

Paideia approach: **Bridging tourism and community development** on the basis of **heritage** enhancement

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Objectives | The main objective of this research is to present the concept of “Paideia approach to Heritage management and enhancement on behalf of local communities”. We intend to provide an overview of the scientific work started in 2006 and that was the first step towards the development of this theory. In the concluding section we introduce the scientific research currently being carried out in line with this concept.

Methodology | We considered inappropriate choosing a rigid research strategy to analyze the quality of cultural heritage management: we adopted a mixed research strategy (quantitative-qualitative). Accordingly, we selected the ‘case study’ method, which is “frequently site for the employment of both quantitative and qualitative research” (Bryman, 2008: 53). Our population (Fortin, 1999: 203-204) was represented by all the Portuguese Archaeological sites open to the public: this restriction guaranteed to consider only the places that are being officially enhanced and mobilized for tourism. The site chosen for the analysis was the museum and archaeological area of Conimbriga, Portugal, as the most representative archaeological site open to visitors in Portugal.

We adopted techniques of data collection such as semi structured interviews to site managers and conducted direct non-participant observation on site (Wilkinson and Birmingham, 2003). We also analyzed some documents, such as the book of complaints as well as the quantitative data about visitors from the year 1987. The empirical phase of the research was preceded by a systematic review of literature about the topic (Boniface and Flower, 1993; Timothy and Boyd, 2003), including the analysis of guidance documents produced by supranational entities in the field of Cultural heritage management (Icomos, 1964; Icomos, 1996; UNESCO, 2006).

Main results and contributions | The analysis revealed the existence of high level skills among the staff operating in the archaeological area of Conimbriga as well as the implementation of innovative tools of Archaeological interpretation (Personal and Non-personal media) (Binks et al., 1988). Still, the current management model is characterized by several links to no-profit organizations for local development. Yet, all these positive initiatives lack of continuity due to the

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absence of autonomy, above all financial, of local managers. The need of a decentralization of responsibilities represents the most serious operational limitation for a greater efficiency and quality of management, and this is maybe one of the most important results of the study.

On the other hand, from a more theoretical point of view, the research showed a gap between the supranational guidelines for heritage management and the policies actually implemented. It led us to the elaboration of the concept of 'Paideia approach to heritage management and enhancement'. Inspired by the Socratic ideal of Paideia, this concept represents our theoretical contribution in the area of heritage management and tourism. In short, as Socrates identifies two phases in the growth process of a man – 'the construction of the self' (from the cultural point of view) and the encounter with 'the others' (other cultures) (Jaeger, 1936); in the same way, we believe that the heritage management should consist of two phases: a great effort for the cultural and social development of local communities based on cultural heritage enhancement; and the tourist mobilization of the cultural heritage for tourism, not only as a way of economic development, but also as a vehicle of intercultural dialogue and cross-cultural understanding. In this sense, the potential of cultural heritage and, particularly, archaeology as a factor of social development (Oosterbeek *et al.*, 2011), combines with the opportunities offered by the paradigmatic changes in tourism (from both supply and demand side): from '3s' tourism to '3I' tourism - leisure, learning and landscape (Carbone, 2011:111).

Limitations | The secondary analysis of data has been particularly satisfying. The main limitation of the study refers to the primary analysis: the small number of interviews degrades the external validity of the empirical study. However, today, in constructing the methodology of the current research, this limitation is taken into account in order to be avoided.

Conclusions | The study revealed both positive and negative aspects in the management of cultural heritage. Above all, the study of theories and international guidelines on the management of heritage on behalf of society, led to the individuation of a gap between these guidelines and the current management policies. It motivated us to further reflections, depth studies and readings, until the conception of a new management paradigm bridging tourism and community development on the basis of heritage enhancement. The Paideia approach to heritage management aims to highlight the fundamental contribution of cultural heritage in the process of social development and its role in the promotion of intercultural dialogue.

This postulate underlying our current work: we are now investigating in more detail the perception of the concept of 'quality' in the management of cultural heritage, through the study of sites of heritage value certified by Herity - global evaluation system. In particular, based on the paradigm of Paideia approach, we aim to understand if the concept of 'quality' in heritage management takes into account the important role of cultural heritage within the social development of communities and in the promotion of intercultural dialogue through tourism.

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