to Argenti (1997) there are five important organizational groups of stakeholders includes those who invest, those who buy i.e. Customers, those who work for the organization, its suppliers and the local community.

The stakeholders groups can be differentiating as primary stakeholders or secondary stakeholders (Freeman, 1984). Clarkson (1998) defines primary stakeholder as one who has relationship with the organization. He further added that primary stakeholder one whose participation is necessary for the survival of the organization. Wheeler (1993) identifies the primary and secondary stakeholders' group. According to him the primary stakeholders are the city council, their departmental councilors as well as customers and professionals and these are those groups and individuals who are most accountable

whereas the secondary stakeholders involves central government, local businesses and environment (Wheeler, 1993).

2.5.4 The challenge of stakeholder engagement

For successful tourism of any heritage site stakeholder's collaboration is necessary (Byrd et al., 2008). Stakeholder can be defined as any entity of group who can either affect or get affected due to the objectives of an organization (Freeman, 1984). There occurs a complex relation among the heritage and tourism which leads to a number of challenges in stakeholder's perspective (Brunt & Courtney, 1999) there must be a good communication between all the stakeholder for marketing successful heritage tourism (Aas et al., 2005). Emphasis has been put on finding the ways by which the local community's involvement in the development of heritage tourism must be ensured in a sustainable way (Darcy & Wearing, 2009; Hung et al., 2011). One of the most important elements in the heritage destination marketing is image. Of key importance to destination marketing, is the image that tourists have of the destination (Laws et al., 2002), as it is central for creating a successful tourism industry (Kaur, Chauhan and Medury, 2016). Image involves all those ideas, beliefs, and impressions that people possess regarding any of the heritage site (Kotler, Haider and Rein, 1993).

Any destination having a strong image can be regarded as the market place (Lim and O'Cass, 2001) and thus it would be converted into a tourism destination (Fakeye & Crompton, 1991). As destination image is important for the marketing of any heritage site it can be defined as the thorough knowledge, ideas, beliefs etc. that individual possess regarding the heritage site (Crompton, 1979; Kotler et al., 1993). Researchers tries to

identify the possible reason for which an individual possess a certain image for any heritage site (Cai, 2009).

The marketing as well as branding of the heritage site has received larger importance in the recent decade (Goulding, 2000; park, 2010; Chen and Chen, 2010). When on focuses on the marketing and branding of the heritage site the strategies adopted focuses on the local, national as well as the international interests (Misiura, 2006) in order to enhance the economic good (Kavaratzis, 2004). For successful marketing and branding of the heritage sites the community involvement is the most important factor as the local community is the most influential marketer of the place. Therefore, the community involvement is mandatory in all stages of the marketing strategy i.e. to formulate, design and implement the marketing strategy (Kavaratzis and Ashworth, 2008). According to Timothy and Boyd (2003) the marketing approach which involves the community participation is the most of all sustainable approach.

The marketing of heritage tourism sites is not an easy task due to the stakeholder's involved as the often have their personal goals as well as ideas by which they understand the heritage (Smith, 2006; Waterton and Watson, 2011). Additionally, in order to market any of the heritage destination in a successful manner the most important stakeholder is community which must be taken into perspectives (Scott, 2011). Studies carried out by Murphy suggests that for making any of the heritage site distinctive involvement of the community must be ensured in the planning and development of those tourism activities which focus on the sites of cultural importance.

2.6 Conceptual Framework

A conceptual framework helps a researcher to explain a phenomenon by synthesizing the literature. It gives understanding to the researcher that how to link certain variables in his study. Hence, a conceptual framework helps to identify suitable variables required in the investigation of his research.

Two principles are required for promotion of a heritage site, here Katas Raj Temples:

1. First there is a need for promotional programmes in order to make place attractive for general public.
2. Second this site will be promoted by making it attractive for visitors.

For marketing of heritage site i.e. Katas Raj Temples certain plans are required which are given as follow:

1. Goal setting, which means that what we aimed at. In present case the goal is to increase the tourism activities at the Katas Raj temple
2. Shaping objectives, which is the stage where all the activities required for the promotion of katas Raj will be analyzed.
3. Locating the primary target groups, it includes the people who wants to visit the place and also who can easily visit it. Due to which the number of visits at the sites will improve.
4. Budget Formation, at this stage the budget required to make people's access easier and also for promotion of the site will be analyzed.

5. Developing an action plan, at this stage final marketing and promotional plans will be developed.
6. It is necessary to evaluate and review the promotional and marketing plan on regular basis.

A good marketing strategy is required for developing any successful organization and business. Katas Raj is an ancient heritage site having history of some 1500 years. For the successful marketing and promotion of Katas Raj temples SOSTAC model will be employed which will helps us to analyze how we can make a Katas Raj a valuable place for maximum number of visits. The SOSTAC model is actually a short form of six basic elements which are given as follow:

S (Situation) where are we now? By it we mean that what are the present situations and number of visits at Katas Raj

O (Objectives) where do we want to be? At this stage we will analyze the possibilities by which tourism activities at the Katas Raj will be increased and also will consider the steps by which the site can be preserved from further damages.

S (Strategy) how are we going to be there? At this stage we will make plans by which we can fulfill our objectives.

T (Tactics) what tools do we need? This stage deals with analyzing the tools by which we can fulfill objectives by implementing our strategies

A (Actions) who is going to do what and when? At this stage segmentation will be done and roles will be assigned to each of the individual or organization involved in this promotional activity

C (Control) how can we control, measure and develop the process? At this stage we will figure out how much progress we have made and will analyze whether or not those strategies and tools are useful.

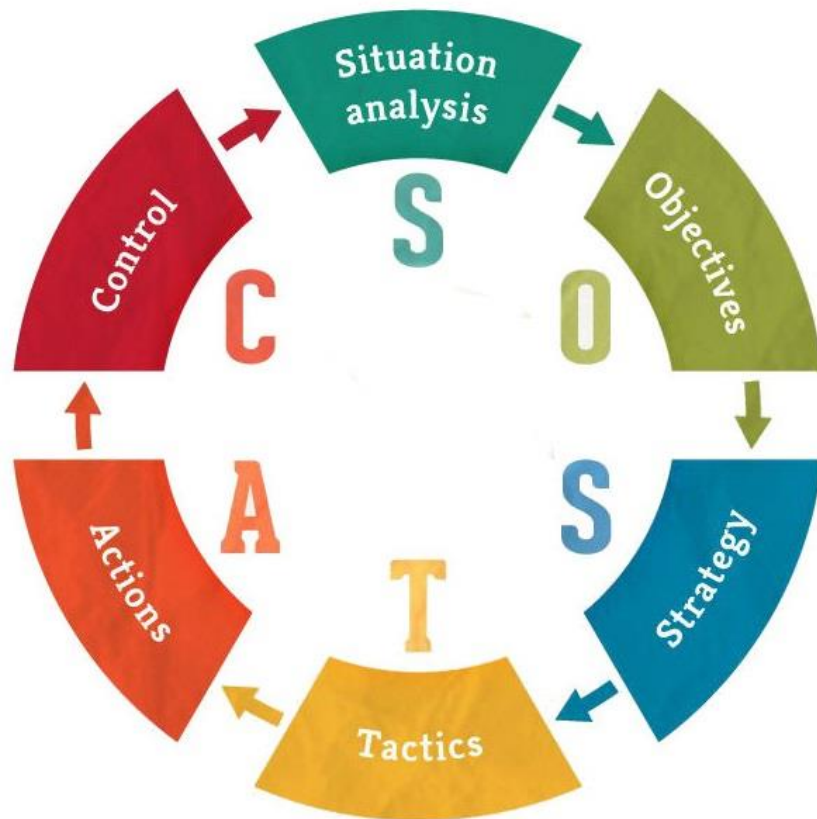


Figure 2.1: SOSTIC Model Source: (Chaffey, 2017)

Stage 1: Situation Analysis – Where Are We Now?

For marketing of Katas Raj as a tourist destination it was necessary to analyze the present situation of Katas Raj. The situation analysis helps to find the key issues at Katas Raj which deals with how we are performing question. By analyzing the situations at Katas Raj, I found that the most important stakeholder the tourism department was missing. Only Archeological department and Mehekama-e-Auqaf were dealing with it.

For successful tourism the concerns of tourism department are necessary. After analyzing the situation, the next step-I followed was marketing mix techniques. In this step I do segmentation to get knowledge about the visitors who visit the place and further this technique will help to determine how often the visitors visit. Segmentation of tourists was done on five bases i.e. religion, income, gender, education, national or international. After segmentation the second step is to observe the effectiveness of this segmentation. This segmentation helps us to analyze the issue due to which people rarely visit the place. Tourist has main role in any of the tourism industry therefore it is necessary to promote the tourist site and also to record the uncontrollable factors that may affect the tourist's visits. At this stage the possible marketing tools and marketing strategies will be analyzed. This will help to capture real image and value of destination.

Stage 2: Set Objectives – Where Do We Want to Go?

Stage 2 will be setting objective. As our objective is to market and promote the Katas Raj as heritage site. At this stage the main problems faced by tourists will be identified and thus at this stage we will analyze whether or not we can promote Katas Raj as heritage site. If once we come to know about the issues and their proper solution it would be easy for us to promote Katas Raj which is our main motive. At this stage all those strategies would be analyzed by which we can attract tourists.

Stage 3: Strategy – How Do We Get There?

At this stage the first motive will be to analyze the market segmentation i.e. whether or not the segmentation is proper. Further this segmentation will help to identify tourist's visits and also by segmentation one can come to know about the strategies adopted to focus and attract more on those tourists who will be more beneficial for tourism

industry. After targeting the core tourists, the next step will be to satisfy more needs of those targeted segments in order to increase their visits. At third stage further the positioning of each targeted segment will be perceived. This will be helpful to analyze different issues faced by different tourists.

Stage 4: Tactical Plan – How Do We Implement Strategy?

At this stage all the strategic plan decided will be analyzed and its implementation will be considered. This will help us to find out whether or not the tools we are going to use work. Further we will analyze how do we use those tools i.e. promotion or attraction activities. At this stage budget necessary for implementation will also be considered. Simply at this stage all the activities regarding marketing and promotion of Katas Raj will be analyzed and each of stakeholder will be analyzed properly.

Stage 5: Action Plan – Who, What, When?

After analyzing the stakeholders, tasks will be assigned to each of them regarding the marketing and promotional activities. At the same time a time period will be set for each stakeholder to accomplish the goals. At this stage their performance will be assessed and analyzed. At this stage the performance will be recorded, and flaws existed in action plan will be analyzed, identified and thus will be eliminated.

Stage 6: Control – Keeping Track of Progress

This is the final stage of marketing model which if implemented at Katas Raj will help to not only promote the site but also it will increase tourism which thus will help to generate revenue.

The works reviewed above, will be used to derive some major concepts for research. The conceptual framework is constructed by using the marketing theories from the literature review. Furthermore, it was also used as a background of the study to analyze my field work in a systematic way.

Chapter 3

Research Methodology and Methods

This chapter first explains the methodology that has been adopted to achieve the research objectives. In this chapter the methodological consideration of the study was explored and discussed. This section will offer the description of overall process. Furthermore, it discusses the research methodology and research design and explain the reason for adopting a case study. Accordingly, this chapter begins by exploring and examining the research tools for data collection, units of data collection and procedure of data collection. Following this, sampling framework and sampling method are explained and discussed in third part. After that, qualitative analysis and the framework analysis are discussed in this chapter.

3.1 Research Methodology

Research methodology is a systematic investigation used in research. It is a guide to the researcher that how a research can be conducted (Chinelo Igwenagu, 2016). According to Kothari, 2004 it is a study of science in which the researcher adopted various steps in studying his/her research problem along with the logic behind them. It is important for the researcher to study and understand research methodology and research methods. Kothari, 2004 further explain research methodology as:

When one talk about the research methodology he/she not only consider the research methods but also tries to find out the logic behind those methods which someone can use in the context of his/her own research study. Its focus is to explain the reasons for which one is going to use that particular method or technique while rejecting other methods or techniques.

3.2 Research Strategy

Research methods is defined as “the theory of methods”, through which the sense of object of inquiry is clearly made (Sarantakos, 1998). Research strategy is actually a general plan which analyzes how the researcher is going to respond the research questions. (Saunders et al., 2009). I did opt qualitative research strategy for my study. In this research, I used qualitative research strategy, in which one case study is taken. For the current study qualitative strategy is more suitable because it will discuss, the social and political problems being associated with marketing of heritage tourism, whether it's the government or all other stakeholders.

3.3 Research Design

Research design is defined as a plan that aim to investigate and solve the research questions or problems. By plan we mean a complete scheme or programme of the research. Furthermore, it also provides an insight about “how” to solve a research problem by using a particular methodology. In simple words, the research question can be solved through research design. Thus, it is a framework that contain methods and techniques that are chosen by the researcher for the purpose of combining various research components in a logical manner. (Kerlinger, 1986:279) So, that the study problem would be efficiently handled. Research design is an umbrella term that means “the overall plan the researcher will used in order to answer research question” (Saunders, Lewis and Thornhill, 2009, p.600). According to Bryman (2008), research design is an overall direction towards the processing of research.

Recently qualitative has gain much attention in the field of social sciences and other related professional fields (Gephart, 2004, Denzin & Lincoln, 2005 p.ix). Qualitative

research methods are used when a researcher aims to gain in-depth understanding of the problem. Qualitative research will generate a volume of information in a research that obey a case study as compare to quantitative research methods (Carson et.al. 2001, p.65.). A generic definition that was given by Denzin and Lincoln (1994):

Qualitative research is a method which interpretive as well as the natural in its approach. It means that this research usually studied the phenomenon in the naturally occurring phenomenon. In short this research studies the phenomenon in the way people attached meanings to it. Hence this research uses variety of methods that are interlinked in order to obtain fixed results of the phenomenon under study.

Similarly, qualitative research is referred to that type procedure in which the results and findings are not obtained through statistical and mathematical process of interpretation. In qualitative research the process of interpretation is carried out non-mathematically for the purpose of creating new concepts and relationships. These concepts and relationship are then organized into a theoretical explanatory scheme (Stauss & Corbin, 1998, p.10). Ghuri et.al was of the view that qualitative research methods emphasize on the observation, understanding, and interpretation in a natural situation.

Social research can serve many research designs and three of the most common are Exploratory, descriptive and explanatory research design. Exploratory research is conducted in a case when a researcher examines a new interest or when the subject study is relatively new to the researcher. This type of research design is adopted when researcher want to study new phenomena. In case of descriptive research design the researcher aim to describe an event or situation. As many social researches aim to describe events and situation. At this type of research, the researcher observes and then describe what he observed. The third general purpose of the social research is explanatory research design.

This type of research deals with the question of “why”. This type of research aim to explain that why a particular type of phenomena is occurring. (Earl Babbie, 2013). In the current study among these three research designs, I have used descriptive research design. Because the current study aims to describe “what” are issues in marketing strategies used by government for heritage sites of Pakistan and “what” role stakeholders are playing in making heritage place attractive.

3.4 Units of Data Collection

In recent study to find answers to the listed research questions, the research based on case study has focused on:

- UDC-1: Documentation (Report, Journals, Newspaper, Articles)
- UDC-2: Officials of Government, Officials of Auqaf and Religious Affairs Punjab, Officials of Archeology Department Lahore
- UDC-3: Management at Site, Local People, Tourists

The reason for selecting the UDC-1 was the scarcity of data and information, available on Katas Raj. I included this UDC so that I may get as much working and updates on the site in the previous years. In UDC-2, all the concerned government and state officials were included. The government officials, because they could give the motivation of the government about this heritage site. Officials of Auqaf and Religious Affairs Punjab were included because Auqaf is responsible for all the facilitation of the pilgrimage that visit that site. Officials of Archeology Department Lahore were necessary to be interviewed because they hold the complete responsibility of conservation and preservation of the sites, maintaining its boundary walls, gates, and taking care of its assets.

In UDC-3, all the stakeholders that are not only aware of the issues of the sites but can openly talk about the sentiments they had for the place. For UDC-3, Management at the historic site was interviewed to find out the everyday common issues of the site, they know about and listen from the people who come for the visit. Local people were included because, they hold the indigenous sentiments about the sites and know about the activities that take place at the site. The tourists in the UDC-3 were important because they are the ones that carry certain motivation to come to the place travelling huge distances. Therefore, their input was worth taking, that how more people could be attracted by addressing the issues they are facing.

To collect data from UDC-2, I conducted semi-structured interviews, and purposive sampling was done to choose the respondents. Similar strategy was used for the Management from UDC-3, as I described for UDC-2. For Locals and Tourists from UDC-3, I conducted un-structured interviews, and respondents were selected through convenient sampling.

3.5 Sample Size

My total sample size was 48, which includes 1 official from government and 1 from Archeology Department Lahore, 2 officials from Auqaf and Religious Affairs Punjab, 1 caretaker and 1 gatekeeper as the management at site, 18 locals and 24 tourists that includes 21 local and 3 foreigner tourists.

Table 3. 1: Sample Size

Officials of Government	Officials of Archeology Department	Officials of Auqaf	Management at the Historic Site	Locals	Tourists	Total
1	1	2	2	18	21 (Local) + 3 (Foreigner)	48

3.6 Data Collection

According to Glaser and Strauss (1967), Qualitative research is based upon primary data and secondary data. Primary data is generated through field observation, videotape, taping proceeding of meetings and so on. While secondary data is generated through published documents, letters and diaries. The researcher also use library for deciding data sources, books for getting useful data. Primary data is that type of data which is collected or generated through questionnaires, interviews and tests while secondary data is collected through documents, articles and reports which are conducted by other individuals (Bryman and Bell, 2015). As maintained by Ghauri et al. (1995), data is collected through primary and secondary sources while using a specific technique for data collection. The present research is based upon primary and secondary data. Primary data has been collected using qualitative research techniques such as structured, un-structured and semi-structured interviews, participant Observation which are explained below.

3.6.1 Procedure of Data Collection

In the first phase, I visit Katas Raj and targeted and identified my respondents with help of my Uncle who is living in Kallar Kahar. Initially, I visit Katas Raj Temples and observed the present condition of each temple. I started conducting unstructured interviews from tourists who visit Katas raj for one day. At that day, I met with the caretaker of Katas Raj and ask for permission to allow me to each temple. I told him details of the topic of interview. He allows me to conduct my interviews in Katas Raj and will cooperate with me. I started conducting my interviews on June 10, 2019 from my respondents. I started conducting un-structured interviews from tourists and local people near Katas Raj. Tourists were mostly from Rawalpindi/Islamabad and Sargodha who visit Katas Raj and Salt Mines for one day. Most of the tourists were educated and employed. As tourists were random therefore, I used convenient sampling technique to conduct interview from tourists. The duration of interviews was 40minutes and above. There was only one gatekeeper who mostly found on weekend because tourists mostly visit Katas Raj on Saturday and Sunday. I used semi-structured and un-structured interview for gatekeeper. I conduct semi-structured and unstructured (informal) interviews for local people who daily visit Katas Raj. The duration of interviews was one hour and above. Those local people have enough information about Katas Raj. The interview I used for local people of Kallar Kahar were semi structured with duration of almost one hour. Local people were selected using purposive and convenient sampling. The interview for caretaker of Katas raj was structured with duration of 30 or 45 minutes. Interview from administers of Mahkame-e-Auqaf was constructed for 1-hour duration. The interview from Directorate of General Archeology, Government of the Punjab was structured, and

the duration of interview was 45 minutes. Other important thing was to find out News, Reports, and Documents on Katas Raj.

3.6.2 Rapport Building

In qualitative research rapport building is an essential part. It helps to enable the researcher to gain the trust of the community. During research the researcher as a participant observer informally and formally communicate with the community members and tell them about his/her research. The researcher should make sure that his research will not hurt local people's feelings, beliefs, rituals and culture.

3.6.3 Participant Observation

In behavioral sciences participant observation method is a popular method of data collection. In this method the researcher collects the data and gathered information through direct observation without knowing and asking questions from respondents (Kothari, 2004). Ranjit Kumar (2011) identifies two types of observation one is participant observation and the other is non-participant observation. He states that:

In participant observation researcher has to participate in activities of the group and thus observed the activities of study population without letting them know that they are being watched. On the other hand, in non-participant observation researcher rather than being involved in the group activities remain outside, observe their activities in order to draw conclusions from those activities.

In particularly social sciences we often used participant and non-participant observation. The main advantage of using participant observation is that it will give in-depth information. Secondly it will eliminate subjective biasness. The information gathered under such procedures is related to the phenomenon that occur on that specific

time. Finally, this method is independent of the willingness of the respondents to answer the questions (Kothari, 2004). In the present study I have observed deeply Katas Raj as heritage-tourist place. I have also observed the present situation and condition of Katas Raj and Kallar Kahar. I have also observed deeply, the role of Stakeholders that plays a major part in promoting a heritage place. In every step of data collection participant observation throughout continued.

3.6.4 Key Informants

By key informant we mean those segments of society who have complete knowledge about the concerned issue or either they remain a part of that society for so long. Key informant is an expert source of data collection. By key informant a researcher can gain enough of the knowledge regarding specific issue. In this research my key informants were from local community.

3.6.5 Interviews

The present study is based upon primary data for which I have used qualitative interview method. Bryman and Bell (2015) maintained that qualitative interviewing method is usually very different from quantitative interviewing. Quantitative interview tends to be much more structured as compare to qualitative interview which is generally less structured. Alan Bryman (2012), also maintained that qualitative interviewing approach is less structured as compare to quantitative interviewing method that tends to be much more structured. Quantitative research is more structured because the researcher has a clear set of structured question. Instead in qualitative research the greater interest on the respondent point of view and emphasize is on generality in the formulation of initial research ideas. Furthermore, in qualitative interview the respondents have to be free to

answer comprehensively. In-depth interviews such as unstructured and semi-structured interviews are two main approaches during my field work.

According to Alan Brayman (2012), in un-structured interviewing the interviewer asks one question and then the interviewee is free to answer comprehensively. It tends to be more related in character to a conversation (Burgess, 1984). Semi-structured interview is schedule as compare to un-structured interview. In this the researcher has a list of question and area of topics often referred as “interview guide”. The researcher follows those question in systematic and no-systematic order (Alan Brayman, 2012). The interviewee in both cases are free to express their opinions and views regarding the issues in Katas Raj and role of marketing in promoting heritage destination. In this way both interview method is used as the tools for data collection. Open-ended question is used to gather in-depth information and detailed about Katas Raj. Some interviews are recorded by cell phone and other are noted.

3.7 Data Analysis

Analysis can be defined as the findings generated through collected data (Ryan, 2006). After collecting a significant amount of data from the field next step was to identify and explore the key issues and challenges existing at Katas Raj Temples. Data analysis helps to find out the hidden meanings of words utter from people’s mouth and also the actions observed by researcher at the field. Thus, data analysis is a tool which help researcher to understand and deeper dig the phenomenon under study.

3.7.1 Thematic analysis

For analyzing my data, I have used thematic analysis approach. The data collected from various sources needs precision and accuracy therefore themes are generated. These

themes help to understand the phenomenon in better way. The themes generated helps researcher to established coding frame. Thematic analysis simply helps researcher to interpret and describe themes. For present research I generate some codes from the interviews conducting at field. From those codes I generate some themes which help me in analysis chapter.

3.7.2 Framework analysis

Themes generation is a time taking process. A researcher can never be able to generate themes without proper framework. Framework analysis help researcher to construct themes easily. The framework which was used for the construction of themes used in this research has following important steps:

3.7.3 Transcription

Transcription is something in written form. In qualitative research researcher can use three types of tools during an interview i.e. video-recorded, audio-recorded or either written. During interview a researcher must pay his full concentration so that he can understand the words respondents say and the hidden meanings behind those words. If a researcher has full confidence that he can transcript each and everything in a better way and he will not distract during the transcription. He can understand the words and meanings behind them than he can go for transcription. In most of interviews a researcher gets the consent of recording interview while some cases some people refuse to record interview.

Transcription is thus the final description of spoken words and visual actions. In this research some interviews were recorded while most of them were written as people

have issues with recording. I have transcribed my data in a smooth way by leaving the extra or irrelevant things or false starts.

3.7.4 Familiarization

After transcription the second important step is familiarization. By familiarization we mean that after transcribing data researcher become fully familiar with the transcripts. If a researcher has more familiarization with transcript clearer his themes will be. In this research for familiarization I go at least thrice from the recording. And for the transcription of written interviews I enhance my sitting with those people to know their views and to better understand them.

3.7.5 Indexing and coding

After familiarization coding is the important step to follow. By indexing we mean that we represent our data with initial codes. These codes help to generate conceptual meanings from data. For present research I used codes for each different phrase or new thing that I come up with during my interviews. Then I generalized those codes which provides me the basis for thematic analysis.

3.7.6 Memo writing

During coding the most important step a researcher needs to follow is memo writing. It is a form of free writing. It helps researcher to characterize themes. Also, it enables researcher to probe into the hidden meaning of words people utter. During my research memo writing was started at the initial stages and continue until the last.

3.7.7 Identifying and characterizing themes

After memo writing the next step is to identify important themes and to characterize them. Theme helps the researcher to capture those important aspects of data which will help him to answer research questions properly (Braun & Clarke, 2006). During theme generation a researcher should generate those themes only which best suited his research questions. To generate themes, I follow all above steps than I come up with final themes. The next step to follow was theme characterization. For theme characterization I make a give a thorough study to whole research and thus characterize each theme as required by study.

3.8 Data verification

Data verification is most important part of any research as it helps researcher to analyze whether or not his respondents are saying truth. In many cases when researcher fails to gain the trust of respondents there may be chance of ambiguity wherein the information gathered by researcher may be false or contradictory. Different techniques for data verification can be used but I cross check my data by asking same questions from different respondents or by asking same questions by same respondent at different moments. Data was verified by getting same opinion of at least 5 to 8 respondents.

Chapter 4

Locale

4.1 Introduction

This chapter will initially provide some information about Chakwal district. After which Katas Raj temples will be illustrated. Lastly this chapter will provide some basic information about the Katas Raj temples.

4.2 District Chakwal

Chakwal district is situated in Potohar Plateau covering history of thousands of years. The city was founded by Chaudhary Chaku Khan in Mughal era of Zaheer-Ud-Din Babar. In 1985 this city was upgraded to district status. Chakwal district is rich in culture and art. It has world-renowned landscapes including Kalar Kahar Lake, Takhat-e-Babri, Bagh-e-Safa and Katas Raj temples.



Map 4.1: District Chakwal (Source: Wikipedia)

District Chakwal has 5 tehsils named: Talagang, Chakwal, Choa Saidan Shah, Kalar Kahar, and Lawa. Chakwal district has 68 Unions. Katas Raj is one of the important landscapes of Katas Raj Temple. Katas Raj is situated near Kalar Kahar. It is renowned for its mandirs which shows Hindu mythology. Katas Raj is located at 2000 feet altitude covering 260 kanals.



Map 4. 2: Katas Raj Temples

Katas Raj temples are located in the Potohar Plateau which are renowned worldwide. A larger number of Hindus from across the world visits the place for performing their rituals. These temples have a pond which according to Hindus believe is made of tears of their Lord Shiva. And if they took bath in this pond their sins will be forgiven.

The original name of Katas was “Katakasha” which with the passage of time become Katas. Katakasha was a Sanskrit word which means “weeping eyes”. Another name of Katas Raj was “Teksh Raj” which means “King of snakes”. All these names are related to Hindu lord Shiva. This place has significance for Hindu people due to death of one of wives of their Lord Shiva. According to Hindus believe the when Lord Shiva cried at the death of his wife his tears made a pond which is located amid of other temples. This pond is considered very sacred by Hindus and according to them by taking Ashnan in this temple their sins will be forgiven.

4.3 Details about Katas Raj Temples

Katas Raj consists of many temples. According to a report in Katas Raj more than one hundred temples were built. Therefore, the Katas Raj depicts different civilizations and cultures. Presently the main building situated in Katas Raj are as follow:

4.3.1 Shiva Temple

The first temple at the entrance of katas raj is Shiva Temple. This temple is considered important for Hindus due to Holy Rock. According to some Hindus this rock is important because their sacred book Mahabharata was written at this place while others were of view that their Lord Shiva born at this place.

4.3.2 Bara Dari

Bara Dari is Hindi word meaning 12 doors. Remains show that there were four minarets and a statue at this place which were used for performing religious activities by Hindus. At this Bara Dari Hindus perform their religious activities.

4.3.3 Sacred Pond

This pond is considered sacred by Hindus as they believe that the water in this pond is holy water of which comes from the eyes of their Lord Shiva in the form of tears when his wife died. Hindus used to take bath in this pond in February and March for purifying their sins.

4.3.4 Temple of Hanuman

This is the second most important sacred place of Hindus. However, with the passage of time the walls and roof get damaged.

4.3.5 Temple of Ram Chandra

This temple was built to worship Hindu lord Rama. It is situated at the west of sacred pond on Hindus. This mandir has two jharokas¹ which with the passage of time has been damaged severely.

4.3.6 Harri Singh Mansion

Harri Singh was general of Sikh Maharaja² named Ranjit Singh. He was inspired by the beauty of this area therefore he built his mansion where he spends some time with his family. This mansion has been damaged with the passage of time but in 2006-7 under the renovation project of Punjab government it has been repaired.

4.3.7 Temples of Satgarrah

It is situated at the extreme east of Katas Raj and consists seven temples. The biggest one is named temple of Vishnu Maharaj. Other six temples are named on the other

¹ A jharokha (or jharoka) is also known as balcony which can be observed widely in Indo-Islamic architecture.

² Maharaja or (Mahārāja) is a word originated from Sanskrit means "great ruler"

lords of Hindus like Shiva, Parvati, Kali Mata, Shiva Ling, Ganesh and Lakshmi Devi mandir. According to Hindus each lord has his own duties like Vishnu is their God of natural laws. Ganesh is considered as the God of wisdom, while Shiva Ling was responsible for giving children to Hindus. Parvati and Kali Matta are considered as same personality having dual role i.e. one was the goddess who was wife of god Shiva while when she is kali matta she is the goddess of sin and magic.

Chapter 5

Data Analysis and Discussion

This chapter will analyze data in the light of findings. It will discuss the issues and challenges that were prevailed at katas raj which act as a major hurdle due to these sites is not flourishing enough. This sight is under consideration to be listed in world heritage site, yet this site has not gained much importance as was expected. Therefore, this chapter will analyze those reasons due to which this site has been neglected for years.

5.1 Lack of Basic Infrastructure

5.1.1 Attractions

For creating a successful market attraction is main element which was missing in present study. People used to visit Katas Raj not for recreational purposes, but these visits are only made if they wish to visit salt mines of Kalar Kahar. Due to proper check and balance salt mines of Kalar Kahar have larger tourist attraction than that of Katas Raj temples. One of the tourists who came to visit the temples for the first time with his family said that:

Actually, we were going to visit the salt mines, but someone told us about the temples do we come to visit temples, but we were disappointed as we saw nothing interesting here.

There are just some destroyed building which don't caught anyone's attention.

Majority of tourist visits the place as they were passing by. Otherwise people were of view that this place is not worth visiting.

5.1.2 Accessibility

When we talk about accessibility, we consider it from visitor's perspective. Accessibility includes two main elements i.e. there must be something worth visiting and accessibility of attraction. At Katas Raj the major issue faced by visitors was accessibility. For making successful tourism at some heritage site attraction is main element which was missing in the present study. Following were the issues regarding the accessibility that were viewed at Katas Raj and also tourists spoke about those issues

Another major hurdle in accessibility is lack of proper infrastructure. People's visit increase if they found it easy to approach some locality but in present case all of the tourist was asking for proper infrastructure. Infrastructure includes following things:

5.3.3 (a) Roads

The condition of roads enrooting to Katas Raj was very poor. The road from Islamabad to Chakwal was very smooth but one that connects Katas Raj with Chakwal was damaged badly. I arranged a personal car to visit the place due to which I suffered less. Damaged roads were major reason due to which many visitors avoid visiting this place. When I asked my respondents about the problems, they faced during their visits one of the respondents said:

We love to visit this place once a month if the proper route provided. Due to damaged roads visiting this place is not less than a fatigue.

5.1.2 (a) Lack of Transportation Facility

Transport is one of the most important elements of accessibility. One can have access to any place if he has the facility of transportation either personal or local. During my visit at Katas Raj I found that there was no proper transport facilitation. People who come to visit the place either have their own transport or they have to hire a bus or car on rent. During my visit I go to Chakwal by bus and after that to reach the site I used my uncle's car who lived in Chakwal. Transport was the major issue which limit people's visits. Public transport was available only to Choa Saidan Shah after that for remaining distance of approximately 10 kilometers no transport was available people have to hire their personal transports. When I asked about the no or least visits of people at the site, Deputy Secretary of archeological department marked:

We only had to take care of the building and surroundings. Our concern is not about number of tourists. As there are tourism departments who have responsibility of tourism promotion and increase. But in present case tourism department has no association with this heritage site. It comes only under department of religious affairs and department of archeology.

5.1.3 Amenities

There is just one hotel with the name Youth hostel that was constructed for the Hindus that use to visit Katas Raj heritage site.

5.1.4 Ancillary Services

5.1.4 (a) Lack of Shops, Hotels and other facilities

At Katas Raj there were no hotels or motel where people can stay. Even hotels or shops for fulfilling basic needs were missing. Areas in the surrounding of temples were not

much developed there was a Cadet College and one youth hostel where devotees stay during their visits. The building of nearby primary school was also used for staying of devotees but for locals and people from other cities there were no accommodation facilities. When I asked caretaker about it, he said:

We only provide accommodation facility to those devotees who come and visit katas raj in December and March on their occasion named Shevratri. A primary school and youth hostel are used by them for accommodation. Their stay lasts for three days and in these three days it is our responsibility to facilitate them.

According to visitor who comes there for the first time:

We face travel issues as roads were damaged however we managed to come here but when we found that there is not even a single hotel we disappointed largely. People will visit some place only when they found it worth visiting. While if we talk about Katas raj it is not a place worth visiting.

5.2 Mismanagement at Katas Raj

5.2.1 Absence of worshipers

Due to the deteriorated situation of Pakistan with its neighboring Hindu population country, there is no inflow of tourists towards the Hindu religious sites like Katas Raj in Pakistan

5.2.2 Disregard of Local People

People have no regard for the Hindu site Katas Raj. One respondent said:

Because of no proper check and balance a lot of destruction at the temples was viewed most of the temples boundaries doors and windows were destroyed. According to locals once these temples were having the artistic looks but after partitioning these temples were damaged by local community.

One of the individuals from local community who aged 80 years and was whole heartedly attached to this place marked that:

When we were young, we used to visit temples with our Hindu friends. There was a friendly atmosphere among both Hindus and Muslims, and both respects each other rituals. But after partition when Hindus started destroying our sacred buildings Muslims too start destroying their sacred places and Katas Raj temples are one of those buildings which get destroyed by Muslims.

He further added that:

After partition when no one was there to keep an eye people come here in the evening and stole all doors, windows and other important belongings of Hindus. At that time the temples were destroyed largely. All their gods and goddess were destroyed by people.

I also observed that only the temple of Shiva Ji has door which was closed and opened during the Hindus visits to the temple. Temples of Vishnu Maharaj named Satgarrah temples were the largest but was largely destroyed by local community and by visitors who visits the place. The walls of temples were decorated with flowers in past but due to lack of proper check and balance those walls were now decorated with some careless and uneducated villager's mobile numbers and lame words were written on the walls.

5.2.3. Destruction of Pond

Pond at the Katas Raj has its significance for Hindus because they were of the view that if they took Ashnan in this pond it will remove their sins. This pond has face serious destructions. According to views of local community in past this pond has clean and clear water and it has ability to fulfil not only the water needs of temples but also it fulfills the needs of surrounding villages including Choa Saidan Shah. One of the respondents from local community said that:

Once this pond's water was clean and clear and not only Hindus, but Muslims too used to take bath in pond's water. But after the construction of cement factories in the surroundings of Katas Raj the level of pond's water lowers down and water dries.

According to another respondent:

The ponds water was so deep in past that it fully covers the walls of Bara Dari and in our young ages when we go to take bath in pond we used to jump from Bara Dari in pond at that time water's level was high but now water dried completely.

On my visit to locale I observe the ponds water was flowing continuously. When I asked from the caretaker about this; he maintained that:

This is an artificial water which is flowing with the help of motor attached at the back side of rock from which the water was flowing.

Another respondent from the care takers of Katas Raj maintained that:

Water of pond dried fully due to cement industries the water which is flowing now from the pond is artificial water filled in the pond with the help of water tanks.

Cement factories were the main reason of destruction of the pond further no one pay attention to pond when the cement factories were built, and this largely affect the pond water. Hindus who mostly visit the place for ponds water now lack their interest and due to their lower number of visits the place becomes unknown for the people residing outside the boundaries of district Chakwal. As no sanctions were imposed on them despite such loss due to which the destruction further increased.

5.2.3 Negligence of Govt. Authorities

At any heritage site stakeholder is an important component. More the number of people working for management, preservation and conservation of site more will be chance of betterments. In present case I observe that only two stakeholders were working for Katas Raj i.e. Auqaf Department and Department of Archeology. The main stakeholders i.e. NGOs and Tourism department were missing in present case. Both of these have important role. NGO's can generate revenue for the conservation and preservation of this site and Tourism Department will make strategies for increasing tourism activities. Stakeholder collaboration is an important element for any of heritage site. Therefore, if both NGOs and Tourism department works in collaboration with other two existing stakeholders there are the chance that the site can gain importance. Another important stakeholder at heritage sites is the local community which will have an important role in the preservation and conservation of heritage site. But in present cconase the heritage site is one belonging to Hindus and the community residing along is one who are Muslim. Therefore, the community involvement is not possible. However, if the transportation facility is provided to those Hindus residing in a nearby village than the site will be flourish more.

5.2.4 Economic & Environmental Degradation

Mismanagement and lack of proper check and balance leads towards the pollution at Katas Raj temples. Water pond was filled with plastic bags, diapers and rappers of toffees, biscuits etc. On asking about the mismanagement which leads to pollution creation caretaker said:

It is not our responsibility to keep the place clean. Our responsibility was to install waste Bins which are here and there we cannot force visitors to put waste in bins.

Pond at Katas Raj was greatly suffered from pollution. Water becomes dirty. Moreover, plastic bottles were also thrown on the passages. People who visited the place have no sense of responsibility therefore this pollution occurs. If proper steps are taken than this place can be cleaned.

5.3 Interest of Local Community

Interest is the basic element which urge someone to visit a place or building. Interest is not something which a person inherent, but it is the feeling arouse when there is something presented worth visited or either people used to visit some building or place if they have interest in it. At Katas Raj people when lack common facilities they cannot develop their interests.

5.3.1 Antagonism due to Religion

Religion is the basic element when one talks about interests. As Katas Raj temples are totally representative of Hindu religion therefore most people hesitate to visit the place.

Mostly people from surroundings visits Katas Raj whereas local community has entirely different views about the place. One of my respondents said that:

We don't visit the place as it is Hindu property and according to our forefathers it is forbidden for us to visit the place.

Another respondent marked that:

When we were young, and our forefathers have good relations with Hindus we used to visit the place but after partition when Hindus from nearby villages even stopped visiting the place, we too avoid visiting it.

5.3.2 (b) Role of religious Scholars

Majority of visitors at the site when asked for promoting this site by urging their relative and others to visit the place they were reluctant as according to them why a Muslim wants to visit Hindus place. When they come to know about the motive of this research one of my respondent said:

Do you really think that it is our responsibility to promote Hindus place? I just visit this place as I heard about it and I was curious about it. But as I visited once I don't think so I would ever visit this place in future. The need of promotion of Hindus place should remain with Hindus.

A respondent from local community has same views he maintained that:

Our religious scholars told us to avoid visiting that place as it belongs to Hindus.

Moreover, Hindus never visited our mosques so we also should not visit their religious site.

5.3.2 Lack of socio-economic attachment to the place

The local community has in no way any benefit attached to the site. The Muslim majority living near the site have no social connection to the site. Nor they have any economic benefits attached to the site.

5.3.3 Dearth of Pride-worthiness

Due to the low lying status of the site up till now, people feel no proud of being the locals living in the vicinity of the second most sacred Hindu place on earth. Therefore, they do not feel any worth in attaching their identity to that site.

Chapter 6

Results and Conclusion

In this chapter, I will explain the results in the light of situation analysis. Through situation analysis, getting acquainted with the stakeholders, their duties and responsibilities, and what is the current situation of Katas Raj, a marketing framework for heritage sites is developed by using SOSTIC model for marketing.

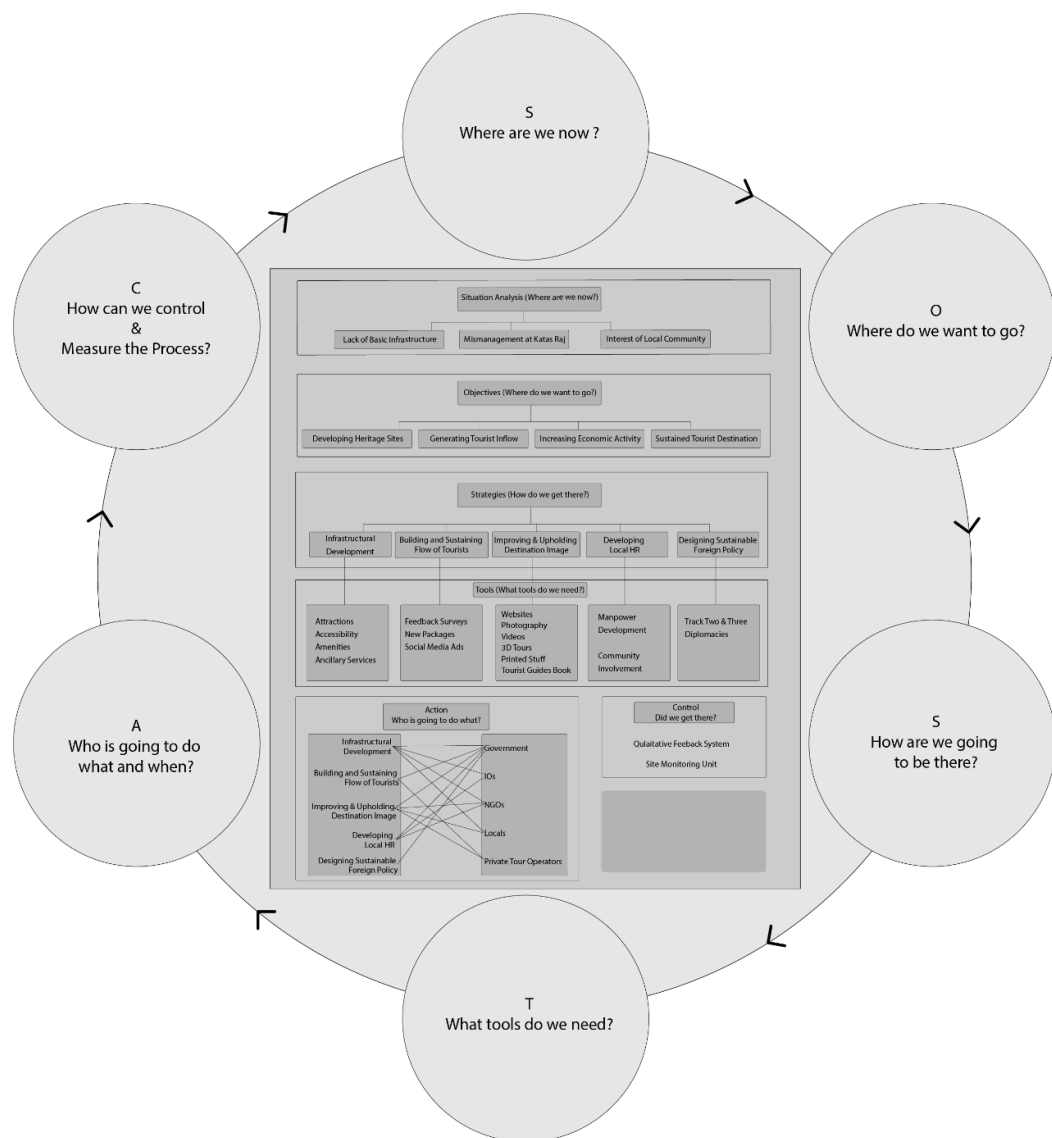


Figure 6.1: SOSTAC Marketing Model for Heritage Site

6.1 SOSTAC Model for Marketing Heritage Sites

This will include all the components of SOSTAC model. All the components are explained while taking consideration of heritage site situation of Katas Raj in Pakistan.

6.1.1 Situation Analysis

In current situation of Katas Raj can be divided in to three main themes: lack of basic infrastructure at the site, management at Katas Raj and Interest of Local Community. This digging will help in coming up with the next strategies for Katas Raj and other historic sites in Pakistan.

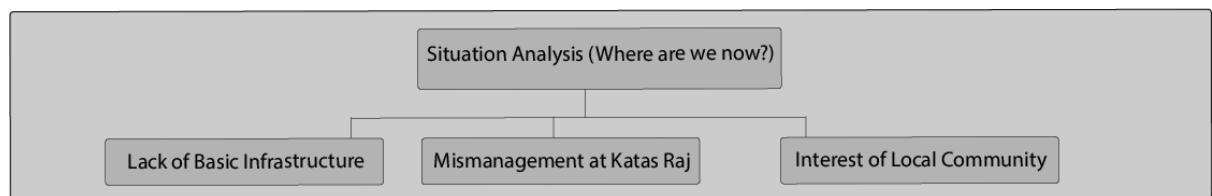


Figure 6.2: SOSTAC Marketing Model – Situation Analysis

Katas Raj lacks the basic infrastructure of a heritage site. There is no proper conservation and preservation work. Though entrance gates and boundary walls are constructed by the Department of Archeology. There are also sign boards and information panels at various places at the site. The wooden doors of the mandar building were stolen by the local community. They have been replaced by Archeology department, but the furnishing is fading away. The same is with the case of the painted walls where there are a lot of scribbles and writings on the walls by the visitors. The situation of pond is dismaying. There is no proper system of water ducts through which the water of pond could be replaced. In the present condition, visitors wouldn't love to perform their rituals.

The other problem is the issues of accessing the sites. There are a lot of pot-holes and broken roads that lead to the site. There is no public transport that could take the tourists

to the sites. The roads are so narrow that two trucks could not pass at the same time. Accessing the site is an issue. Tourists had to take rickshaws from the city to the site, which is quite costly. There is no parking for the Katas Raj. People had to park their vehicles outside near the local shop.

To provide the Hindus visiting the site, Department of Archeology has constructed hostel for their comfortable stay.

The second issue regarding Katas Raj is the site management issue. For the site management there is only one manager and a security guard. There are no other personnel working other than that. Manager use to sit in an office and serve as a guide for special visitors.

The third issue is the interest of the local community that considers it a Hindu place of worship. There are a lot of places like Katas Raj, where people had such religious places in their locality, but these people take care and promote the. The reason is that the local community is attached to this site either sociologically or economically.

6.1.2 Objectives

Keeping the situation analysis in mind, four main objectives must be kept in mind. These objectives will help from the start that is from development of the heritage sites to the sustaining of tourist destinations.

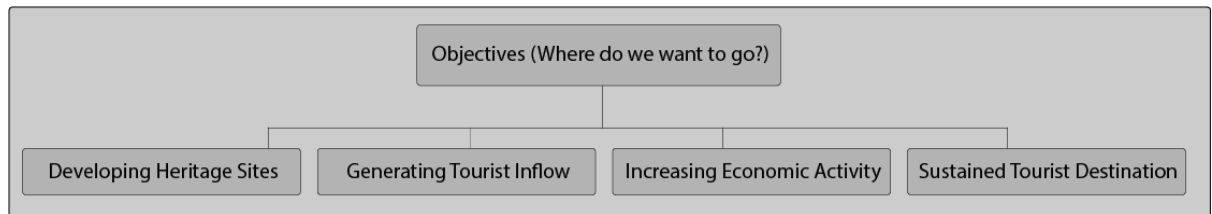


Figure 6.3: SOSTAC Marketing Model – Objectives

The developing heritage sites is the first objective that lies in the list. The rehabilitation of the ages old infrastructures is necessary through conservation and preservation methods. It will turn the tourist eyes towards its glory. Along with that, roads and highways and the public transport facilities are necessary to be built. To consolidate tourists' stay it is extremely necessary to provide amenities and ancillary services in the area.

To generate the tourist inflow is the second objective which would be achieved by making the sites presentable. In this objective, marketing and management tools could be applied to attract the tourists as individuals and group of people. This will generate the viability of the project.

The third objective is also dependent on the first objective, in which amenities, ancillary services and even public transport would be ensured. This objective is extremely important to engage a huge mass of people and develop dependencies upon the site. This economic dependency will let people digest the social and religious enmities by looking at the economic perspectives for them and their families.

The fourth objective revolves around different themes. The aspect of sustainability should be seen as sustaining the sites value, sustaining the environment, sustaining the tourist inflow and sustaining the interconnected dependencies etc. These aspects of sustainability would largely relate to the future of heritage sites that must be keep in mind.

6.1.3 Strategies

The whole aim of attaining a functional heritage site should involve five key strategies. The first strategy would be the development of infrastructure at site, thus laying the foundation for the next strategies. The second strategy involves two components i.e. building and sustaining the flow of tourists. This first component of this strategy would involve pulling the tourists towards the destination. The second component involves the use of feedback systems and customizing the opportunities for the tourists at the site. These systems would help in ensuring the repeat visits of the tourist at the heritage site. This strategy would also be achieved through the direct marketing of the destination with improved packages and facilities.

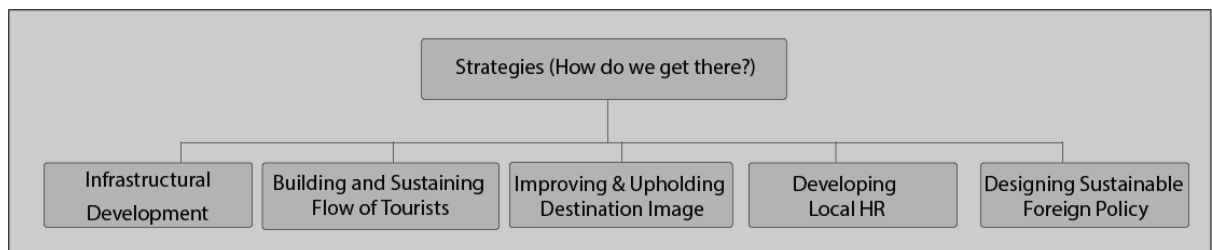


Figure 6.4: SOSTAC Marketing Model – Strategies

The third strategy in the list again involves two components. The first one is the improvement of the image of heritage site. This would not pull the heritage sites' lovers but all tourists to visit these sites. The second component is upholding the destination image. This would help in consolidating our second strategy and result in sustainable destination.

The fourth strategy of marketing heritage sites i.e. developing local human resource, depends on the local context of Pakistan. For example, the local community around the Katas Raj do not have much affiliation with the site. But to take their back in the whole

process by making them the stakeholders in management, service providers and entrepreneurs in this region would automatically turn the local community to act as the ambassadors for these sites.

The fifth and the last strategy that would be needed in the marketing of heritage sites lies at the federal list. The federal government must ensure the maintenance of the calm and peaceful relations with the countries whose visitors are the potential tourists of the place. In the case of Katas Raj, the foreign relations with India are important. The large Hindu community could only come to Pakistan if the visiting tourists and their inflow would be affected by the isolated events and escalations going on between the two states from the last 70 plus years. The policy must examine the issues that would not affect the inflow of the religious tourists coming in Pakistan whatever may be the situation going on in both countries.

6.1.4 Tools

The tools for implementing the strategy belongs to each strategy. To implement the first strategy, the attractions would be developed. To develop attractions, the conservation and preservation process would do the business. Furthermore, accessibility infrastructure would be developed, which includes, road infrastructure, public transport facility and parking spaces. To develop the amenities part, hotels and restaurants would be developed. The tourists visiting those sites must have all the amenities up to the international tourism standards. Furthermore, ancillary services that includes shops, medical facilities and emergency services, postal services and banks etc. must be developed to facilitate the tourist.



Figure 6.5: SOSTAC Marketing Model – Tools

The tools for the second strategy include the feedback surveys that would give insights about the immediate needs of the tourists and how the packages must be formulated according to the tourist needs. Therefore, these new packages and its information could be disseminated through social media platforms to the potential tourists. This would help in maintaining the flow of tourists to the sites.

To improve and uphold the destination image, websites of these sites should be developed. These websites should contain the photographs of the sites along with the videos and documentaries of the place. Along with that 3D virtual tours should also be prepared that would attract the tourist attentions in more dynamic way. Along with that printed stuff should be distributed in the soft form through websites and social media platforms, and in the form of booklets, brochures and pamphlets to the visiting tourists, so that they might have enhanced tourism experience.

To take the locals on board, it is important to develop the human resources among the local community. The community must be trained in the activities of management and service providers. The projects related to the sites must hire local people that could not only provide the local knowledge in the development process but take the ownership of

the site. To achieve the fifth objective, track two and three diplomacies could work better. Since countries consider track one diplomacy threatening to their portrayed image, track two diplomacy and track three diplomacy can work here.

6.1.5 Action

To determine that who is going to do what is an important decision to be made. Policies regarding these aspects are vital because duties allocated to the wrong stakeholders could make the things irregular and worse. Actions and works for the marketing of heritage sites must be performed by various departments.

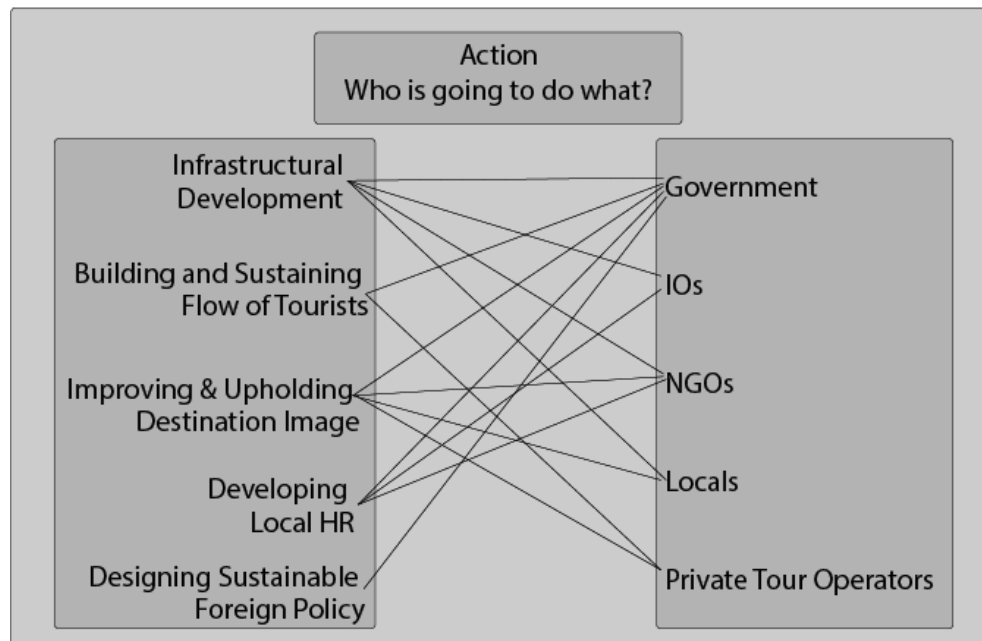


Figure 6.6: SOSTAC Marketing Model – Action

To develop the infrastructure, government, IOs and NGOs and locals would do the job. Conservation and preservation works would be performed by government and IOs. Construction of roads and highways and parking would be developed by government. Government would give opportunities to the local stakeholders to develop their businesses

of hotels and restaurants, shops and medical stores. Big private investments in the form of postal services and banks would be developed.

When it comes to the building and sustaining flow of tourists, only two stakeholders are handy that is government and private tour operators. The above discussed strategies could be applied by both stakeholders to manage the tourists inflow.

In improving and upholding destination image four stakeholders could play their role. Government obviously would lead the process, along with the private tour operators and locals to assist and promote their economic interest could also come forward. Along with them, heritage promoting NGOs and IOs could provide technical assistance in this regard.

Responsibility of developing local human resource comes on the shoulders of the government IOs and NGOs. All of these stakeholders could hire professional organisations that could produce customised human resource for the locale. The last thing on the to do list is the designing of sustainable foreign policy. This question relates with the seriousness of the government and even state. Keeping the state narrative regarding promotion of heritage sites should be crystal clear. The foreign policy points should deal different issues of the foreign policy separate from each other, so that the tourist inflow could not become the direct variable of countries relations with each other.

6.1.6 Control

The last lego in the whole marketing model for heritage site is control. In this part, all the activities are monitored to control the direction of plan.

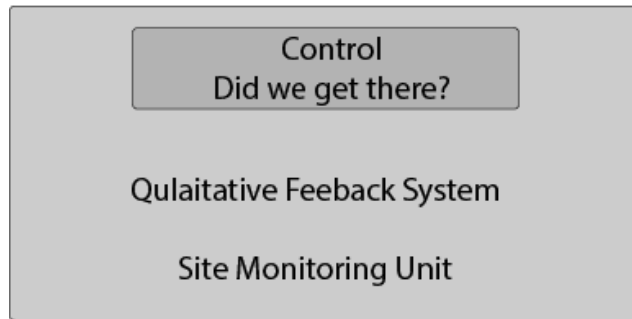


Figure 6.7: SOSTAC Marketing Model – Control

In this control part, two things are extremely necessary. The first one is the qualitative feedback system. Through this feedback system, tourists could be interviewed and their subjective feedbacks and genuine responses could be noted. This feedback system would feed the data to the situation analysis part. In this way the real considerations could be integrated in future works. The second component is the establishment of site monitoring unit. Site monitoring unit will also take care of the implemented projects and give back recommendations to be fed for the future situation analysis.

6.2 Conclusion

In this research, the current situation analysis of the heritage site – Katas Raj was done. With the help of this situation analysis, the above framework was designed for the marketing of heritage sites like Katas Raj in Pakistan. By keeping in mind the key stakeholders at other sites in Pakistan and the issues and problems that are similar at the other sites, this marketing framework would act as a guide to the policy makers in the future in developing an efficient marketing model for heritage sites.

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Appendix

Pictures of Heritage Site – Katas Raj



Picture 1: Inside in Rama Chandra Temple



Picture 2: Marble Floor at Ramachandra Temple



Picture 3: A view of semi-restored walls at the Hari Singh haveli



Picture 4: Information board regarding the original 7 temples



Picture 5: Boundary of Katas Raj project by Department of Archeology



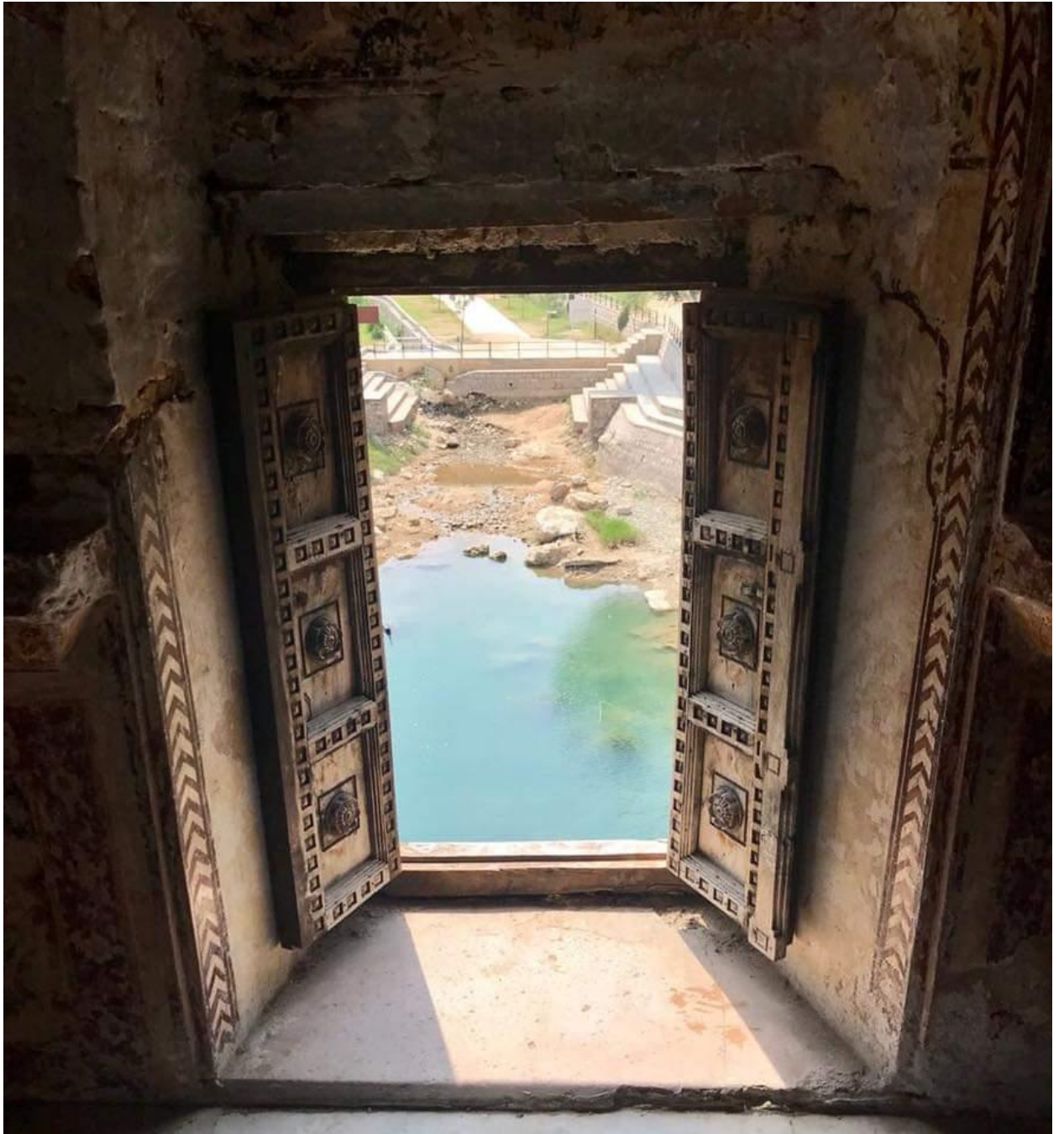
Picture 6: Pond at Kataraj



Picture 7: Ceiling of Kataraj



Picture 8: Ceiling of Katas Raj Mughal Architecture is not visible



Picture 9: The Door of Hari sing Haveli



Picture 10: Present condition of the Tempe gate



Picture 11: Present condition of Pond



Picture 12: Scribble and writings on the walls



Picture 13: The Berragi Haveli and Old Library



Picture 14: Scribble and writings on the walls



Picture 15: Arched Entrance