Innovation at Heritage Tourist Attractions

Thesis submitted by

Julia Margaret CROZIER, BA (Hons)

Submitted in fulfilment of the requirements for the degree of
Doctor of Philosophy
University of Tasmania

March 2012
Declaration of Originality

This thesis contains no material which has been accepted for a degree or diploma by the University or any other institution, except by way of background information and duly acknowledged in the thesis, and to the best of my knowledge and belief no material previously published or written by another person except where due acknowledgement is made in the text of the thesis, nor does the thesis contain any material that infringes copyright.

Julia Crozier: ..............................................

Dated: ....................................................
Authority of Access

This thesis may be made available for loan and limited copying in accordance with the Copyright Act 1968

Julia Crozier: ........................................

Dated: ........................................
If heritage attractions are to be economically sustainable, they must be relevant to their potential and current audiences. If they are to be socially and environmentally sustainable, they must also ensure their heritage significance does not fade with the passing of time. Heritage attractions arguably exist within an environment shaped by disequilibrium where public perception shifts constantly as each generation imposes their own attitudes and values on the past and how it is represented. If heritage attractions are part of a global inheritance they must innovate to meet changing demands at the same time as supplying new, meaningful experiences for each generation. Significance values are reflected by the choice of built heritage, artefacts, relics, myth and narrative; how these become mutable resources for innovation at the same time as providing a competitive advantage is a focus of this study.

In order to navigate through the constantly shifting environment, iconic heritage tourist attractions typically follow a pattern of innovation waves fluctuating between periods of activity and periods of inertia as they seek to maintain their relevance to a contemporary audience. With each wave of innovation, operators of heritage attractions gauge their level of acceptable risk and shape the innovation accordingly. Innovation occurs within parameters dictated by contemporary forces prevalent within the environment. How heritage attractions achieve innovative outcomes is an issue for the operators of heritage attractions.

Innovation is frequently slow and incremental, meaning it is almost invisible in the short term; therefore, a historical case study at a single heritage attraction, separated into three comparable and adjacent periods was used to identify innovation and its effects. Several types of innovation were identified; specifically product, process, position and paradigm innovations. The forces that drove and determined innovation at different times were also identified and a model developed which may be applicable to other heritage attractions in the future.

This research makes several contributions to knowledge. First it is shown that the heritage product can be defined in terms of access. This may be physical, virtual, emotional and/or intellectual. Second, the research presents a new definition of the process that occurs during the co-production of the tourist experience product. Third, viewing the access product as a component of the tourist experience product provides a different lens for considering whether heritage attractions are innovative.
The opportunity to undertake this study has been challenging as well as satisfying and I would like to thank those people and organisations that have played central roles in making it possible.

The study was made possible by scholarships from the Australian Innovation Research Centre, the Sustainable Tourism Cooperative Research Centre and the University of Tasmania, and to each of those organisations, thank you.

My Supervisors have provided a range of complementary skills and views, creating a rich and diverse breadth of advice, invaluable in a cross-disciplinary study such as this. First, thank you to Dr Celmara Pocock who has undertaken the dual role of friend and Supervisor. Despite moving state and jobs help was always forthcoming and our long meetings over coffee at the Queensland State Library and hours on Skype have been both extremely valuable and enjoyable. Thanks also to Professor Jonathan West who first offered me the opportunity to join the Australian Innovation Research Centre as a PhD scholarship candidate, his faith in my ability gave me the confidence to go ahead. Thanks to Dr John Byrom who joined the Supervisory team in the second year and who has provided help, support and invaluable advice about how to get through the writing - and mental - process. Thanks also to Professor Michael Hess who was a Supervisor in the first year, during which time our conversations helped to frame the study, and for which I am grateful. I would also like to thank Carol Harding, Professor Jack English and Dr Colin Jones at the Australian Innovation Research Centre for being my ‘4th floor buddies’ and offering plenty of ad hoc advice as well as helping to make the past four years so enjoyable.

From my heart I would like to thank my family, both in Australia and in England. I could not have managed to complete this study without the love and support of my husband, Anthony, who has provided encouragement and motivation, and so much more, throughout the process. Thank you to my stepdaughter Angela who has been here for me throughout the PhD journey, helping to create structure and routine in my days. Also thanks to Homer and Buster who have insisted that I get exercise each day, providing the tonic needed to revitalise the brain during many late afternoons. Thank you also to my family in England, particularly my Mum and Dad who, once upon a time made a large investment in my education which has taken rather longer than expected to mature!
# TABLE OF CONTENTS

**Front Business**
- Declaration of Originality                  ii
- Authority of Access                       iii
- Abstract                                  iv
- Acknowledgements                          v
- Table of Contents                          vi
- List of Figures                           x
- Map of Port Arthur                        xi

**CHAPTER ONE**
- Introduction                              1

**CHAPTER TWO: Literature Review**

**Part One: Attractions**
- The importance of Attractions to Tourism  6
- Heritage Attractions: A discrete sector   7
- The Iconic Heritage Tourist Attraction    9
- Competitive advantages at Heritage Attractions  11
- Interaction between the primary and secondary product in the co-production process  13
- Products and services at Heritage Attractions  14
- Different Forms of access and their effects  17
- The Process of co-producing the Heritage Experience  18
- Entertainment, Education, Aesthetics and Escapism at Heritage Attractions  21

**Part Two**
- Introduction                              23
- Different types of innovation for different types of outcome  24
- Theories which link tourism, development and innovation  26
- Forces which drive and determine innovation at heritage attractions  30
  - The Internal Forces                       31
  - The External Forces                       33

**Part Three**
- The Heritage Context                      38
- Balancing the aims of conservation and tourism  40
- Commodification and exchange in the heritage context  41
- Parameters of innovation in the heritage context  42
  - Meaning and Symbolism                    42
  - Place                                   43
  - Identity                                44
  - Time                                     45
  - Knowledge                                47
- Conclusion                                48

**CHAPTER THREE: Method**
- Introduction                              50
- The Initial Approach                      50
- A brief description of Port Arthur Historic Site  52
- Identifying innovation at heritage attractions  53
<table>
<thead>
<tr>
<th>Chapter Seven: A Place for Heritage Tourists</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>156</td>
</tr>
<tr>
<td>The External Environment</td>
<td>156</td>
</tr>
<tr>
<td>The Burra Charter and the Australian Heritage Commission</td>
<td>156</td>
</tr>
<tr>
<td>The Franklin Dam Dispute</td>
<td>157</td>
</tr>
<tr>
<td>The Port Arthur Massacre</td>
<td>159</td>
</tr>
<tr>
<td>National Identity in Australia</td>
<td>160</td>
</tr>
<tr>
<td>Management: Parks and Wildlife Service</td>
<td>161</td>
</tr>
<tr>
<td>The 1970s Plans</td>
<td>162</td>
</tr>
<tr>
<td>The 1980s Plans</td>
<td>170</td>
</tr>
<tr>
<td>Port Arthur Conservation and Development Project</td>
<td>179</td>
</tr>
<tr>
<td>The Port Arthur Historic Site Management Authority</td>
<td>182</td>
</tr>
<tr>
<td>Crisis Management</td>
<td>188</td>
</tr>
<tr>
<td>Damage Control</td>
<td>189</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter Eight: Discussion and Conclusion</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Internal and External Environments</td>
<td>191</td>
</tr>
<tr>
<td>The Product</td>
<td>192</td>
</tr>
<tr>
<td>Physical Access</td>
<td>194</td>
</tr>
<tr>
<td>Virtual Access</td>
<td>196</td>
</tr>
<tr>
<td>The Process</td>
<td>198</td>
</tr>
<tr>
<td>Heritage Raw Materials</td>
<td>198</td>
</tr>
<tr>
<td>Interpretation: Emotional and Intellectual Access</td>
<td>202</td>
</tr>
<tr>
<td>Tourist Attributes</td>
<td>204</td>
</tr>
<tr>
<td>The Tourist Experience</td>
<td>205</td>
</tr>
<tr>
<td>Organisational Paradigms</td>
<td>208</td>
</tr>
<tr>
<td>Self-sufficiency – problem and solution</td>
<td>209</td>
</tr>
<tr>
<td>National identity and the ownership of heritage</td>
<td>211</td>
</tr>
<tr>
<td>The Pattern of Innovation – the innovation wave</td>
<td>212</td>
</tr>
<tr>
<td>A framework to explain the drivers and determinants of innovation</td>
<td>214</td>
</tr>
<tr>
<td>Internal drivers and determinants</td>
<td>216</td>
</tr>
<tr>
<td>External drivers and determinants</td>
<td>217</td>
</tr>
<tr>
<td>Trajectories</td>
<td>217</td>
</tr>
<tr>
<td>Actors</td>
<td>220</td>
</tr>
<tr>
<td>The model of innovation at Heritage Attractions</td>
<td>223</td>
</tr>
<tr>
<td>Events – self and place</td>
<td>223</td>
</tr>
<tr>
<td>The Time-Lag</td>
<td>225</td>
</tr>
<tr>
<td>Meaning</td>
<td>226</td>
</tr>
<tr>
<td>Conclusion</td>
<td>227</td>
</tr>
<tr>
<td>Future Research and Applications</td>
<td>231</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>References</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix One</td>
<td>265</td>
</tr>
<tr>
<td>Appendix Two</td>
<td>266</td>
</tr>
<tr>
<td>Appendix Three</td>
<td>270</td>
</tr>
<tr>
<td>Appendix Four</td>
<td>282</td>
</tr>
</tbody>
</table>
Figure One:
The interactions between primary and secondary products in the process of co-production at heritage attractions................................................................. 16

Figure Two:
Experience Realms (Pine & Gilmore 1999, p.30) ......................................................... 22

Figure Three:
The Innovation Space Model (Bessant & Davies 2007, p.67) ................................. 25

Figure Four:
Driving forces behind service innovation (Sundbo & Gallouj 2000, p.21) .......... 32

Figure Five:
The Pattern of Innovation: Waves of Activity and Inertia .............................. 213

Figure Six:
The Driving Forces behind Innovation at Heritage Tourist Attractions .......... 215

Figure Seven:
The Innovation System at Heritage Tourist Attractions ................................... 224