



Department of Tourism & Northern Studies

MAKING LAHORE A BETTER HERITAGE TOURIST DESTINATION

Muhammad Arshad

Master thesis in Tourism- November 2015



Abstract

In recent past, tourism has become one of the leading industries of the world. Whereas, heritage tourism is one of the fastest growing sectors in tourism industry. The tourist attractions especially heritage attractions play an important role in heritage destination development. Lahore is the cultural hub of Pakistan and home of great Mughal heritage. It is an important heritage tourist destination in Pakistan, because of the quantity and quality of heritage attractions. Despite having a great heritage tourism potential in Lahore the tourism industry has never flourished as it should be, because of various challenges. This Master thesis is aimed to identify the potential heritage attractions of Lahore for marketing of destination. Furthermore, the challenges being faced by heritage tourism in Lahore and on the basis of empirical data and theoretical discussion to suggest some measures to cope with these challenges to make Lahore a better heritage tourist destination.

To accomplish the objectives of this thesis, various theoretical perspectives regarding tourist destination development are discussed in this thesis including, destination marketing and distribution, pricing of destination, terrorism effects on destination, image and authenticity of destination. The empirical data is collected and analyze on the basis of these theories. Finally the suggestions are made to make Lahore a better heritage tourist destination.

Key words: Heritage tourism, tourist attractions, tourist destination, destination marketing, destination image, terrorism, authenticity, Lahore.

Acknowledgement

Working with this Master thesis has been very interesting and challenging at a time. I would like to take this opportunity to express my gratitude to the people who helped me in accomplishing this thesis. Without their co-operation, it would have been very difficult for me to complete this research work.

First of all I would like to say thanks to the Officials of Tourism Development Corporation of Punjab (TDCP), for giving me their support and necessary information. I would also like to say thanks to all the respondents who participated in this project and helped me in gathering necessary information.

I am also grateful to my supervisor Olsen Kjell Ole Kjærland, Professor at the Institution for Tourism and Northern Studies, for his valuable guidance and support.

Finally, thanks to my family especially to my parents who have always been very supportive throughout this project.

TABLE OF CONTENTS

| | |
|---------------------------------------------------------------------------|-----------|
| 1. INTRODUCTION | 9 |
| 1.1 BACKGROUND | 9 |
| 1.2 PROBLEM STATEMENT | 10 |
| 1.3 RESEARCH QUESTIONS | 11 |
| 1.4 OBJECTIVE OF RESEARCH | 11 |
| 1.5 LAHORE | 11 |
| 1.5.1 LAHORE FORT | 12 |
| 1.5.2 SHALIMAR/SHALAMAR GARDEN | 14 |
| 1.5.3 LAHORE MUSEUM | 16 |
| 1.5.4 EMPEROR JAHANGIR'S MAUSOLEUM | 17 |
| 1.5.5 BADSHAHI MASJID | 18 |
| 2. THEORETICAL FRAMEWORK | 20 |
| 2.1 INTRODUCTION | 20 |
| 2.2 HERITAGE TOURISM | 21 |
| 2.3 TOURIST ATTRACTIONS | 21 |
| 2.4 TOURIST DESTINATION | 22 |
| 2.5 ROLE OF HERITAGE ATTRACTIONS IN TOURIST DESTINATION DEVELOPMENT | 23 |
| 2.6 DESTINATION MARKETING | 24 |
| 2.6.1 TOURISM MANAGEMENT AT DESTINATION | 25 |
| 2.6.2 MARKETING MIX AND PRODUCT DEVELOPMENT FOR DESTINATION | 26 |
| 2.7 DISTRIBUTION / MARKETING CHANNELS FOR DESTINATION | 26 |
| 2.8 PRICING FOR DESTINATION | 27 |
| 2.9 TERRORISM | 28 |
| 2.9.1 TERRORISM AND TRAVELER'S RESPONSE | 28 |
| 2.9.2 MANAGING THE IMPACT OF TERRORISM | 29 |
| 2.9.3 CRISIS MANAGEMENT AND CRISIS MANAGEMENT TASKFORCE | 29 |
| 2.10 DESTINATION IMAGE | 31 |
| 2.11 AUTHENTICITY | 31 |
| 2.12 APPLICATION OF THEORIES | 31 |
| 3. METHODOLOGY | 33 |
| 3.1 RESEARCH DESIGN | 33 |
| 3.2 SCIENTIFIC APPROACH | 34 |
| 3.2.1 DEDUCTION | 34 |
| 3.2.2 INDUCTIVE | 35 |
| 3.2.3 SCIENTIFIC PERSPECTIVE OF THIS THESIS | 35 |

| | |
|------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.3 RESEARCH METHOD | 36 |
| 3.3.1 QUANTITATIVE METHOD | 36 |
| 3.3.2 QUALITATIVE METHOD | 36 |
| 3.3.3 RESEARCH METHOD OF THESIS..... | 36 |
| 3.4 DATA COLLECTION METHOD | 37 |
| 3.4.1 PRIMARY DATA | 37 |
| 3.4.1.1 INTERVIEW | 37 |
| 3.4.1.2 QUESTIONNAIRE..... | 38 |
| 3.4.2 SECONDARY DATA..... | 38 |
| 3.4.3 DATA COLLECTION METHODS FOR THESIS | 38 |
| 3.5 SAMPLING..... | 39 |
| 3.5.1 SAMPLING FOR THIS THESIS..... | 40 |
| 3.6 RESEARCH CREDIBILITY | 40 |
| 3.6.1 VALIDITY | 40 |
| 3.6.2 RELIABILITY | 40 |
| 3.6.3 VALIDITY AND RELIABILITY FOR THIS THESIS | 40 |
| 3.7 SUMMARY OF METHODOLOGY | 41 |
| 4. EMPIRICAL DATA | 42 |
| 4.3 RESEARCH QUESTIONS VS QUESTIONNAIRE QUESTIONS..... | 42 |
| 4.4 POTENTIAL HERITAGE ATTRACTIONS OF LAHORE FOR MARKETING..... | 43 |
| 4.4.1 TDCP OFFICIALS INTERVIEW | 43 |
| 4.4.2 TOURISTS INTERVIEW..... | 43 |
| 4.4.2.1 LAHORE IS THE MOST IMPORTANT HERITAGE TOURIST DESTINATION OF PAKISTAN | 43 |
| 4.3 PERCENTAGE OF RESPONDENTS REGARDING BEST HERITAGE DESTINATION OF PAKISTAN | 44 |
| 4.4.2.2 HERITAGE TOURISM CREATES MORE JOBS AND BUSINESS OPPORTUNITIES..... | 44 |
| 4.4.2.3 HERITAGE TOURISM PROVIDES MORE RECREATIONAL OPPORTUNITIES.... | 44 |
| 4.4.2.4 HERITAGE TOURISM IS THE FASTEST GROWING SECTORS OF TOURISM INDUSTRY | 44 |
| 4.4.2.5 THE POTENTIAL HERITAGE ATTRACTIONS OF LAHORE | 45 |
| 4.4.2.6 THE HERITAGE ATTRACTIONS, TOURISTS LIKE TO VISIT THE MOST | 45 |
| 4.5 THE CHALLENGES FACING BY TOURISM INDUSTRY IN LAHORE..... | 46 |
| 4.5.1 TDCP OFFICIALS INTERVIEW | 46 |
| 4.5.1.1 THE ROLE OF MARKETING IN DESTINATION DEVELOPMENT, AND HOW MARKETING OPTIMIZE THE STAKEHOLDERS BENEFIT | 46 |
| 4.5.1.2 THE DISTRIBUTION CHANNELS USE TO MARKETING LAHORE | 47 |

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 4.5.1.3 THE PRICE OF LAHORE AS HERITAGE TOURIST DESTINATION | 47 |
| 4.5.1.4 THE IMPORTANCE OF AUTHENTICITY AND CONSERVATION OF MONUMENTS IN HERITAGE TOURISM..... | 48 |
| 4.5.1.5 THE OTHER CHALLENGES AND THEIR EFFECTS ON HERITAGE TOURISM ... | 48 |
| 4.5.1.6 THE IMPORTANCE OF CRISIS MANAGEMENT TASKFORCE IN TOURIST DESTINATION DEVELOPMENT | 48 |
| 4.5.1.7 THE ROLE OF TOUR OPERATORS IN DESTINATION DEVELOPMENT | 49 |
| 4.5.1.8 THE EDUCATION FACILITIES AVAILABLE FOR GOVERNMENT OFFICIALS AND TOUR OPERATORS..... | 49 |
| 4.5.1.9 THE IMPORTANCE OF TOURISTS EDUCATION IN DESTINATION DEVELOPMENT..... | 49 |
| 4.5.1.10 FUTURE OF HERITAGE TOURISM IN LAHORE | 49 |
| 4.5.2 TOURISTS INTERVIEW | 50 |
| 4.5.2.1 HOW DO YOU COME TO KNOW ABOUT THE MONUMENTS IN LAHORE | 50 |
| 4.5.2.2 SATISFACTION WITH THE MARKETING OF HERITAGE TOURISM IN LAHORE | 50 |
| 4.5.2.3 COST OF VISITS AFFECT TOURISM ACTIVITIES IN LAHORE | 51 |
| 4.5.2.4 IMPACT OF TERRORISM ON HERITAGE TOURISM IN LAHORE | 51 |
| 4.5.2.5 TOURISM ACTIVATES STRONGLY DEPEND ON POSITIVE IMAGE OF DESTINATION | 51 |
| 4.5.2.6 SATISFACTION WITH THE FACILITIES PROVIDED BY THE GOVERNMENT ... | 52 |
| 4.5.2.7 OTHER CHALLENGES FACING BY HERITAGE TOURISM IN LAHORE | 52 |
| 5. ANALYSIS..... | 53 |
| 5.1 HERITAGE IS THE FASTEST GROWING SECTOR OF TOURISM..... | 53 |
| 5.2 TOURIST ATTRACTIONS AND DESTINATION DEVELOPMENT..... | 53 |
| 5.3 DESTINATION MARKETING AND DISTRIBUTION CHANNELS..... | 54 |
| 5.4 PRICING/POOR ECONOMY AND TOURIST DESTINATION DEVELOPMENT..... | 55 |
| 5.5 TERRORISM EFFECTS ON DESTINATION DEVELOPMENT..... | 56 |
| 5.6 IMAGE AND DESTINATION DEVELOPMENT | 57 |
| 5.7 AUTHENTICITY AND DESTINATION DEVELOPMENT..... | 57 |
| 5.8 EDUCATION AND DESTINATION DEVELOPMENT..... | 58 |
| 6. DISCUSSION AND CONCLUSION | 59 |
| 6.1 WHAT ARE THE POTENTIAL HERITAGE ATTRACTIONS OF LAHORE FOR MARKETING OF THE DESTINATION? | 59 |
| 6.2 WHAT ARE THE CHALLENGES BEING FACED BE TOURISM INDUSTRY IN LAHORE AND HOW TO COPE WITH THESE CHALLENGES TO MAKE LAHORE A BETTER HERITAGE TOURIST DESTINATION?..... | 60 |

| | |
|----------------------------------------------------------------|-----------|
| 6.2.1 DESTINATION MARKETING/DISTRIBUTION CHANNELS | 60 |
| 6.2.2 PRICING/POOR ECONOMY AND DESTINATION DEVELOPMENT..... | 62 |
| 6.2.3 TERRORISM AND DESTINATION DEVELOPMENT..... | 63 |
| 6.2.4 IMAGE AND DESTINATION DEVELOPMENT | 64 |
| 6.2.5 AUTHENTICITY AND DESTINATION DEVELOPMENT | 64 |
| 6.2.6 PROFESSIONALS EDUCATION AND DESTINATION DEVELOPMENT..... | 65 |
| 6.3 CONCLUSION | 66 |
| 7. REFERENCES | 67 |
| APPENDIX-A (GOVERNMENT OFFICIALS) | 72 |
| APPENDIX-B (FOR TOURISTS) | 73 |

List of Figures

| | |
|--------------------------------------------------------------------------------------------|----|
| Figure- 1.1 Main entrance of Lahore Fort..... | 14 |
| Figure- 1.2 Inside view of Shalamar Garden..... | 15 |
| Figure- 1.3 Building of Lahore Museum..... | 17 |
| Figure- 1.4 Site of Emperor Jahangir Tomb..... | 18 |
| Figure- 1.5 Main entrance of Badshahi Mosque..... | 19 |
| Figure- 2.1 Number of international tourist arrival worldwide from 1995 to 2014..... | 20 |
| Figure- 2.2 the dynamic wheel of tourism stakeholders..... | 24 |
| Figure- 3.1 Process of deductive reasoning..... | 35 |
| Figure- 3.2 Process of inductive reasoning..... | 35 |
| Figure- 3.3- Summary of data collection methods used in this Thesis..... | 39 |
| Figure- 4.3 Percentage of respondents regarding best heritage destination of Pakistan..... | 44 |
| Figure- 4.4 Heritage tourism is the fastest growing sector of tourism industry..... | 45 |
| Figure- 4.5 Top most visiting heritage attractions of Lahore..... | 46 |

List of Tables

| | |
|-------------------------------------------------------------------------------|----|
| Table-1.1 Number of tourists visiting different monuments in Lahore..... | 12 |
| Table- 2.1 Strategic management and marketing objective for destinations..... | 25 |
| Table- 4.1 Interlinkage of Research Questions Vs Questionnaires..... | 42 |

Terminologies

TDCP- Tourism Development Corporation of Punjab

DMO- Destination Management Organizations

CSF- Critical Success Factors

1. Introduction

In this chapter, background knowledge is given to the reader about Pakistan and its tourism potential, followed by problem statement derived from literature review led to the research questions and objectives of the research study. After this an introduction of Lahore (a study site) and its tourism potential is given along-with highlighting Lahore's potential heritage tourist attractions including, Lahore Fort, Shalamar Garden, Lahore Museum, Jahangir Tomb and Badshahi Masjid.

1.1 Background

Pakistan is a rich country in natural and manmade tourist attractions i.e. deserts, mountains, lakes, rivers, sea, forests, ancient monuments and valleys. All these attractions make Pakistan a good potential tourist destination. Pakistan is a home of adventure lovers because world's three biggest mountain ranges, The Himalayas, The Karakoram and The Hindukush are in Northern areas of Pakistan. *“These spectacular mountain ranges are home of five out of fourteen above 8000m high peaks in the world including second highest mountain peak of the world The K-2 with height of 8611m”* (Kamran, 2013 p82). Moreover the second and third longest glaciers of the world are also situated in these mountains. This is a big attraction for mountaineering and trekking lovers.

Beside this, Pakistan is potentially a good tourist destination for cultural and heritage lovers because The Indus and Gandhara Civilizations, and a great Mughals heritage also exists in Pakistan particularly in Lahore city. Additionally, Pakistan is very famous for religious tourism, because sacred religious places of different religions exist all over Pakistan. The people from various countries with different religions come to visit these sacred places. Top five tourist destinations in Pakistan are Lahore, Taxila, The Karakoram highway, Karimabad and Lake SaifulMaluk (Kamran, 2013).

Since, Lahore is a capital city of Punjab province of Pakistan that is why a huge number of visitors from all over Pakistan visit Lahore on daily basis. People visit Lahore with different aims e.g. business, medical, jobs and leisure. Regardless the purpose of their visit, most of the visitors end up their trip while visiting heritage places of Lahore. Most famous heritage attractions in Lahore include Lahore Fort, Shalamar Garden, Lahore Museum, Badshahi/Royal Mosque, Emperor Jahangir Tomb, Hiran Minar, Anarkali Bazar etc.

Having said that the tourism sector in Pakistan in general and Lahore in particular is unheeded from public and private sectors. Due to lack of marketing the visitors particularly the international visitors are not well aware about the treasure of heritage attractions in Lahore. Furthermore there are infrastructural issues in Lahore. As noted by (Kamran, 2013) that in Lahore infrastructural facilities are not good enough, which is a big challenge in development of tourism industry. It is a big hurdle in promoting heritage tourism in Lahore. The quantity and quality of heritage attractions in Lahore can make Lahore a best heritage tourist destination in Pakistan. That is why it is the time to take some serious actions for the betterment of heritage tourism and to make Lahore a better heritage tourist destination.

1.2 Problem Statement

Despite having a huge heritage tourism potential, the tourism industry in Lahore has not flourished as it should be. There are many challenges behind this, for example lack of marketing. According to the research of (Kamran, 2013) through marketing, specific characteristics of an individual tourist attraction or destination can be highlighted to motivate domestic and international tourists. Whereas, in Lahore there is not even a single attraction, which is being promote especially in international market. That is a hindrance in development of heritage tourism industry in Lahore. Poor economic conditions are another challenge in promotion of tourism in Lahore. Presently Pakistan is facing severe energy crisis. People are not getting jobs particularly from private sector; resultantly they do not have enough money to spend on leisure activities. Terrorism is also a challenge facing by heritage tourism in Lahore. Pakistan is facing terrorism since long, and every corner of the country has faced terrorist activities. Terrorism has damaged every industry and tourism is one of them. Terrorist activities create fear in minds of domestic tourists. Beside this, negative media reporting about these incidents badly damage the image of Lahore as risk free tourist destination, especially in the eyes of international tourists (Kamran, 2013). Qualified professionals are required to develop and manage a tourist destination. In Lahore there is only one educational institution, which offers a degree level education related to tourism studies. Due to lack of professionals, tourism industry in Lahore is not flourishing as it should be. Infrastructure plays an important role in development of tourist destinations. Enough supply of roads, transportation, hotels, airports and basic civic facilities are essential in tourist destination development. In Lahore, infrastructural facilities are not good enough that is a big challenge in development of heritage tourism industry (Kamran, 2013). Authenticity plays an important role in development of heritage attractions. Nevertheless, aging and environment degradation has negative effects on authenticity of historical monuments at any tourist

destination. The monuments in Lahore are also affected with aging and environment as described by (Rehman, 2011p61) *“The monuments built in Lahore present the culmination of local and Central Asian tradition resulting in a most powerful independent style. A number of these monuments are facing a host of problems caused due to human neglect, environmental degradation and other factors such as aging and natural decay”*.

1.3 Research Questions

1. What are the potential heritage attractions of Lahore for marketing of the destination?
2. What are the challenges being faced by tourism industry in Lahore?
3. How to cope with these challenges to make Lahore a better heritage tourist destination?

1.4 Objective of Research

In this research project, my aim would be to highlight the potential heritage attractions of Lahore. Most importantly the challenges faced by heritage tourism in Lahore. These challenges are deduced from the literature review, opinion of the officials and the tourists interviewed in Lahore. Beside this to suggest some measures on the basis of my research results to make Lahore a better heritage tourist destination. Therefore, I will use different theories related to tourist destination development, including destination marketing and distribution, pricing of destination, terrorism, destination image and authenticity.

1.5 Lahore

According to Punjab government website (Punjab Portal, 2015) *“Lahore is Queen of cities; others are like a golden ring, she the diamond. In the 12th century a poet imprisoned in Persia yearned for Lahore as for a woman: I want some velvet form which emanates the fragrance of Lahore. For longing for Lahore heart and soul faint within me”*.

Lahore glory days started under the decree of Mughal emperor The Akbar, who ruled Indo-Pak subcontinent from 1556 to 1605. He shifted Mughal Empire capital from Delhi to Lahore in 1585 and afterward it remained the most important city of the Mughal Empire till mid-eighteenth century (Waraich, 2011).

Lahore is the second biggest city in Pakistan with a population of around 8 million. Lahore is a cultural hub of Pakistan and also called city of gardens, colleges and historical monuments (Khan, 2012). The heritage of Lahore needs no portrayal. The architectural heritage

of Lahore, luxurious in their utilization of colors, textures, constituents, highbrow in dynamic application of elaborate formal clienteles and mystical in essence at once seduce the art lovers (Punjab portal, 2015). The tangible heritage attractions situated in Lahore are Lahore Fort, Shalamar Garden, Badshahi Masjid, Emperor Jahangir Tomb, Lahore Museum, Noor Jehan Tomb, Anarkali Bazar, Hiran Minar etc. Similarly the intangible heritage includes languages, dresses, traditions and festivals are also the trademark of this city. The quantity and quality of heritage attractions exist in this city make Lahore a very important heritage tourist destination (Khan, 2012).

The following table shows the number of tourists visiting different monuments in Lahore.

| Year | No. of visitors | Royal Fort | Shalamar Garden | Lahore Museum | Jahangir Tomb |
|------|-----------------|------------|-----------------|---------------|---------------|
| 2009 | Domestic | 1025984 | 469336 | 333500 | 159050 |
| | Foreigners | 3009 | 1136 | 2023 | 327 |
| 2010 | Domestic | 914330 | 388491 | 205541 | 115401 |
| | Foreigners | 3305 | 1119 | 1825 | 359 |
| 2011 | Domestic | 1064231 | 442921 | 209356 | 151381 |
| | Foreigners | 3377 | 967 | 1944 | 629 |
| 2012 | Domestic | 1259318 | 306653 | 245139 | 137433 |
| | Foreigners | 3068 | 462 | 2039 | 525 |
| 2013 | Domestic | 1051957 | 287677 | 263187 | 124093 |
| | Foreigners | 2912 | 763 | 2577 | 309 |

Table-1.1 Number of tourists visiting different monuments in Lahore

Source: - (Pakistan Bureau of Statistics government of Pakistan, 2015)

A brief description of few heritage attractions of Lahore is as under:-

1.5.1 Lahore Fort

Lahore Fort is one of the most important tourist attractions of Lahore. It is situated in the north-west corner of old city of Lahore. Lahore Fort was built and demolished several times and its origin is still unknown. However the existing fort was built by the Emperor Akbar in 1566. It was built on an area of 335 north-west and 335 meters north-south including covered area of 20

hectares, Lahore Fort reflects the zenith of the Mughals, Sikhs and Colonialism. Its art reveals a chain of memorials from Emperor Akbar (1556) to Emperor Aurangzeb (1707). Emperor Akbar used south-east area of the Fort as his official royal court. United Nations Educational, Scientific and Cultural Organization (UNESCO) enlisted it as world endangered heritage site along with Shalamar Garden in 1981 (Pakistan Tours Guide, 2015).

Lahore Fort has following important physiognomies:-

Akbari Gate / Eastern Gate

In the era of great Mughal Empire, Lahore Fort had two gates. One of them was Akbari Gate. This gate was built under the order of great Mughal Emperor Akbar in 1566. He also built a mosque outside the gate. Therefore, it is also known as Masti (mosque) gate (Pakistan Tours Guide, 2015).

Alamgiri Gate

This gate was built under the order of great Mughal Emperor Aurangzeb Alamgir in 1673. It is situated on the western wall of Fort. It opens in the HazooriBagh (Garden) and facing the famous Badshahi Mosque (Pakistan Tours Guide, 2015).

Diwan-e-Aam (Hall of Public Audience)

Hall of Public Audience was built under the order of great Mughal Emperor Shah Jahan in 1642. It collapsed when Sher Singh who was the son of Maharaja Ranjit Singh bombarded Lahore Fort against Chand Kour the widow of Kharak Singh. However, it was rebuilt by the British in 1849 (Pakistan Tours Guide, 2015).

Diwan-e-Khas (Hall of Special Audience)

Hall of Special Audience was built under the order of great Mughal Emperor Shah Jahan in 1645. The building was built with semi chaste marble and its low wall along the edge of roof was fashioned with decorated semi-precious stones into white marble (Pakistan Tours Guide, 2015).

Khwabgah (Sleeping Chamber)

Sleeping chamber was built under the order of Emperor Shah Jahan. Its construction work was assigned to Mr. Wazir Khan. It has five chambers in one row. Fresco painting is visible in the interior of this chamber (Pakistan Tours Guide, 2015).

Shish Mahal (Palace of Mirrors)

Palace of mirrors was built under the order of Emperor Shah Jahan in 1631-32 A.D. It is situated in the north-west corner of the fort. Its construction work was supervised by Mr. Asif Khan. It is one of the magnificent works of Mughal period. It has a large hall in front of several rooms (Pakistan Tours Guide, 2015). The main characteristics of Shish Mahal are as under:-

- *“Gillt work (placing of pure gold)*
- *Pietra dura work (inlay of semi-precious stones into white marble)*
- *Marble perforated screens*
- *The Aiena Kari (convex glass mosaic work) with Monabat Kari (stucco tracery)”* (Pakistan Tours Guide, 2015).



Figure- 1.1 Main entrance of Lahore Fort

Source: - Tourism Development Corporation of Punjab

1.5.2 Shalimar/Shalamar Garden

Lahore is known as the city of gardens and one of the most significant gardens in Lahore city is Shalimar Garden (Asian Historical Architecture, 2015). The construction of Shalimar garden was completed in 1642, with record time of one and half year on orders of Mughal Emperor Shah Jahan and under the supervision of Khalilullah Khan. Shalamar Garden has three unique terraces which are descending from South to North. All three terraces are at 5 meters high

one above the other with equal distance. These walkways have their own names like the upper terrace known as Farah Baksh which means “Bestower of Pleasure” in English, middle terrace is known as Faiz Baksh which means “Bestower of Goodness” in English and the lower terrace is known as Hayat Baksh which means “Bestower of Life” in English (Pakistan Tours Guide, 2015).

Another unique feature of Shalimar Garden is its fountains on all three terraces. These fountains mesmerize the viewers when they are in full swing. There are total 410 fountains in Shalimar garden and they get water from nearby canal, and discharge water into unbelievably grand white marble pools. The engineering of these fountains is its own kind and “*even the contemporary engineers of today find it hard to comprehend the associated water system of the fountains even by referring the architectural blueprints of thermal engineering*” (Pakistan Tours Guide, 2015). The fountains flowing give pleasant feelings to the tourists in really hot and long summer season of Pakistan. The upper terrace contains 105 fountains, the middle terrace is having 152 fountains and the lower terrace has the maximum number of fountains 153 (Pakistan Tours Guide, 2015).

Inside of Shalimar Garden there are many other buildings and each one of them is unique in its own way. These structures were built for different purposes to serve the Royal family and the public. These buildings include Diwan-e-Kash-o-Aam (halls of private and public audience), Hammam (Royal bathhouse), Aramgah (the resting hall), Begum Sahib Khawabgah (sleeping chamber of the Emperor’s wife), Baradaries (the summer pavilions), two gateways and four Burj (towers). Shalimar garden is one of the best heritage attractions in Lahore to visit. UNESCO included Shalimar Garden in its world heritage site list along-with Lahore Fort in 1981 (Pakistan Tours Guide, 2015).



Figure- 1.2 Inside view of Shalimar Garden

Source: - Tourism Development Corporation of Punjab

1.5.3 Lahore Museum

According to Punjab government website, the Lahore Museum is one of the finest and oldest museums in Pakistan. This museum was built in British times and has been constructed on the Mughal melodramatic style. The history of Lahore museum is founded back in first industrial exhibition which was organized in 1864. The present building of Lahore museum was built on the occasion of golden jubilee of Queen Victoria held in 1887. The groundbreaking ceremony was held on 3rd February 1890 by grandson of Queen Victoria Prince Albert Victor and the construction was completed in 1894. Lockwood Kipling and Bhai Ram Singh designed the Lahore museum architecture and it was the first structure in British India which particularly designed as a museum, *“allowing the cool north light to filter into the building galleries”* (www.ualberta.ca, 2014).

The museum building is one of the extraordinary buildings in Pakistan. Museum grand entrance covered with white marble attracts the visitors to this Anglo-Mughal architecture. *“Although not as decorative as Aitchison College main building nor carrying its refined and delicate brick and terra-cotta detailing, the massing of the composition is exceedingly impressive. This architectural edifice expresses geometric purity in its formation of square corner cube-like towers surmounted by handsome hemispherical domes, providing an interesting interplay of light and shade in the strong sun of the Punjab. The contrast of deeply shaded voids against solid elements presents a dramatic view; and the slightly projecting portico in white Nowshera marble successfully highlights a crescendo of domes and cupolas of the red-brick structure”*(www.ualberta.ca).

The galleries inside the museum signify the inspiring architecture built to exhibit the valuable items. The collections in Lahore museum are also very precious which include the varieties of Mughal and Sikh door-ways, wood work and also having a big collection of paintings that belong to Indo-Pakistan and British times (www.ualberta.ca). Lahore museum has various galleries including Gandhara gallery, Pakistan movement gallery, Islamic gallery, Hindu, Buddhist, and Jain gallery (www.lahoremuseum.org). In these galleries, the sculptures, musical instruments, armory, ancient jewelry, textile, poetry and religious artifacts are exhibited (www.ualberta.ca).



Figure- 1.3 Building of Lahore Museum

Source: - (www.ualberta.ca)

1.5.4 Emperor Jahangir's Mausoleum

Emperor Jahangir Tomb was built by his son Emperor Shah Jahan in 1627. It is situated on the northwest edge of the city of Lahore. Back in time, this area was the most enjoyable point of Emperor Jahangir and Queen Noor Jahan when they stayed in Lahore. This area was also used as a point of departure to and from Lahore and Kashmir. The construction work of Tomb was completed in ten years and funded by imperial treasury. Mausoleum occupies 500 square meters and divided into four small gardens. Each garden is centered by a fountain and a road in between, forming a circle of eight fountains which cover the central tomb. Fountains took water from outside wells through channels. The tomb has 91 meter area in each side. It has horizontal blueprint and a plane roof covering the complete building. It looks like that this design is extracted from the Emperor Babur's tomb of Kabul. He wished burial in a mausoleum open to the sky (Asian historical architecture, 2015).

Mausoleum roof was raised over the public monument. It has eight sided chamber of about 8 meters in diameter. It is attached with four hallways fronting the four important directions. The public monument is divided into a single slab of white marble and make attractive with the 99 qualities of God. At its foot, these words are written in Persian "*This is the illuminated grave of His Majesty, the Asylum of Pardon, and Noor Uddin Muhammad Jahangir Padshah 1037 AH*"(Asian historical architecture, 2015). Before construction of this tomb this area was used as a place of relaxation. Presently, this mausoleum has a special importance for Pakistanis as it is the

only Mughal mausoleum situated in Pakistan. It also appears on the state currency note of Rs 1,000/ (Asian historical architecture, 2015)



Figure- 1.4 Site of Emperor Jahangir Tomb

Source, (Asian historical architecture, 2015)

1.5.5 Badshahi Masjid

Badshahi mosque is one of the most important attractions of Lahore. It was built in the regime of Emperor Aurangzeb Alamgir from 1658 to 1707. Its magnificent grace represents the Mughal culture. Presently, it is the fifth biggest mosque in the world. This mosque was planned as a responsibility to protect a part of the Prophet's Muhammad PBUH hair. Construction work of mosque was started under the directions of Mr. Muzaffar Hussain, Governor of Lahore. Its splendid scale is resembled with Jamia Mosque of Delhi, India (Asian historical architecture, 2015)

Mosque is measuring 170 square meters on each side. It has no gate on south and north side. Because, it's north side was built along with the edge of Ravi River. Hence, no gate was installed on south side to maintain symmetry. Mosque has four minarets on the outer edge of each corner (Asian historical architecture, 2015).

This mosque has importance in the eyes of empire therefore; it was built near the west of Lahore Fort. A special gate was added in Lahore Fort, facing the main entrance of mosque for imperial use known as Alamgiri gate. The area between fort and mosque (HazuriBagh) was used as a parade ground where King considers changes in his troops and companions (Asian historical architecture, 2015).

This mosque was not fairly treated in era of Maharaja Ranjit Singh. Maharaja took the control of Lahore in 1799. The mosque courtyard was used as a building. His soldiers took control of cells around the edge of mosque and later, it was used as an exercise ground for Sipahi army. The area between the fort and mosque (HazuriBagh) was used as official royal court of Maharaja (Asian historical architecture, 2015).

Britons used mosque as military garrison after they took the control of Lahore. In 1852, they established Badshahi Mosque Authority to look after the restoration work of the mosque. So that it could be used by Muslims as place of worship. Its repair continued until 1960 up to the present position (Asian historical architecture, 2015)



Figure- 1.5 Main entrance of Badshahi Mosque

Source, (Asian historical architecture, 2015)

2. Theoretical Framework

The chapter starts with a brief introduction of tourism, followed by heritage tourism and tourist attractions, tourist destination, the role of heritage tourist attractions in destination development. In later part of this chapter different theories allied to destination development will be discussed including destination marketing, distribution of destination, pricing of destination, terrorism, destination image and authenticity. In the last section, a summary of relevant theories is given which will be discussed in analysis and discussion chapters.

2.1 Introduction

In last century, the tourism industry has become the world's leading industry, irrespective of impediments for example down fall and unpredictability of Eastern Europe, the financial downfall in Southeast Asia, Russia, Japan, Latin America, Persian Gulf war and the everlasting international conflicts (Sönmez et al, 1999). Tourism is a multidimensional business activity, employing more than 200 million people and contributing around US\$600 billion in shape of taxes each year into the world economy. The significant progress of tourism industry in recent years clearly marks tourism as one of the most remarkable economic and social phenomena of present times (Baloch, 2008). According to World Tourism Organization annual report for the year 2014, the number of international tourists reached to 1135 million with an increase of 4.4% from the year 2013. Additionally, the international tourism receipts reached US\$ 1245 billion in 2014 with an increase of 3.7%. Whereas, the total exports from international tourism were US\$ 1.5 trillion in 2014. The last two decades witnessed a huge number of tourists arrival in every corner of the world. The below graph shows the number of international tourist arrival worldwide from 1995 to 2014.

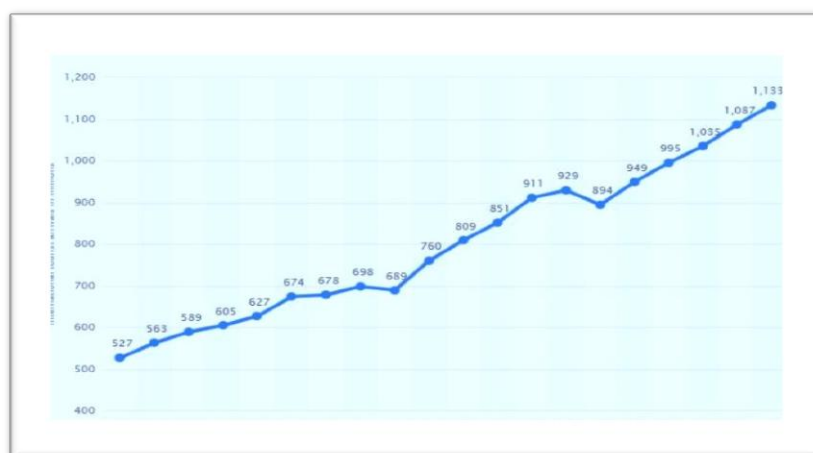


Figure- 2.1 Number of international tourist arrival worldwide from 1995 to 2014

Source: - The Statistics Portal (2015)

2.2 Heritage Tourism

Heritage tourism is one of the fastest growing sectors of tourism which needs to be handled and marketed differently. It is because the subject matter is of escalating interest from different disciplines. It is also professed a constructive tool for understanding the social conduct of individuals and society (Poria et al, 2003). Over the last two decades, the popularity of heritage tourism has increased tremendously in the eyes of travelers and the people who are trying to build tourists attractions. For instance in U.S.A, the number of heritage tourists increased 13% from 1996 to 2002, which is twice the number of overall U.S.A tourists (Michigan State University, www.museum.msu.edu). World Tourism Organization defines heritage tourism as an “*immersion in the natural history, human heritage, arts, philosophy and institutions of another region or country*” (Timothy, 2003 p1).

Heritage tourism and cultural tourism generally overlap with each other. Different authors have highlighted the association between culture and heritage. According to (Zeppel, 1992) the link is palpable that heritage is a part of cultural settings of the past and present, whereas, (Timothy, 2003 p4) referred (Tahana and Oppermann, 1998 p23) in defining cultural attractions as “*range from historical monuments to handicrafts or artifacts, from festivals to music and dance presentations and from the bustling street life of a different culture to the distinct lifestyle of indigenous people*”. If we amalgamate history, culture and the place, then a vast range of heritage attractions will emerge which includes both tangible and intangible components (Timothy, 2003 p4). The above discussion clearly shows that there is a strong relationship among, history, culture and heritage. That is the reason why henceforth I shall use the term “heritage tourism” in my research paper.

2.3 Tourist Attractions

Tourism and tourist attractions are interconnected with each other as noted by (Lew, 1987 p554) “*Without tourist attractions, there would be no tourism and without tourism, there would be no tourist attractions*”. This argument clearly shows the importance of attractions in tourism industry. Tourist attractions are the rudimentary origins on which the tourism is developed (Lew, 1987). According to (MacCannell, 1976 p109), any phenomenon could be a tourist attraction if it has three characteristic: a tourist, a site which can be visited and an image which makes that particular site considerable. According to this generalized definition an attraction would not only restricted to historical buildings, amusement parks and sceneries but also includes services and facilities which gratify to the tourist to meet their everyday needs (Lew, 1987). Since this master

thesis is about heritage tourist destination development, hence, it is very important to define heritage tourist attractions. According to (Swarbrooke, 1994 p222) heritage attractions includes:-

- *“Historic buildings and monuments*
- *Sites of important past events like battles*
- *Traditional landscape and indigenous wildlife*
- *Language, literature. Music and art*
- *Traditional events and folklore practices*
- *Traditional lifestyle including food, drink and sport”*

Attractions instigate people to travel around whereas; the quality and quantity of attractions are always affecting the tourist decisions. According to (Mckercher, 2001p30) *“attractions play one of three roles in tourism: they can be an intrinsic part of the trip, in which the demand for the attraction is established before the trip commences; they can be a major motivator for a trip or for selecting a destination; or they can be an optional, discretionary activity engaged in at a destination”*.

2.4 Tourist Destination

Places are indispensable in tourism, which are entrenched with economies, cultures and social lives of societies. In tourism the production, ingestion, and empirical characteristics become interrelated at a particular place (Saraniemi, 2010). The combination of individual tourist attractions at particular place becomes tourist destination. Tourist destination is a particular place which attracts the tourists for a temporary or long term stay. It includes city, village, country, regions or a specific purpose built resort (Baker, 2008). In other words *“destinations are places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics a perceived attraction of some sort”* (Buhalis, 2000 p1). The tourism production and ingesting totally depends on destination. It could be a small community, city, region or a country (Saraniemi, 2010).

Tourist destinations are amalgamations of tourism products, which give assimilated experience to visitors. Conventionally, destinations are considered to be the geographical areas, like city, country and an island (Buhalis, 2000). Nevertheless, in contemporary times, it is

acknowledged that destination could also be a perceptual notion, which can be construed personally by the visitors subject to their education level, purpose of visit, cultural background and past experience. For example London and New York can be a destination for European businessmen, whereas, Europe can be a destination for Chinese and Japanese leisure tourists. Beside this for some tourists the cruise ship may be a destination and for some travelers who travel through same cruise may recognize the ports as destination where the cruise is heading (Buhalis, 2000).

2.5 Role of Heritage Attractions in Tourist Destination Development

The role of cultural and heritage attractions in tourism mix at particular destination is well documented (Mckercher, 2001). Cultural and heritage attractions are not only satisfying the tourist desires but also serve the community by creating awareness, understanding and appreciation of cultural identities. A wide range of heritage attractions exist in contemporary tourism (Mckercher, 2001). It includes cultural tours, museums, historic monuments, art galleries, historical sites and theme parks. In tourism the heritage resources are acknowledged as imperative tourism attractions (Mckercher, 2001). According to two surveys result of Lou Harris Polls of frequent travelers (O'Leary et. Al, 1998 p2) quoted (Silberberg, 1995, pp. 363-364) that,

“Respondents were asked in 1982 and again in 1992 “what is very important when planning trips?” In the 1980’s cultural, historical or archaeological treasures were important to 27% of frequent travelers compared with 50% in the 1990s. Understanding culture was important to 48% in the 1980s compared with 88% in the 1990s”

These results evidently show the prominence of heritage tourism in development of tourist destination.

To be a successful tourist destination, it is important for individual destinations to differentiate themselves from other destinations. Beside this, it is equally important to identify the factors which can impact destination on either way. They can easily develop and simultaneously destroy the destinations as noted by (Baker, 2008) an era of globalization it is very important for places, cities, region and countries to distinguish themselves from one another. This is the only way to attract industry, commerce and tourists to get economic benefits for their residents. In global competitive environment before developing strategies and plan of actions for destination development, it is equally important to understand their own strengths and flaws. The fundamental of the triumph of this progression is the awareness of those factors that can impact

upon it. Those factors may be called Critical Success Factors (CSFs). The CSFs for destination development includes destination marketing and distribution, pricing of the destination, terrorism, destination image and authenticity.

The above mentioned critical success factors for destination development will be explained in detail as under:-

2.6 Destination Marketing

Destination marketing has received huge attention and has become a popular phenomenon in tourism industry in recent times. Destination marketing can be defined as “*destination marketing covers all the activities and processes to bring buyers and sellers together; focuses on responding to consumer demands and competitive positioning; is a continuous coordinated set of activities associated with efficient distribution of products to high potential markets; and involves making decisions about the product, branding, price, market segmentation, promotion and distribution*” (Baker, 2008 p81, quoted from WTO, 2004:10). Destination marketing is a tool to achieve tourism policy which is synchronized with the strategic plan of regional development. Destination marketing also leads the optimization of tourism impact and the intensification of benefits for the whole destination region (Buhalis, 2000). Nevertheless, destination is the most challenging entity to manage and market because of the complexity of relationships among stakeholders. It is also difficult to manage and market the tourist destinations because various stakeholders (figure 2.2) involved in the fabrication and expansion of tourism products (Buhalis, 2000).

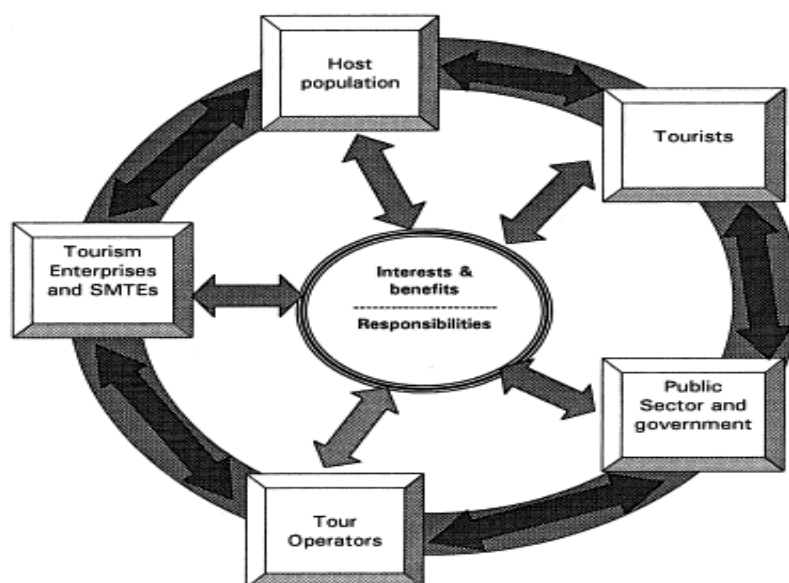


Figure- 2.2 the dynamic wheel of tourism stakeholders

Source:- (Buhalis, 2000)

2.6.1 Tourism Management at Destination

The resources, facilities and services are not owned by a single individual at a particular destination, “*Instead they represent a collection of both professional and personal interests of all the people who live and work in the area*” (Buhalis, 2000 p2). That is why before making marketing strategies and plan of actions for destination development, it is quite important to consider the interests of all the stakeholders, which includes tourists, investors and businesses, local community, tour operators etc. In this situation, the role of Destination Management Organizations (DMOs) is very important. DMOs are generally part of local, regional and national governments who have the political, lawmaking authority and financial means to manage the destination resources realistically and make sure that all stakeholders can get advantage in long term as well (Buhalis, 2000).

Destination marketing should not only use as promotional tool but as an instrument in synchronization of planning and management to deliver befitting gains to all the stakeholders. To achieve this objective, the competitive destinations are those who collaborate and learn from their competitive destinations, effectively manage their human resources, commence innovative and research-led marketing approach and get benefit from new technologies (Baker, 2008). Beside this, the purpose of destination marketing is to accomplish various strategic objectives for destination as shown in table 2.1. The success of execution and expansion of strategic objectives at destination totally depends on the relationship among stakeholders. Every stakeholder has its own interests and agendas which may conflict with other stakeholder interests. This conflict of interests may risk the accomplishment of entire destination strategic objectives. It is inevitable than, for DMOs to use their legislative power and management tactics to avoid such conflict of interests and safeguard the benefits of other stakeholders (Buhalis, 2000).

- | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none">1. To improve prosperity of local community in future2. To maximize visitors satisfaction3. To increase profits of local businesses and to capitalize the multiplier effects4. To enhance the impact of tourism by safeguard in geological equilibrium between financial benefits, socio-cultural and environmental costs (Buhalis, 2000). |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Table- 2.1, Strategic management and marketing objective for destinations

Source:- (Buhalis, 2000)

2.6.2 Marketing Mix and Product Development for Destination

The marketing mix will enable destination managers to reach their target market with full array of offerings (Buhalis, 2000). It will also enable them to propose a product to their customers according to their needs and desires. As noted by (Buhalis, 2000) the DMOs are not only protecting the right of all the stakeholders at destination, beside this, they provide leadership to the stakeholders to develop unique product which differentiate their destination from others. Once the stakeholders develop destination product, than it is the responsibility of DMOs to market and attract tourist towards their destination. For example sun and sea is attached with Mediterranean destinations and they should promote these unique features to attract visitors. Similarly Greece is all about heritage and history so it should promote this uniqueness to visitors, whereas, Italy should promote art, design, culture, fashion and cuisine. It is very important to use appropriate tools for promotion of destination and its product. The study of (Buhalis, 2000) suggested that promotional tools for destination would be TV, radio, print media, brochures, website, exhibitions, conferences and public relationship through opening of marketing offices at potential customer destinations.

2.7 Distribution / Marketing Channels for Destination

Distribution or marketing channels are set of symbiotic organizations which bring tourism demand and supply at a particular destination. The distribution channel members perform various functions i.e. collection and analysis of information, managing inventories, generation of demand through promotion, payments and financial arrangements, negotiations between channel members and consumers and after sale service (Buhalis, 2000). The aim of distribution channels can be concise as *“delivering the right quality and quantity of a product, in the right place, at the right time, at the right cost, to the right customer”* (Buhalis, 2000 p18).

To attract business tourists, a destination DMOs should develop linkages with business associations, chambers of commerce & industry and academia. This will facilitate the DMOs in understanding the needs of business travelers. Beside this, they can get help in arranging business meetings, conferences and exhibitions. This is how they can offer adequate products to business travelers accordingly. In case of leisure travelers, the domestic tourists generally manage their arrangements by themselves. Nevertheless, the international tourists get help from travel agencies before choosing a tourist destination. Therefore, the destination managers should provide promotional material to the travel agencies along-with incentives to the staff so they can endorse

destination in befitting manners. Organizing workshops and participating in roadshows can also enrich positive impression of a destination (Buhalis, 2000).

The role of slogan is very important in promoting a tourist destination. Destination managers use different slogans to attract their potential customers. The slogan should meet the market demands and also enhance the image of destination. For example, Spain has changed its slogan from “*everything under the sun*” to passion for life. It means they are try to diversifying its destination and try to offer something more than sun and sea (Buhalis, 2000 p20).

2.8 Pricing for Destination

To fix appropriate price of a destination is a challenging task, because destination resources are owned by different individual and organizations. There are many other factors that need to be considered before setting destination price. For example country economic policy and conditions, employment rate, cost of living, inflation and exchange rates, hotels and transportation cost, competition in market, destination image and above all the economic conditions in international market. These all contribute in pricing equation. Every individual entrepreneur and organization has its own pricing strategy which can jeopardize overall destination price strategy (Buhalis, 2000).

DMOs role in setting destination pricing become very important, because they can negotiate with different stakeholders, advise them and can use legislative power if needed to force them to follow the overall destination price policy. Though it is extremely challenging to forcefully implement the price policy but the destination managers can create partnership and communicate with stakeholders about the significance of maintain an impartially regulate pricing structure and policy. The only way to changer higher price is that destination products need to be a unique. For example Venice is being charged a premium price and making profits while offering its unique products as compare to other Italian destinations (Buhalis, 2000).

Section (2.6-2.8) of this thesis is mostly based on Buhalis, 2002 theories. The main reason for using his theories is because I found his research very interesting regarding destination marketing and distribution channels and pricing of marketing. Moreover, it is also quite relevant with present situation in Lahore.

As noted above, heritage tourism is one of the fastest growing sectors in tourism industry. In heritage tourism, historical monuments play an important role which is generally known as tourist attractions. The combination of the attractions at a particular place masks that place a

tourist destination. If many attractions exist in a particular place and have history and cultural touch in their infrastructure then this place, city, region or country would be called heritage tourist destination. The role of government or DMOs, marketing, promotional strategies, distribution channels play an important role in destination development.

In case of Lahore, all these characters of heritage tourist destination exist. This is because it has the quantity and quality of historical monuments which makes Lahore a heritage tourist destination. It is quite unfortunate that despite having the rudimentary characteristics of heritage tourist destination, Lahore has never been on the list of top heritage tourist destinations of the world. There are many reasons behind this. First and far most ignorance from government or DMOs, in Pakistan tourism sector has never been on government priorities, resultantly there is no marketing of any destination particularly Lahore, no promotional strategy. Therefore, it is time to make some infrastructural developments in Lahore to fulfil the needs of the domestic and international tourists. Market heritage treasure of Lahore; develop pricing strategies and distribution channels to promote the salient features of Lahore as heritage tourist destination.

2.9 Terrorism

According to (Sönmez et al, 1999) the travelers have choice to evade destinations with allied risk, whereas, the significances of devastating events such as terrorism attacks on tourist destinations are inevitable and deep. Terrorism attacks which target the tourism industry can create tourism crisis at particular destination. According to (Hai, 2011) tourism crisis means undesired events that influence the confidence of the tourists about a destination and affects the abilities of organization or countries to operate normally, furthermore it damages the destination image for safety and attractiveness. Tourism demand is affected by various factors and terrorism is one of them (Wang, 2009). In defining terrorism, (Sönmez, 1998 p417) referred US department of State that terrorism is a *“pre-meditated, politically motivated violence perpetrated against civilians and unarmed military personnel by subnational groups, usually intended to influence an audience and international terrorism mean involving citizens or the territory of more than one country”*.

2.9.1 Terrorism and Traveler’s Response

In 70s terrorism arose first time in headlines and since then the numbers of terrorist attacks are increasing. The statistics related to tourism shows that tourists take terrorist actions seriously for example more than 6 million US tourists visited Europe in 1985 and 7 million were anticipated to visit in 1986. Whereas, around two million American changed their travel plans in

1986 because of US and Libya confrontation. Tourist destinations bear huge economic losses due to terrorism attacks. According to World Tourism Organization the loss was \$ 105 billion in 1985 due to cancelation of tourist travel plans. Similarly, the Mediterranean destinations suffered in same period and their booking declined by 50% and, it dropped by 65% in Egypt (Sönmez, 1998).

Since, tourism is a service oriented industry and it's very easy to disrupt the supply chain of tourism industry with man-made violent events like terrorism attacks. We have experienced this that after the 9/11 terrorist attacks and Bali Bomb attacks. These two events made dramatic impacts on tourist destinations (Ritchie, 2004). On the other hand, it is evident that when terrorism risk detached to a particular destination, the tourist numbers increased. For instance in Northern Ireland, when, the cease-fires (1994-96) announced by Provisional Irish Republican Army and Combined Loyalist Military Command, the number of tourists increase massively during the first year of cease-fire (Sönmez et al, 1999).

Besides damaging the economy of tourist destination, the terrorist attack international tourists because they can get instant media coverage which helps them in achieving their strategic objectives. As (Sönmez et al, 1999 p14) cited (Weimann and Winn, 1994 p143) *“by capturing the media agenda for days and weeks, such groups can hope to increase their profile and amplify their message, enhance their relative moral legitimacy and improve their organizational effectiveness”*.

2.9.2 Managing the Impact of Terrorism

For tourist destinations who are afflicted with terrorism are quite difficult to safeguard their tourism industry from devastating impacts of terrorism. It is important for tourist destination to declare terrorism as crisis and then formulate the crisis management approach to handle terrorism impacts (Sönmez et al, 1999). The framework for crisis management can be developed as under:-

2.9.3 Crisis Management and Crisis Management Taskforce

It is very important to incorporate crisis management planning into destination *“overall tourism planning, marketing and management strategies”* (Sönmez et al, 1999 p16). This will provide a plan of action for destination to knob with terrorism impacts. Though tourism crisis management plan would not eradicate disastrous impacts of terrorism, but having a plan will enable the destination managers to provide a road map to communities to deal with terrorism (Sönmez et al, 1999).

Developing a destination crisis management taskforce is very important because this taskforce will ensure the timely recovery of destination from terrorism. The taskforce should comprise of government officials, community and business leaders and tourism industry professionals. This taskforce should work under the supervision of executive committee who have the legislative power and can oversee the performance. The taskforce will be further divided into four groups and each group will be led by a professional. For example (1) media management team, the role of this team would be to represent the destination in print and electronic media positively and foil the exaggeration of the events; (2) marketing team, the task would be image building, identify opportunities and make liaison with competitive destination; (3) *“information coordination team to coordinate damage assessment activities and gather disaster-related information for accurate dissemination, to estimate the approximate period of recovery, and to convey recovery efforts to constituents”* (Sönmez et al, 1999 p16). (4) Finance and fund raising team, the task would be to manage the expenditure and also create activities to raise fund for future use (Sönmez et al, 1999).

Beside this, it is very important for destination managers to develop strong liaison with law and enforcement agencies. In many destinations the concept of tourism policing is emerging. In America, for example different cities have already developed tourism policing division. It works more or less community policing pattern and special training is given to the police officer to handle tourist related issue (Sönmez et al, 1999).

In recent times the world has become very vulnerable due to deteriorating law and order situation in many parts of the world. The number of terrorist attacks, in different part of the world has increased in last three decades. Since tourism is service oriented industry, that is why it is very easy to disrupt the supply chain of tourism industry with terrorist activities. Many tourist destinations in the world have been affected with terrorist attacks and bear huge economic losses. Pakistan is facing severe law and order situation since 9/11 terrorist attacks. In Pakistan terrorist attacks are happen quite often in markets, religious places, schools, police stations, military schools and airports. In 2013 more than 10 mountain climbers (including international climbers) were killed in Northern areas of Pakistan in terrorist activity, such incidents have strong impacts on tourism industry. In Lahore, the police training school called Manawa was attacked by terrorist in 2009 and more than 10 people were killed including 8 terrorists. Similarly the markets, Sufi shrines, mosque, buses, tourist places have been attacked by suicide bombers. Above all the negative media reporting about these attacks damage the soft image of Lahore as tourist destination.

2.10 Destination Image

Destination image is important because of impalpable nature of tourist experience that is why the tourism activities at particular destination strongly depend on positive image of a destination (Sönmez et al, 1999). “*Image is the set of expectations and perceptions a prospective traveler has of a destination*” (Buhalis, 2000 p6). Destination image has received a massive attention in tourism literature and it plays a pivotal role in the mind of tourists to choose a particular destination for vocations or business trips. The other factors which contribute in destination image are airlines, accommodation facilities, services of tour operators, stories of friend and relatives etc.(Buhalis, 2000) Tourists always avoid traveling a destination whose image is not good or where law and order situation is not good. For example Egypt and Pakistan used to be attractive tourist destinations, but now, people avoid traveling to these countries because the security situation is not good for foreign tourists. Therefore, it is very important for destination marketers to highlight the soft image of a destination (Seaton, 1996 p 361-63).

2.11 Authenticity

The concrete and significant aspect of the tourism phenomenon is the built milieu, which can be defined as the anthology of individual attractions experienced by the tourists. The concept of authenticity in attraction development is very important. As a tourist attraction developer, if historic building is promised than it should be indisputably available upon arrival at destination site. To maintain authenticity of historic monuments is required a great amount of communication and coordination among policy makers (generally government officials), designer, promoters and tour operators (Clare, 2002).

The aging and environment can affect the historical monuments at any heritage tourist destination; hence the conservation of monument has to be done in most authentic way. Therefore, the issue of authenticity is very important and sensitive in heritage tourism. The authenticity of historical monuments can also be affected with illegal constructions and encroachments around the historical monuments. For that matter the role of DMO has become very important because they have legislative power and enforcement agencies to control the encroachments and illegal constructions (Rehman, 2011).

2.12 Application of Theories

In this thesis, tourist destination development theories will be applied as critical success factors in destination development. It includes heritage tourist attractions and their role in

destination development, destination marketing and distribution, pricing of destination, terrorism, destination image and authenticity. To answer the research questions and achieve the research objective of this thesis, these theories, will be applied as challenges, for example how can destination marketing and distribution effect positively and negatively on tourist destination development, how the pricing/poor economy effect tourist destination development, how terrorism effect tourist destination and the role of image and authenticity in tourist destination development. On the basis of these theories the empirical data will be collected from Lahore Pakistan, to see how these theories are being implemented there. After this the analysis of empirical data will be executed with reference to these theories. Finally the suggestions will be made to make Lahore a better heritage tourist destination.

3. Methodology

The methodology chapter comprises and defines the different scientific approaches espoused in this master thesis. It starts with the brief explanation of research design, followed by fleeting detail of respondents, scientific approach, research method, data collection and scientific credibility, each of these sections will be followed the method which is being used in this research project for empirical data collection.

3.1 Research Design

The research design offers adhesive in any research project, which provides strength and clutches the bits and pieces of whole project together (Trochim, 2001). In empirical research work the research design is basically an inclusive plan to gather the desired data. It is also called a “blueprint” which guides a researcher to design his methods to collect and analyze data to answer a specific research question. Generally the research design is a combination of three procedures which includes data collection process which means how and on which basis the data will be collected. Secondly, development of mechanism for data collection means what methods will be used to collect data and finally sampling means from which the data will be collected (Bhattacharjee, 2012).

The objectives of this research project are to identify the potential heritage attractions of “Lahore” Pakistan an area of research study, alongside what sort of challenges are being faced by the tourism industry in Lahore and how to cope with these challenges to make Lahore a better heritage tourist destination. Since this research work was investigative in nature that is why to collect empirical data two different research questionnaires (Appendix-A & Appendix-B) were developed.

The first research questionnaire was developed to interview the Tourism Development Corporation of Punjab (TDCP) officials in Lahore, a government institution responsible for managing the overall tourism industry in Punjab province of Pakistan. To get counter narrative, second research questionnaire was developed to interview the tourists visiting different heritage attractions in Lahore. Another reason to interview both government officials and tourists was to get difference and similarities of opinions, which eventually lead the researcher toward a constructive discussion and conclusion in latter chapters of this research report.

On the whole, 3 TDCP officials and 29 tourists were interviewed. The majority of the interviews were conducted face to face in Lahore, Pakistan, whereas, an electronic mail system has also been used to send questionnaire to respondents. As noted by (McClelland, 1994) the email is most cost-effective and time saving method to conduct survey or interviews. It gives both interviewer and interviewee an ease and freedom to send questionnaire and get precise and fast response from respondents. Majority of the respondents i.e. 23 belong to Pakistan whereas, 2 Pakistani born Norwegian, 1 Pakistani born Spanish, 1 Pakistani born British national and 2 Indian citizens were interviewed.

The respondent's ages were between 15 to 65 years with different educational background. However the age groups were divided into five categories. In first category i.e. 15-25 years 5 respondents were interviewed, in second category 26-35 years, 6 respondents were interviewed, in third group 36-45 years 8 participants were interviewed, in fourth group 46-55 years, 9 respondents and in last category i.e. 56-65, 1 respondent was interviewed. Out of 29 respondents 23 were male and 6 were females.

Nevertheless, in this thesis, to maintain the secrecy of government officials, the researcher will use their name as Official A, Official B and Official C instead their original names. Nevertheless, the names given to the tourist respondents are pseudonyms to maintain their anonymity. A detailed description of data collected from TDCP officials and tourists will be elaborated in empirical data chapter.

3.2 Scientific Approach

Scientific approach is a method in which formerly discussed information is interpreted (Ethridge, 2004). In literature, two types of scientific approaches exist which includes deductive and inductive approach (Trochim, 2006). A new knowledge is acquired through these two general methodologies to reasoning (Hyde, 2000).

3.2.1 Deduction

Deductive approach is also known as “top-down” approach in which the theory and hypothesis are developed by the researcher related to the research topic, while, the researcher also develops strategies to test the hypothesis (Saunders et al, 2007). Whereas, according to (Hyde, 2000 p83) “*deductive reasoning is a theory testing process which commences with an established theory or generalization, and seeks to see if the theory applies to specific instances*”. The theory

or hypotheses are normally taken from literature and furthermore its usefulness is tested by the researcher (Taylor et al, 2006). Figure 3.1 shows process of deductive reasoning.

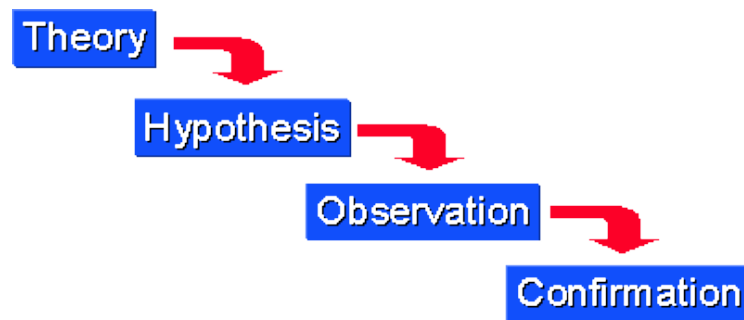


Figure- 3.1 Process of deductive reasoning

Source: - (Research Methods Knowledge base, 2006)

3.2.2 Inductive

“Inductive reasoning is a theory building process, starting with observations of specific instances, and seeking to establish generalizations about the phenomenon under investigation” (Hyde, 2000 p83). Inductive approach is also known as “bottom-up” approach and works opposite to deductive approach which goes from particular observations to the extensive generalization and theories (Trochim, 2006). On the basis of empirical observations, results are extracted in this approach. According to (Ghuri, 2005) inductive approach is a process of observation, conclusion and theory developing and by this process, theories can be improved. Figure 3.2 shows process of deductive reasoning.

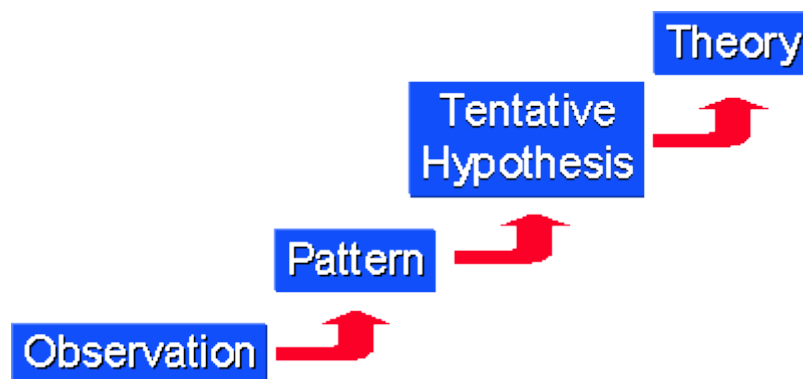


Figure- 3.2 Process of inductive reasoning

Source: - (Research Methods Knowledge base, 2006)

3.2.3 Scientific Perspective of This Thesis

In this thesis, the deductive approach has been followed because the empirical data collection is based on questionnaire and the researcher has set his objectives to know the potential heritage attractions of Lahore, what sort of challenges are being faced by the tourism industry and

also how to make Lahore a better heritage tourist destination. Therefore, the questionnaire was developed on the basis of different theories related to tourist destination development like heritage tourism, tourist attractions and more precisely focusing on the theories of destination marketing and distribution, terrorism effects and crisis management, destination image, authenticity, pricing etc. All these theories have been explained already in theoretical framework chapter, and will be discussed in analysis chapter, to analysis the data acquired from questionnaires.

3.3 Research Method

Research method means a systematic, focused and orderly collection of information to solve a particular problem or question. Quantitative and qualitative research methods are commonly used in social science research. The question of which research method is used depends upon the objective of research study (Ghauri, 2005).

3.3.1 Quantitative Method

“The quantitative research uses numbers and statistical methods. It tends to be based on numerical measurements of specific aspects of phenomena. It seeks explanations and predictions that will generalize to other persons and places” (Tahir et al. 2009 p12). The main advantage of quantitative research method is that the accumulated numbers or date can be analyzed through computer where, the information can be counted and wrought easily and cost effectively (Gray et al. 2007 & Jacobs et al., 1999).

3.3.2 Qualitative Method

Qualitative research means a method which allows researcher to scrutinize people experience in detail, by using different approaches including interviews, observation, content analysis, focus group discussions and life histories (Hennink, 2010). The advantage of qualitative research method is that the investigator can capture delicacies of senses and clarification which statistics cannot express (Gray et. al, 2007).

3.3.3 Research Method of Thesis

In this thesis the researcher intends to collect empirical data through questionnaire which contain both open and close ended questions. The same questionnaire was presented to the tourists and government officials to record their responses about heritage tourism in Lahore Pakistan. Therefore, the research method for this thesis would be both quantitative and qualitative. Mixed method will be used in other words. The mixed method will help the researcher to get

profound information about research topic and to answer the research questions in best possible way. It is also noted by (Bhattacharjee, 2012 p35) that *“joint use of qualitative and quantitative data may help generate unique insight into a complex social phenomenon that are not available from either types of data alone, and hence, mixed-mode designs that combine qualitative and quantitative data are often highly desirable”*

3.4 Data Collection Method

The data collection method is indispensable part of research design and to collect data the researcher need to be very careful and creative. Data can be congregated in different ways and from diverse sources. Most common data collection techniques are interview, questionnaire and observation (Sekaran, 2002). Email and fax can also be used for collection of data (Smith, 2005). The data can be categorized as primary and secondary.

3.4.1 Primary Data

Primary data denotes to the data directly collected by researcher to address a precise problem at hand (Hox, 2005). The most prominent techniques to collect primary data are personal interviews, surveys, questionnaire, observations and experiments. The question regarding what sort of data a researcher should look for depends upon research problem and research design. The key advantage of collecting primary data is that, the acquired data is exclusively germane to the specific problem in hand, thus it is consistent with the research question and research objectives. Nevertheless, the collection of primary data is costly and time consuming (Bhattacharjee, 2012).

3.4.1.1 Interview

An interview is a mechanism through which the researcher directly contacts with respondent. Interview can be categorized into structured and unstructured and executed either face to face or by telephone, email or online (Saunders et al., 2003). Whereas, according to (Harrell, 2009) the third type of interview is semi-structured interview.

In structured interview, the interviewer asks the premediated questions and they could be open-ended or closed-ended. The benefit of structured interview is that it offers unvarying information which could be comparable at any time (Kumar, 2005). In semi-structured interview, the interviewer follows an interview guide with a predetermined set of questions and topics that needs to be covered. This sort of interview is conducted in rather conversational way. The main advantage of semi-structured interview is that it provides a chance to interviewer to collect detailed information about his research topic (Harrell, 2009). In unstructured interview the

interviewer does not ask precise questions to the interviewee and he can also vary the sequence of questions. The advantage of this sort of interview is that it gives a liberty to the interviewer to explain his questions in detail to get the best possible answer from interviewee (Kumar, 2005).

3.4.1.2 Questionnaire

Another way of collecting primary data is questionnaire. Questionnaire is very handy in a situation where the investigator precisely sees the requirements and techniques to measure the variable of interest. The questionnaire may contain open-ended or close-ended questions depending on the nature of research (Sekaran, 2002).

3.4.2 Secondary Data

Secondary data denotes to the data gathered by persons for certain purpose other than solving current problem (Aaker et al., 2004). The prime sources for collection of secondary data are books, journals, articles, company flyers (Ghauri, 2005). Sometimes, the collection of relevant secondary data becomes time consuming because the researcher has to study and review lots of material and reports. Therefore, the researcher needs to be very careful while selecting sources for collection of secondary data (Kothari, 2004 & Hox, 2005).

3.4.3 Data Collection Methods for Thesis

In this thesis the empirical data collection was based on questionnaires as already mentioned in section 3.2.3 of this chapter. The questionnaires were containing open-ended and close-ended questions which led the researcher to quantitative and qualitative facts. Furthermore the researcher collected data from both the primary and secondary sources. To collect primary data semi-structured interviews of tourists and government officials were conducted. The semi-structured interview provides a great deal of liberty to the interviewer, to get detailed information about a specific topic, because semi-structured interview is done in conversational way (Harrell, 2009). Nevertheless, the theoretical chapter of this thesis is based on theory collected from books, articles and websites etc. In other words the mixed-method (primary and secondary) for data collection is used because according to (Sandelowski, 2000) mixed-method is very useful in sampling, collection of data and analysis of data.

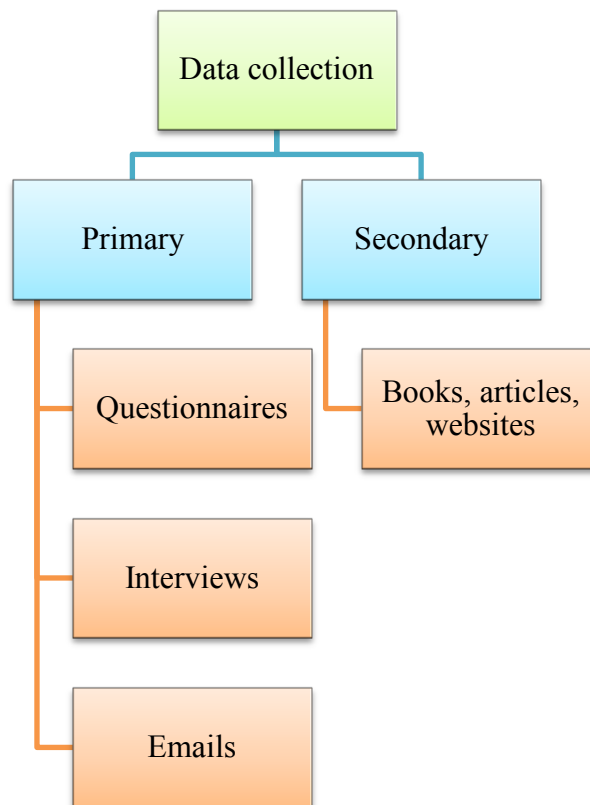


Figure: 3.3- Summary of data collection methods used in this Thesis

3.5 Sampling

In social science research one cannot study the entire population because of time and cost restrictions. That is why the researcher has to choose a “*representative sample from the population of interest for observation and analysis*” (Bhattacharjee, 2012 p65). Sampling is a method of choosing units that could be people or organizations from a population of concern. This is because by studying the sample, the researcher may generalize the consequences to the population from which the sample was selected (Trochim, 2001). According to (Bhattacharjee, 2012 p65) “*Sampling is the statistical process of selecting a subset (called a sample) of a population of interest for purposes of making observations and statistical inferences about that population*”. In simple words we can say that sampling is subset of the total population in which the researcher is interested in.

There are various types of sampling methods which include probability sampling, random sampling, systematic sampling, stratified sampling, cluster sampling, matched-pairs sampling, multi-stage sampling, quota sampling, expert sampling and snowball sampling. Each method has its own advantages and disadvantages (Bhattacharjee, 2012).

3.5.1 Sampling for This Thesis

For this thesis, a random sampling technique is used because the respondents were selected randomly at different heritage attractions in Lahore to interview. In this case, the subset is the tourists visiting heritage places in Lahore. Each and every tourist visiting heritage monuments in Lahore on those particular days when the researcher was conducting interviews had equal chance to be selected for an interview. As noted by (Bhattacharjee, 2012) in random sampling technique, all possible subgroups (sampling frame) of population have an equal probability of being selected.

3.6 Research credibility

In any research project, irrespective of the data collection methods and analysis, the credibility (validity and reliability) of research process should always be a prime concern (Bhattacharjee, 2012).

3.6.1 Validity

“Validity refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure” (Bhattacharjee, 2012 p58). Validity pacts with the legitimacy of the research which expresses that how well the research questions, data collection and the results are consistent with reality (Denscombe, 2004).

3.6.2 Reliability

“Reliability is the degree to which the measure of a construct is consistent or dependable” (Bhattacharjee, 2012 p56). In other words the reliability is very important in selecting the data collection methods and techniques so that the research results remained dependable and cannot be altered (Denscombe, 2004).

3.6.3 Validity and Reliability for This Thesis

To ensure the validity of the data collected for this thesis, the researcher constantly keeps in touch with the supervisor, government officials and tourists. The questionnaires were used for collection of primary data. In order to avoid irrelevant questions, two different questionnaires were designed based on theories used in theory chapter of this paper and the same got approved by the supervisor. The researcher avoids his personal bias during the interviews and tried to remain objective. Since the empirical data belongs to a particular place Lahore, the external validity of this paper can be found and the results can also be generalized.

To maintain the reliability of this research project the researcher tried his level best to collect the theories from reliable sources like books, articles, journals and authentic web sources. To collect primary data, the government officials and tourists were interviewed through predetermined interview guide. To avoid any misunderstanding the interview questions were also explained to the respondents whenever they asked during interview process.

3.7 Summary of Methodology

In this thesis deduction reasoning is used as scientific approach. As a research method both qualitative and quantitative methods are used. The empirical data is collected by using primary and secondary data sources. For primary data the government officials and tourists are interviewed and to collect secondary data, books, article and web sources are used. Nevertheless, random sampling method is used in this thesis.

4. Empirical Data

This chapter presents the empirical data collected from government officials and tourists in order to answer the research questions i.e. what are the potential heritage attractions of Lahore for marketing of the destination? And what are the challenges being faced by tourism industry in Lahore and how to cope with these challenges to make Lahore a better heritage tourist destination? As explained in section 3.1 of chapter 3, two different questionnaires were designed to collect the empirical data. The first section of this chapter shows the interlinkage of thesis research questions with each of the question in questionnaires. Finally the question wise explanation of the data collected is given in different sections of this chapter.

4.3 Research Questions Vs Questionnaire Questions

As already mentioned in (section 3.1 of this thesis) that two separate questionnaires (Appendix-A and Appendix-B) designed to interview government officials and tourists. On the whole both questionnaires contain 24 different questions to gather empirical data and answer the research questions of this thesis. The table 4.1 shows interlinkage of thesis research questions with every question of questionnaires. These 24 questions will further explain in different sections of this chapter, as shown in below table.

| Research Question 1 | | Research Question 2 | | Research Question 3 |
|-----------------------------|----------------------------|----------------------------|----------------------------|---------------------------------------------------------|
| Appendix – A (questions) | Appendix –B (questions) | Appendix –A (questions) | Appendix –B (questions) | The results and conclusion of research question 2 |
| (Section-1) | | (Section-2) | | |
| 4.2.1 | 4.2.2.1 | 4.3.1.1 | 4.3.2.1 | |
| | 4.2.2.2 | 4.3.1.2 | 4.3.2.2 | |
| | 4.2.2.3 | 4.3.1.3 | 4.3.2.3 | |
| | 4.2.2.4 | 4.3.1.4 | 4.3.2.4 | |
| | 4.2.2.5 | 4.3.1.5 | 4.3.2.5 | |
| | 4.2.2.6 | 4.3.1.6 | 4.3.2.6 | |
| | | 4.3.1.7 | 4.3.2.7 | |
| | | 4.3.1.8 | | |
| | | 4.3.1.9 | | |
| | | 4.3.1.10 | | |

Table- 4.1 interlinkage of Research Questions Vs Questionnaires

4.4 Potential Heritage Attractions of Lahore for Marketing

The role of attractions in tourist destination development is well documented, as noted by (Lew, 1987 p554) “*Without tourist attractions there would be no tourism*”. Attractions instigate people to travel around whereas; the quality and quantity of attractions are always affecting the tourist decisions.

4.4.1 TDCP Officials Interview

To know the potential heritage attractions of Lahore, a question (appendix-A, section-1, question-1) was asked from TDCP officials. In response to this question TDCP Official A, said that there are many heritage attractions in Lahore, like Lahore Fort, Shalamar Gardens, Lahore Museum, Badshahi Mosque, and Emperor Jahangir Tomb etc. He further added that Lahore has an edge over other heritage destinations of Pakistan, because the attractions of Lahore represent the history and edifice esthetics of Mughal, Sikh and British dynasties. He said that historical monuments of Lahore are playing very important role in promotion of heritage tourism in Lahore.

Another, TDCP Official B, added to this question, that there are many other heritage attractions in Lahore like Anarkali Tomb, Wazir Khan Mosque, Old city of Lahore, Ranjit Singh Samadhi, Minar-e-Pakistan, Qila Gujjar Singh, Noor Jahan Tomb, Hazuri Bagh/garden, Mubarak Hawali, Nadira Begum Tomb. He further added that Lahore Fort and Shalamar Garden are on the list of UNESCO heritage sites. This is a unique selling feature of Lahore heritage tourism. He further said that every year, thousands of domestic and international tourists come to Lahore to visit different heritage attractions. He said that according to the statistics Lahore Fort, Shalamar Garden, Lahore Museum, Janghir Tomb is on top of the list.

4.4.2 Tourists Interview

To know the counter narrative, few questions were asked from tourists about potential heritage attractions of Lahore.

4.4.2.1 Lahore is the Most Important Heritage Tourist Destination of Pakistan

A general question (appendix-B, section-1, question-1), was asked from tourists with the intention to know what they think about Lahore, as heritage tourist destination. When this question was asked from respondents, the interesting facts were recorded. 8 out of 29 respondents were agreed with this statement that Lahore is most important heritage place in Pakistan and 19

respondents strongly agreed. Only 1 respondent was disagreed, nevertheless, 1 respondent did not give any opinion. The chart below shows the percentage of respondents' answers.

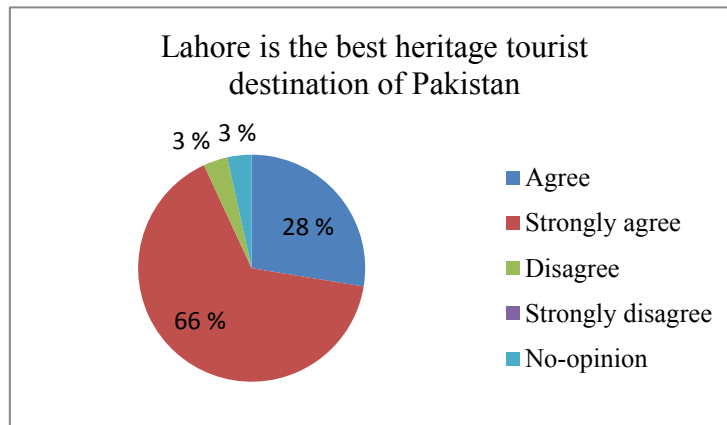


Figure- 4.3 Percentage of respondents regarding best heritage destination of Pakistan

4.4.2.2 Heritage Tourism Creates more Jobs and Business Opportunities

A general question (appendix-B, section-1, question-2) was asked to know what benefits people are getting from heritage tourism in Lahore. In response of this question 21 respondents were agree and 3 were strongly agree, whereas 2 respondents were disagree and 3 were having no opinions on this question.

4.4.2.3 Heritage Tourism provides more Recreational Opportunities

Another general question (appendix-B, section-1, question-3) was asked to know, what other benefits providing by heritage tourism to the locals of Lahore. As a response, 13 respondents were agreed, 6 respondents were strongly agreed and 7 were disagreed. However, 3 respondents said no-opinion.

4.4.2.4 Heritage Tourism is the Fastest Growing Sectors of Tourism Industry

As noted by (Poria et al, 2003) that heritage tourism is one of the fastest growing sector of tourism industry. This question (appendix-B, section-1 question-4) was asked with the intention to know, that what tourists in Lahore think about this pertinent sector of tourism. Interesting facts were logged while asking this question to the respondents at different heritage attractions in Lahore. 4 out of 29 respondents were agreed, 21 respondents were strongly agreed and only 2 respondents said they are not agree with the fact that heritage tourism is fast growing sector. On

the other hand, 2 respondents were not having any opinion. The chart below shows the percentage of respondents' answers.

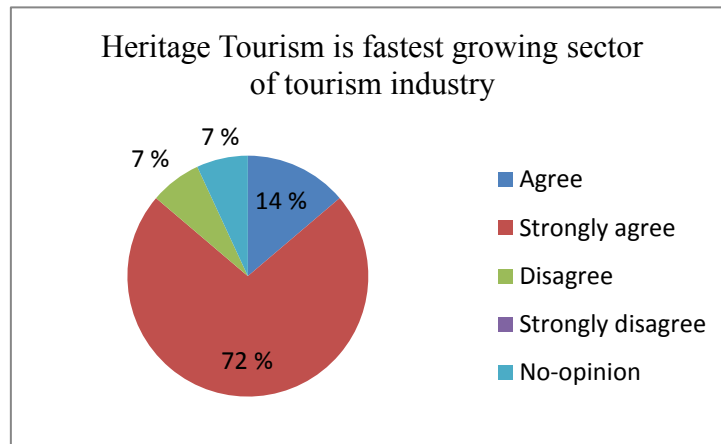


Figure- 4.4 Heritage tourism is the fastest growing sector of tourism industry

4.4.2.5 The Potential Heritage Attractions of Lahore

This question (appendix-B, section 1, question-5) was asked from tourists to counter check the officials opinion. When this question was asked, all 29 respondents had named The Lahore Fort, Shalamar Garden, Lahore Museum and Jahangir Tomb. Whereas, 7 out of 29 respondents also added Badshai Masque/Masjid, Anarkali's Tomb and 4 respondents added the name of Minar-e-Pakistan, Wazir Khan Mosque and 1 respondent also added the name of Ranjit Singh's Samadhi to the list.

4.4.2.6 The Heritage Attractions, Tourists like to Visit the Most

The reason to ask this question (appendix-B, section-1, question-6) from tourists was to get precise figures about the heritage attractions in Lahore they like to visit the most. In response 10 out of 29 respondents said they would like to visit Lahore Fort, and 7 respondents said Shalamar Garden. Whereas, 5 respondents said they like Lahore Museum the most and 4 respondents have named of Jahangir Tomb and only 3 respondents said Badshahi Mosque/Masjid. The below chart shows the percentage of tourists like to visit different heritage attractions in Lahore.

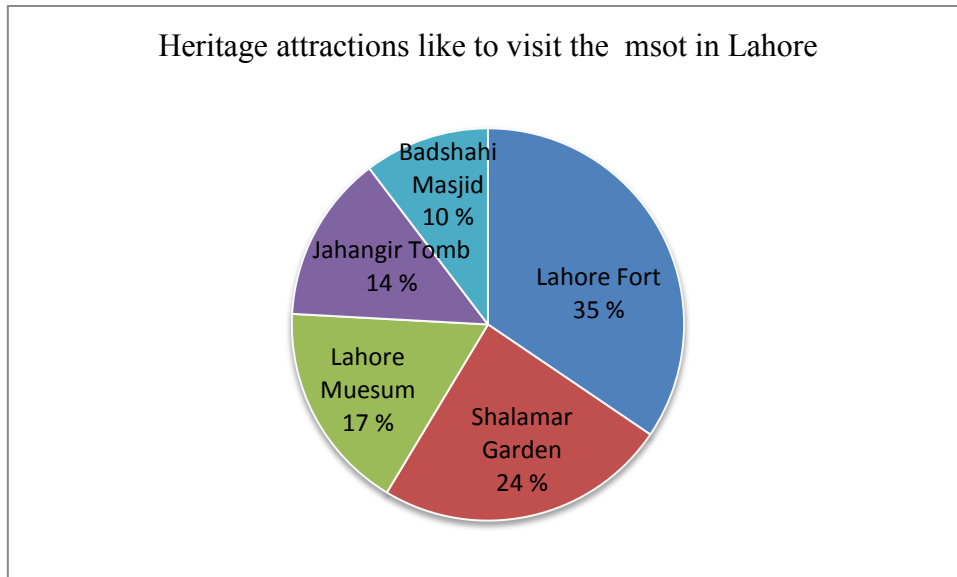


Figure- 4.5 Top most visiting heritage attractions of Lahore

4.5 The Challenges Facing By Tourism Industry in Lahore

According to (Baker, 2008), in this era of globalization it is very important for tourist destination managers to identify the critical success factors, which could impact destination on either way. They could easily develop and simultaneously destroy the destination. These factors could be a challenges or opportunities in development of tourist destination. As discussed in problem statement of this thesis, in Lahore the tourism industry is facing many challenges. To know the main challenges facing by tourism industry in Lahore different questions were asked from TDCP officials and tourists.

4.5.1 TDCP Officials Interview

The data collected from TDCP officials', regarding challenges being faced by tourism industry in Lahore is presented below.

4.5.1.1 The Role of Marketing in Destination Development, and How Marketing Optimize the Stakeholders Benefit

In response of this question (appendix-A, section-2, question-2) TDCP Official B, said that marketing plays a vital role in destination development. In tourism industry marketing is being used as a tool to promote and highlight the unique features of tourist destination and its attractions to attract domestic and international tourists. He further added that marketing helps in achieving a tourism policy of particular destination. It means that the strategic objectives of

tourism policy, which includes tourists satisfaction, profit maximization of stakeholders and improve the life style of locals can be achieved through marketing of destination.

TDCP Official A also added to this question that resources at a particular destination belong to different stakeholders. When tourism business starts flourishing as a result of marketing, the benefit goes to all the stakeholders, including government, private investors and the local communities.

4.5.1.2 The Distribution Channels use to Marketing Lahore

On this question (appendix-A, section-2, question-3) Official B, said that TDCP has its own official website which contains information about all the important tourist destinations of Punjab province, along-with information about tour packages and media gallery. He further added that TDCP is also in contact with different educational institutions to create awareness and promote/market Lahore heritage attractions.

Whereas, the Official A, said that TDCP is already involved with different business associations in Lahore to attract local and international business tourists. He said that though the motive of business tourists is to meet with their business partners, but they also like to visit different historical monuments in Lahore. He further said that TDCP is also promoting Lahore's heritage through private tour operators. TDCP flyers are always available in most of the tour operator's offices.

4.5.1.3 The Price of Lahore as Heritage Tourist Destination

Official B responded to this question (appendix-A, section-2, question, 4) that though Lahore has very unique heritage attractions but unfortunately we cannot sell Lahore as tourist destination on high prices. The main reason behind this is the poor economic conditions in Pakistan. Due to ongoing energy crisis people are getting unemployed and the domestic tourists are not having enough savings to spend on recreational activities. The international tourists are also reluctant to visit because of the negative image of Pakistan. He further said to encourage tourists to visit different monuments in Lahore, the entry tickets at all the monuments are very cheap. Beside this, the government is also working to improve the infrastructural facilities in Lahore city, like Punjab government introduced metro bus service in Lahore recently. He said Lahore is the first city in Pakistan in which metro bus service facility is available for travelers. He also added that the law and order situation is also getting better due to recent military operations against terrorists.

4.5.1.4 The Importance of Authenticity and Conservation of Monuments in Heritage Tourism

The TDCP Official C responded to this question (appendix-A, section-2, question-5) and said that in heritage tourism, authenticity plays a very important role, because history is reflected through heritage in the form of monuments, culture, traditions, food, and language. Authenticity of a monuments attract tourists to visit them, but if they don't find it as it is supposed to be, then they feel dissatisfied and it could be a big setback for a particular tourist destination. He further said that we cannot ignore the effects of aging, which cause the deterioration of monuments. To overcome the effects of aging, the monuments need proper conservation. In case of Lahore the Government is taking vital steps in order to carry out the proper conservation of different monuments by allocating funds, hiring services of experts, and training of employees. He further added that Lahore Fort and Shalamar Garden are on the list of UNESCO endanger sites. Therefore, we are also getting financial support and expertise from UNESCO to conserve these monuments in proper way.

4.5.1.5 The other Challenges and Their Effects on Heritage Tourism

On this question (appendix-A, section-2, question6) Official A replied that the biggest challenge facing the tourism industry in Lahore is terrorism. Terrorist activities create panic in mind of tourists especially the international tourists because they take all the impression from the media. In addition to this, the electronic media in Pakistan is adding fire to these incidents through their immature reporting. As a result, the image of Lahore as tourist destination is shattering as safe tourist destination. He further added that we are also lacking infrastructural facilities. We should improve transportation system and build more hotels and improve the basic civic facilities to attract more tourists. The Official C added to this question that poor economy is also a big challenge, because people are trying to fulfill their basic needs and they don't want to spend money on leisure. Official A also added on this point that lack of funds is also a challenge. He said that presently economy of Pakistan is not going well, thus the allocation of funds from federal and provincial governments to all the departments are reducing and so with tourism.

4.5.1.6 The Importance of Crisis Management Taskforce in Tourist Destination Development

Official A replied on this question (appendix-A, section-2, question-7) that crisis management taskforce could play a very important role in tourist destination development,

especially, the destination like Pakistan, which is facing severe law and order situation. He said that in Pakistan, the suicide bombings and terrorist attacks are happening in every part of country since 2000. Consequently the tourists, especially the foreign tourists don't feel safe and they avoid visiting Pakistan. He said that it is quite unfortunate that we don't have any crisis management taskforce in Lahore.

4.5.1.7 The Role of Tour Operators in Destination Development

This question (appendix-A, section-2, question-8) was answered by TDCP Official B. According to him the role of tour operators is pivotal in destination development. The government make policies for the development of destination and use private sector particularly tour operators to implement their policies. The tour operators also support destination managers in marketing of a destination because they are in direct contact with tourists, provide them services and motivate them to revisit the destination. They also help in image building of a destination by providing satisfactory services and word-of-mouth-marketing.

4.5.1.8 The Education Facilities Available for Government Officials and Tour Operators

TDCP Official A replied on this question (appendix-A, section-2, question-9) that education facilities provided by the government are not sufficient. There is not even a single government university in Pakistan that offers any degree program related to tourism studies/management. There is only one private institution, College of Tourism and Hotel management (COTHM), which offers a degree level program in tourism studies. And another institution is offering only certificate level of education regarding tourism.

4.5.1.9 The Importance of Tourists Education in Destination Development

Official C responded to this question (appendix-A, section-2, question-10) that heritage is all about history and tourists need to be educated to praise history. If the tourists don't have education perhaps they might not appreciate the value of heritage places. Resultantly the potential heritage tourist destination may not be developed.

4.5.1.10 Future of Heritage Tourism in Lahore

On this question (appendix-A, section-2, question-11) all three officials were agreed that future of heritage tourism in Lahore is very bright. The public and private sectors are trying their

level best to improve the current situation. They said Lahore has a basic element of a heritage tourist destination, but just need to address few issues.

4.5.2 Tourists Interview

As written in section 3.1 of this thesis, the tourists were also interviewed to get counter narrative. Thus, the data collected from tourists about the challenges being faced by tourism industry in Lahore is presented below.

4.5.2.1 How Do You Come to Know About the Monuments in Lahore

On this question (appendix-B, section-2, question-7) 9 respondents said they come to know about these monuments from their friends who have already visited, and 7 respondents said they read about these monuments in their text books in school and now they got chance to visit these places. 5 respondents said that their relatives told them, 3 respondents said that they checked the official website of Tourism Development Corporation of Punjab (TDCP). Whereas, 3 respondents said they got information from Newspaper and only 2 respondents said they got to know from other sources.

4.5.2.2 Satisfaction with the Marketing of Heritage Tourism in Lahore

When this question (appendix-B, section-2, question-8) was asked, 24 out of 29 respondents said they are not satisfied with the marketing of heritage tourism in Lahore from concerned government departments. A respondent Mr. Ali said he is from UK and come to Pakistan to meet his family. While coming to Pakistan, he made a plan to visit Lahore Museum, when he tried to get some information about the museum history and other features from the official website of Lahore Museum, he was surprised to know that there are only pictures of different artifacts exhibited in Lahore Museum. It was such that he could not find the contact numbers of the Lahore Museum authorities. Another respondent Mr. Imran Zafar said he never saw any advertisement on TV or radio about any heritage attraction of Lahore. 5 respondents said that they are not fully satisfied with the efforts of concerned government department, but they get information from their relatives and friends about these monuments so this is enough for them. A respondent Mrs. Zafar having a different opinion and she said, if a tourist really want to visit heritage attraction in Lahore he/she can get information any way. The most important think is “self-motivation” and awareness about the importance of heritage.

4.5.2.3 Cost of Visits Affect Tourism Activities in Lahore

On this question (appendix-B, section-2, question-9) all 29 respondents were agreed that travelling and accommodation cost affects the tourism activities in Lahore. A couple Mr. and Mrs. Danish said though the entry ticket cost at different heritage monuments in Lahore is not very highly, but the prices of travel are unaffordable for a common man. This is because the economy of Pakistan is not going well. The people are facing job cuts, especially in private sector. A respondent Mr. Tayyib, said the ongoing energy crisis has affected the overall economy of Pakistan, resulting in unemployment and they don't have enough savings to spend on recreational activities.

4.5.2.4 Impact of Terrorism on Heritage Tourism in Lahore

All 29 respondents on this question (appendix-B, section-2, question-10) said that ongoing terrorism activities have affected every sector of the economy and tourism is no exception in this. A respondent Mr. Khalid said that terrorist activities create fear in mind of people especially the tourists because they have to come to visit a particular public attraction. Resultantly, they could be an easy victim of terrorists that is why the tourists avoid visiting heritage attractions in Lahore. Another respondent Mr. Nadeem said, that in Lahore the terrorist had attacked many places especially the offices of policy and other law and enforcements agencies, which means that the common man especially a tourist has no security and they can be an easy target of terrorists. Another respondent Mr. Nouman said that since 2000, Pakistan is facing terrorism, but now situation is getting better because of military operation against terrorists in many parts of Pakistan.

4.5.2.5 Tourism Activates Strongly Depend on Positive Image of Destination

While responding to this question (appendix-B, section-2, question-11)100% respondents were strongly agreed to the fact that tourism activities at a particular destination depend on positive image. A respondent Mr. Nasir said that tourists always get attracted to the destination, which has positive image. Another respondent Mr. Akram said that no one like to visit a tourist place which carries a negative image what so ever. He said that in late 90's, I have experienced many foreign tourists were visiting different places in Lahore but now, there are few foreigners who come to visit heritage monuments in Lahore. It is just because Pakistan as a tourist destination is not having a positive image in the eyes of international tourists.

4.5.2.6 Satisfaction with the Facilities Provided by the Government

On responding to this question (appendix-B, section-2, question-12) 23 respondents were completely dissatisfied with the facilities provided at different monuments in Lahore. A respondent, Mr. Abdul said that there is no proper parking facility available in most of the monuments in Lahore; beside this the sanitation system is not good enough. Another respondent Mr. Taqueer said that there are no proper sign boards available, whereas the sign boards are very important for the guidance of tourists. A respondent Mr. Sajjad Alam said that there is no direct public transport facility available to reach most of the heritage places in Lahore. The only option for tourists is private transport which is very expensive for common tourists. Another respondent, Mr. Ahmad Ali said that most of the guides available at different monuments are not trained and well qualified. They cannot satisfy the tourists, especially the foreign tourists because they are not good with foreign languages.

4.5.2.7 Other Challenges Facing by Heritage Tourism in Lahore

On this question (appendix-B, section-2, question-13) a respondent, Mr. Waqas Ali said that I have visited many monuments in Lahore and I observed that most of the monuments are affected with aging and deterioration. He further added that concerned government departments trying their level best to maintain their authenticity through conservation but, it is not up to the mark. Another respondent, Mr. Saif said that lack of infrastructure is also a challenge for heritage tourism development in Lahore. He said the number of hotels and restaurant should increase and the prices of accommodation should be controlled. Another respondent, Mr. Muhamad Nadeem said that most of the monuments in Lahore are covered with illegal construction and encroachments. He further added that these encroachments destroying the esthetics of monuments and also creating problem for transportation.

5. Analysis

To answer the research questions, this chapter will describe the analytical vision of theory and empirical data. The different sections of this chapter are heritage is the fastest growing sector of tourism industry, tourist attractions and destination development, destination marketing and distribution channels, pricing/poor economy and destination development, terrorism effects on tourist destination development, image, authenticity and education and destination development.

5.1 Heritage is the Fastest Growing Sector of Tourism

According to the research of (Poria et.al, 2003), heritage tourism is one of the fastest growing sectors of tourism industry. This research is quite relevant to the data collected from tourists in Lahore. According to the data (section 4.2.2.4 of this thesis) 25 out of 29 respondents completely agreed with this opinion that heritage is the fastest growing sector in tourism. The Lahore heritage needs no portrayal; because the monuments exist in Lahore represent the history and construction esthetics of Mughal, Sikh and British dynasties as said by TDCP official A. Thus, Lahore as heritage tourist destination is very popular in Pakistan. It is also evident from the data collected from tourists. Section (4.2.2.1) of the thesis represents that 94% of the respondents agreed that Lahore is the most important heritage destination of Pakistan. However, it is difficult to generalize this opinion with limited number of respondents. One might say that tourists are interviewed in Lahore that is why they were having this opinion.

5.2 Tourist Attractions and Destination Development

Tourism and tourist attractions are interconnected with each other. The role of attractions is pivotal in tourist destination development, particularly the heritage attractions. According to the research of (Backer, 2008), heritage attractions are not only satisfying the tourist desires but also serve the community by creating awareness, understanding and appreciation of cultural identities.

The data collected from Lahore, shows that heritage attractions are playing an important role in promotion of heritage tourism in Lahore. According to the data collected from TDCP officials, important heritage attractions of Lahore are (section 4.2.1 of this thesis), Lahore Fort, Shalamar Garden, Lahore Museum, Badshahi Mosque, Emperor Jahangir Tomb, Anarkali Tomb, Wazir Khan Mosque, Old City of Lahore, Ranjit Singh Samadhi, Minar-e-Pakistan, Qila Gujjar Singh, Noor Jahan Tomb, Hazuri Bagh, Mubarak Hawali, Nadira Begum Tomb, Hiran Minar and

many others. Moreover, the data collected from tourists (section 4.2.2.5 of this thesis) is also supporting the argument of TDCP officials about important heritage attractions of Lahore.

According to (Baker, 2008), the combination of individual tourist attractions at particular place becomes tourist destination and every destination has some important and less important attractions. In case of Lahore, there are some very important heritage attractions where tourists always like to go. It is found in empirical data collected from tourists that the most important tourist attractions of Lahore includes Lahore Fort, Shalamar Garden, Lahore Museum, Emperor Jahangir Tomb and Badshahi Mosque (section 4.2.2.6).

The empirical data collected form TDCP officials (section 4.4.1) also shows that these five attractions are the top visited monuments in Lahore. These heritage attractions are playing an important role in providing jobs and recreation opportunities to the locals of Lahore. According to the data collected from tourists (section 4.4.2.2), 83% respondents agreed that due to these heritage attractions, the local people of Lahore are getting more jobs. The section (4.4.2.3) shows that 66% respondents agreed that these heritage attractions provide recreation opportunities. These findings demonstrate that people in Lahore consider heritage tourism as an important economic and recreational field. This might not be the same in other heritage tourist destinations.

5.3 Destination Marketing and Distribution Channels

Tourist destination is a complex phenomenon where resources, facilities and services are not owned by single individuals. In this situation, the destination marketing plays an important role and can be used as an apparatus to take care the interests of all the stakeholders involved at a particular tourist destination. As noted by (Buhalis, 2000), destination marketing leads the optimization of tourism impact and the intensification of benefits for the whole destination region. This study is quite relevant with the data collected from Lahore. Section (4.3.1.1) of this thesis, where TDCP Official A said that when tourism business starts flourishing as a result of marketing, the benefit goes to all the stakeholders including government, private investors and the local communities. Destination marketing helps in achieving tourism policy of particular destination said by Official B. This argument of TDCP official is completely supported by the research of (Buhalis, 2000) that the purpose of destination marketing is to accomplish various strategic objectives of destination.

Marketing is used to promote destination features to attract tourists from all over the world. For example, Italy is being promoted as destination for art, culture and fashion lovers.

Whereas, many destinations are promoted to attract the sun and sea lover tourists like Mediterranean destinations. It is very important for Destination Management Organizations (DMOs) to identify the appropriate tools to market the unique features of their destination. According to the research of (Buhalis, 2000), the promotional tools for destination are TV, radio, print media, brochures, website, exhibitions, conferences and public relation through opening of marketing offices at potential customer destinations.

In the case of Lahore, the TDCP is responsible to manage and run the tourism industry in Punjab province of Pakistan. It is found from empirical data collected from TDCP officials (section 4.3.1.2) that TDCP has its own website which contains information about all the important tourist destinations of Punjab including Lahore. TDCP is also promoting heritage of Lahore with the help of educational institutions of Pakistan. Beside this, TDCP is also in liaison with different business associations of Lahore to promote and market heritage attractions of Lahore and to attract business tourists as well. However, it is evident from the empirical data that TDCP is not using TV, radio and print media to market and promote heritage attractions of Lahore.

The above discussion shows that TDCP is not using enough promotional tools to market heritage attractions of Lahore, which is a big challenge in making Lahore a better heritage tourist destination. This argument is also supported by the empirical data collected from tourists in Lahore (section 4.3.2.2) where 83% of tourists said that they are completely dissatisfied with the marketing of heritage attractions of Lahore, whereas rest of the 17% tourists were partially satisfied. It is also found in empirical data that tourists said that they never watch any add on TV or radio promoting heritage attractions of Lahore. It might be because the overall economy of Pakistan is not good. The concerned government department responsible to manage the tourism industry in Lahore is facing reduction in funds from provincial and federal government. Similarly the department cannot make money from tourists because they also don't have enough money to spend on leisure activities as shown in section (4.5.1.5). As a result, they might not have enough financial means to spend on marketing of these heritage attractions of Lahore.

5.4 Pricing/Poor Economy and Tourist Destination Development

To fix an appropriate price is a challenging task for any destination because the destination resources belong to different stakeholders and every organization has its own interests and objectives. Furthermore, there are many other factors including country economic conditions, employment rate, cost of living, exchange inflation and rates, hotels and transportation cost,

competition in market, destination image and above all the economic conditions in international market contribute in pricing equation of a destination (Buhalis ,2000).

This theory is fairly relevant with the empirical data collected from government officials in Lahore (section 4.31.3) where the official said despite the fact that Lahore has very unique heritage attractions but they cannot sell Lahore as heritage destination on high price. According to them poor economic conditions in Pakistan is a challenge for them to sell Lahore as heritage tourist destination. Though the entry tickets at all the monuments are very cheap and affordable for a common man but still the domestic tourists have not enough saving to spend on tourism activities. This argument is further strengthened by the data collected from tourists (section 4.3.2.3) where 100% respondents said that poor economy is a challenge to promote heritage tourism in Lahore. A respondent agreed that entry tickets are affordable but the travelling and accommodation cost is unbearable, particularly for domestic tourists.

5.5 Terrorism Effects on Destination Development

The research of (Sönmez et al, 1999) says that the effects of terrorism activities on tourist destinations are inevitable and continued terrorist attacks at particular destination can create tourism crisis. According to (Hai, 2011) tourism crisis means undesired events that influence the confidence of tourists about a destination and affect the ability of organization or countries to operate normally. According to the empirical data collected from government officials in Lahore, it is found that Lahore is also in tourism crisis phase. According to one official (section 4.3.1.5), terrorism is the biggest challenge facing by tourism industry in Lahore. Furthermore this argument is also supported by the data collected from tourists in Lahore (section 4.3.2.4) of this thesis where 100% respondents said that terrorism activities has affected tourism industry in Lahore very badly. It is evident from empirical data that tourists avoid going to tourist places because they think they could be an easy victim of terrorist attacks.

According to (Sönmez et al, 1999) terrorists attack tourists because they can get instant media coverage which helps them in achieving their strategic objectives. This theory is also relevant with the empirical data (section 4.3.1.5) where the government official said that terrorist attacks in Lahore instantly get media coverage which damages the image of Lahore as risk free tourist destination.

It is very important for tourist destinations that are affected with terrorism to formulate crisis management taskforce to handle its impacts. The crisis management taskforce will provide

a road map to the stakeholders to deal with terrorism. It will also ensure the timely recovery of destination from terrorism. The crisis management taskforce should comprise of government officials community and business leaders and tourism industry professionals (Sönmez et al, 1999). It is found from empirical data collected from Lahore (section 4.3.1.6) that there is no crisis management taskforce available in Lahore to handle the situation created by terrorism.

5.6 Image and Destination Development

According to (Sönmez et al, 1999) destination image is very important, because of impalpable nature of tourist experience that is why the tourism activities at particular destination strongly depend on positive image of a destination. Tourists always like to visit destinations with positive image and avoid travel to destinations whose image is not good or where law and order situation is not satisfactory (Seaton, 1996 p 361-63). This research is supported by the empirical data collected from government officials in Lahore (section 4.3.1.5) that the law and order situation is not satisfactory in Lahore. The terrorist attacks are happening everywhere including government offices, private buildings, religious places etc.

In addition to that the print and electronic media is giving full coverage to these incidents. Consequently, the image of Lahore as safe and secure tourist destination is shattering. The empirically data collected from tourists (4.3.2.5), also reinforced the opinion of government officials. 100% respondents were having an opinion that positive image is a key in tourist destination development. According to them no one likes to visit a destination which carries a negative image what so ever. 1 respondent said that in late 90's, hundreds of foreign tourists were visiting different places in Lahore but now, there are few foreigners who come to visit heritage monuments in Lahore. It is just because Pakistan as a tourist destination is not having a positive image in the eyes of international tourists. This argument is purely relevant with the theory of (Buhalis, 2000) that positive image of a destination plays a key role in mind of tourists to choose tourist destination.

5.7 Authenticity and Destination Development

The concept of authenticity in attraction development is very important. As a tourist attraction developer, if historic building is promised than it should be indisputably available upon arrival at destination site (Clare, 2002). The empirical data collected also shows that authenticity plays an important role in bringing tourists to a particular tourist site or destination. According to a TDCP official (section 4.3.1.4), authenticity plays a very important role in tourist destination

development because history is reflected through heritage in the form of monuments, culture, traditions, food, and language. Authenticity of a monuments attract tourists to visit them, but if they don't find it as it is supposed to be, then they feel dissatisfied and it could be a big setback for a particular tourist destination.

The aging and environment can affect the historical monuments at any heritage tourist destination; resultantly the conservation of monument has to be done in most authentic way. The authenticity of historical monuments can also be affected with illegal constructions and encroachments around the historical monuments (Rehman, 2011). It is found in empirical data (section 4.3.1.4) that most of the monuments in Lahore are affected with aging, especially Lahore Fort and Shalamar Garden. The concerned departments are trying to conserve these monuments with the help of UNESCO. Whereas, the data collected from tourists shows that (section 4.3.2.7) most of the monuments in Lahore are affected with aging and the tourists are not satisfied with the conservation of different monuments. It is also found in empirical data that illegal construction and encroachments around different monuments are also destroying the esthetics of monuments. In this scenario, the role of DMO's become very important because they have legislative power and enforcement agencies to control the encroachments and illegal constructions (Rehman, 2011).

5.8 Education and Destination Development

It is very important for tourist destinations that are facing tourism crisis to manage the situation professionally. The tourism industry professionals can recover from the impact of tourism crisis quickly then non-professional managers (Sönmez et al, 1999). Secondly, destination resources belong to different stakeholders and to manage the interest of all the stakeholders is a difficult task (Buhalis, 2000). Therefore, professional educational facilities related to tourism management must be available for destination managers. The analysis of empirical data shows that there are no proper educational facilities available for destination managers in Lahore. There is only private institution, which is offering master level education regarding tourism management. Another institution working under TDCP management only offers certificate level courses related to tourism education.

6. Discussion and Conclusion

The chapter describes the results of analysis and followed by the suggestions based on theoretical framework which will be the answer of third research question of this thesis.

6.1 What are the Potential Heritage Attractions of Lahore for Marketing of the Destination?

The first objective of this research work was to identify the potential heritage attractions of Lahore, which can be used for marketing of Lahore as heritage tourist destination. The theoretical discussion of this thesis shows, that over the last two decades the popularity of heritage tourism has increased tremendously in the eyes of travelers and the people who trying to build tourists attractions (Michigan State University, www.museum.msu.edu). Lahore as case study is very popular heritage tourist destination in Pakistan because of its historical places. The historical monuments in Lahore were constructed by the rulers of three different dynasties including Mughals, Sikh and British. The empirical data also shows that Lahore is the most important heritage tourist destination in Pakistan and heritage tourism is the fastest growing sectors of tourism industry in Lahore.

The tourism activities at a particular heritage destination depend on the quality and the quantity of tourist attractions. As written by (Lew, 1987) that tourism and tourist attractions are interrelated with each other. The role of tourist attractions is significant in destination development, especially the heritage attractions. Heritage attractions not only fulfill the tourist desires but they also serve communities by creating awareness, understanding and appreciation of cultural identities (Mckercher, 2001). The empirical data shows that there are many heritage attractions in Lahore which attracts the domestic and international tourists to visit them. According to the empirical data, the general heritage attractions of Lahore are Lahore Fort, Shalamar Garden, Lahore Museum, Badshahi Mosque, Emperor Jahangir Tomb, Anarkali Tomb, Wazir Khan Mosque, Old City of Lahore, Ranjit Singh Samadhi, Minar-e-Pakistan, Qila Gujjar Singh, Noor Jahan Tomb, Hazuri Bagh, Mubarak Hawali, Nadira Begum Tomb and Hiran Minar.

The combination of individual tourist attractions at a particular place becomes tourist destination and every destination has some important and less important attractions (Baker, 2008). As written above, In the case of Lahore, there are many individual heritage attractions which make Lahore a heritage tourist destination. Whereas, the empirical data collected from tourist shows that the most important heritage attractions of Lahore are Lahore Fort, Shalamar Garden, Lahore Museum, Emperor Jahangir Tomb and Badshahi Mosque. 100% respondents like to visit one of these heritage attractions of Lahore. It is also found from empirical data that these

attractions are the most visited places in Lahore. The statistics in table 1.1 of this thesis shows that around 2 million tourists (domestic and international) visit these four out of five monuments every year. Whereas, the Badshahi Mosque is a religious place thus, it is quite difficult to maintain the statistics of visitors, because the people visit the mosque to offer both their prayers and for leisure.

The analysis and above discussion clearly shows that these five heritage attractions are playing an important role in the development of heritage tourism in Lahore. Without these attractions, it seems difficult to market Lahore a heritage tourist destination. These heritage attractions should be used to market Lahore as heritage tourist destination. The analysis of empirical data also shows, that marketing of potential heritage attractions of Lahore is also important because due to these attractions, the local residents of Lahore getting more jobs. Additionally these heritage attractions are also providing recreational opportunities to the locals of Lahore.

6.2 What Are The Challenges Being Faced By Tourism Industry In Lahore, and How to Cope with These Challenges to Make Lahore a Better Heritage Tourist Destination?

6.2.1 Destination Marketing/Distribution Channels

In this era of globalization, it is very important for a tourist destination to differentiate itself from other destinations. It is also equally important to promote its unique features to attract the domestic and international tourists. Thus, it is significant to identify and use appropriate distribution channels to promote and market the uniqueness of destination. According to (Buhalis, 2000) the most appropriate tools for promotion of a destination are TV, radio, print media, brochures, website, exhibitions, conferences and public relationship through opening of marketing offices at potential tourist destinations. The empirical data collected from Lahore shows that the concerned government department is using its own website to promote heritage attractions of Lahore. Additionally, they also has liaison with different business associations and educational institutions of Lahore to promote the heritage attractions of Lahore. Nevertheless, it is established by the empirical data that they are not using TV, radio and print media to market and promote heritage attractions of Lahore.

The above discussion shows, that TDCP is not using enough promotional tools to market heritage attractions of Lahore which is a big challenge in making Lahore a better heritage tourist destination. This argument is also supported by the empirical data collected from tourists in

Lahore, 83% of tourists were completely dissatisfied and remaining 17% were partially satisfied with the marketing channels used by the government department to promote heritage attractions of Lahore. The empirical data also shows that tourists like to have lasts, timely and cost effective information about the places they intend to visit. For that matter, they like to get information from different sources like TV, radio, social media, websites and newspapers.

To overcome this challenge and make Lahore a better heritage tourist destination, it is very important for destination managers of Lahore to use proper market channels to promote heritage attractions of Lahore. Though, they are using different sources to marketing heritage attractions of Lahore but these sources are not according to the needs and desired of tourists demands. The concerned department may use TV channels to promote heritage attractions of Lahore, because it is very powerful medium and through one TV commercial, they can promote the heritage of Lahore to the whole country. Similarly they can also use radio for the promotion of heritage attractions of Lahore, especially the FM channels because they are very popular and every city of Pakistan has its own FM radio channel. Radio ads are also very cost effective and can provide information to large amount of people in less time period.

In contemporary world, the social media has become very effective tool to market products. They may also use social media to promote heritage attractions of Lahore. To apprise and attract the international tourists about heritage attractions of Lahore, they can get help from Pakistan embassies in different countries. TDCP can send their flyers to Pakistan embassies and they can market the potential heritage attractions of Lahore. They may also open their liaison offices in different potential tourists' destinations. The liaison offices can market Lahore as heritage destination to different business associations, travel agencies, individual tourists etc.

Furthermore, TDCP may use the local and international tour operators to promote the heritage attractions of Lahore, because the international tourists always hire the services of tour operators to manage their travel plans for a particular destination. TDCP officials can also participate in conferences and exhibitions to promote the heritage of Lahore. In marketing of tourist destination, the role of slogan is very important. Different slogans are being used to attract tourists and promote tourism potential of different destinations. TDCP may also use seemly slogan to market heritage of Lahore. All these mediums will help TDCP in marketing of heritage attractions of Lahore, to the right customer at the right time and at the right cost. Moreover importantly these mediums are also suggested by (Buhalis, 2000) to market tourist destinations.

6.2.2 Pricing/Poor Economy and Destination Development

Local economy of a tourist destination is a big contributor in pricing of a destination. The analysis of empirical data shows that poor economy of Pakistan is a challenge in the promotion of heritage tourism in Lahore. The empirical data indicates that ongoing energy crisis is damaging the economy of Pakistan. Resultantly, the people are getting unemployed. They are trying to survive with this situation and have not enough money to spend on leisure activities. On the other side according to the government officials, Lahore has unique heritage attractions which can be sold-out on high price. Nevertheless, due to poor economy they cannot do so, particularly to the domestic tourists. Similarly the empirical data collected from tourists also shows that 100% respondents were agree that poor economy is a big challenge in promotion of heritage tourism in Lahore.

The analysis of empirical data also shows that to attract and motivate tourists, the destination managers of Lahore are trying their level best. For that matter, they keep entry ticket cost very cheap which is affordable for common man. The tourists also agree that the entry ticket cost at different monuments in Lahore is affordable. Having said that the tourists are not satisfied with travelling and accommodation cost in Lahore. According to them they cannot afford expensive traveling and accommodation while visiting Lahore. The tourists complain about expensive transportation make sense because the empirical data also illustrates, that there is no public transportation facility available for tourists to reach different monuments in Lahore. The only option left for tourists is private transportation which is quite expensive. It will not be out of context to mention that the transportation and hotels are owned by private entrepreneurs. Due to high general price level in the overall economy, it is difficult for private investors also, to reduce the price of transportation fare and accommodation.

To cope with this challenge, it is very important for government department to communicate with the stakeholders about this extra ordinary situation. To provide best possible services to the tourists, the government may give private entrepreneurs subsidies in income taxes, fuel, road taxes, construction material etc, so they can reduce the transportation fares and hotel accommodation costs. The provincial government may introduce public transportation facility to the tourists, especially on the routes where the important heritage attractions of Lahore situated. Additionally, they may introduce low price transportation cards for tourists to travel from one monument to another monument. They may also introduce special entry passes for international tourists. In this whole scenario, the role of TDCP is very important because they can negotiate and use legislative power if required to implement the overall destination price. This argument is

also supported by the research of (Buhalis, 2000), that Destination Management Organizations can negotiate with different stakeholders, advise them and can use legislative power if needed to force them to follow the overall destination price policy.

6.2.3 Terrorism and Destination Development

In contemporary tourism industry, the safety and security of tourists has become very important. Therefore, the tourists always avoid destinations which are affected with terrorism or where the law and order situation is not good. The research of (Sönmez et al, 1999) says that the effects of terrorism activities on tourist destinations are inevitable and continuance terrorist attacks at a particular destination can create tourism crisis. The analysis of empirical data shows that Lahore is also in tourism crisis because of ongoing terrorist activities. In Lahore the terrorist activities have happened quite often, which creates panic in minds of tourists. Resultantly, they avoid visiting heritage tourist attractions of Lahore. According to the government officials, the ongoing terrorism activities in Pakistan in general and in Lahore in particular, are a big challenge in promotion of heritage tourism. Whereas, 100% respondents also agreed that terrorism has affected tourism industry in Lahore very badly.

To improve law and order situation and overcome terrorism activities, it is very important for tourist destinations to formulate crisis management taskforce (Sönmez et al, 1999). In case of Lahore, the analysis of empirical data established that there is no crisis management taskforce available. Without crisis management taskforce, it is quite a challenge for TDCP to overcome this tourism crisis in Lahore.

The police and other law and order enforcement agencies are trying their level best to control terrorism activities. The empirical data shows, that as a result of recent military operations against terrorists in different part of country, the situation is getting better. But still there is need of crisis management taskforce because it will help the destination managers in timely recovery of terrorism effects. As written by (Sönmez et al, 1999) that crisis management taskforce will provide a road map to the stakeholders to deal with terrorism. It will also ensure the timely recovery of destination from terrorism. The taskforce may comprise of tourism industry professionals, business and community leaders. The businessmen to formulate business strategies to overcome with this situation and can also make joint ventures with the concerned government department to build infrastructure. Beside this, the community leaders from different walks of life can motivate people to visit heritage attractions of Lahore. They can also create awareness among people about heritage of Lahore.

6.2.4 Image and Destination Development

The positive image of a destination is very important in development of tourism activities at particular destination. Since the nature of tourist experience is intangible, therefore, it requires a positive image of a destination to attract the tourists to visit the destination. According to the research of (Seaton, 1996) tourists always like to visit destinations with positive image and avoid traveling to destinations whose image is not good. The analysis of empirical data indicates that the image of Lahore as a tourist destination is not positive. According to the officials, the law and order situation in Lahore is not good due to terrorist activities. In addition to this, the print and electronic media adding fire to this situation by giving coverage to terrorist attacks. Subsequently, the image of Lahore as a risk-free tourist destination has shattered especially in the eyes of international tourists. It is also found from empirical data that 100% respondents agreed that a positive image is compulsory for tourist destination development, whereas, Lahore carries a negative image due to law and order situation.

It is very important for destination managers of Lahore to improve the law and order situation with the help of other government departments. Besides this, they have to focus on infrastructure development to provide the best possible services to the tourists. The roads and transportation facilities should be improved. To provide enough accommodation facilities to the tourists, more hotels should be constructed. Additionally, to motivate the international tourists to visit Lahore, the airlines and airport services should be improved. The tour operators could help in image building of Lahore because the tourists are in direct contact with them. The TDPC shall give financial incentives to the tour operators to motivate more and more tourists to visit Lahore. These measures are also suggested by (Buhalis, 2000), according to him, the factors which contribute to image building of a tourist destination are accommodation facilities, services of tour operators, airlines services etc. All these steps will help the destination managers of Lahore to highlight the soft image of Lahore which eventually leads them to make Lahore a better heritage tourist destination.

6.2.5 Authenticity and Destination Development

The concept of authenticity in tourist attractions development is very important. Particularly in heritage tourist destination development, the genuineness of historic monuments is a key to attract tourists to visit them. Therefore, if a historic building is promised to the tourists, then it should be indubitably available upon arrival at the destination site (Clare, 2002). Nevertheless, the aging and environment can affect the historical monuments at any tourist destination. Thus, it

is very important for heritage attraction developers to conserve the monuments in most authentic ways.

The analysis of empirical data shows that historical monuments of Lahore attract the tourists to visit them. Yet, most of the monuments, especially Lahore Fort and Shalamar Garden are affected with aging and environment, which is a hindrance in making Lahore a better heritage tourist destination. Though the concerned government department is working on the conservation of these monument and they are also getting help from UNESCO. However the empirical data collected from the tourists in Lahore shows that the conservation of different monuments in Lahore is not up to the mark. The analysis also demonstrates that illegal construction and encroachments around different monuments in Lahore also affect authenticity of attractions.

To overcome this challenge, the TDCP may hire services of experts for better conservation of monuments. They may benchmark any other heritage destination of the world and study their techniques of conservation and apply those techniques for better conservation of the monuments of Lahore. For that matter, the allocation of funds should also be increased. Additionally TDCP should take serious actions against illegal construction owners. They may get help from law and enforcement agencies to demolish encroachments around different monuments in Lahore. This will also be the implementation of the research of (Rehman, 2011) where, he suggested that destination management organizations can use their legislative power to forcefully control the illegal constructions.

6.2.6 Professionals Education and Destination Development

A tourist destination is a combination of different products and involves the interest of various stakeholders. Therefore, it requires a great amount of professionalism from destination managers to successfully run and manage the tourist destination. From tourist point of view, destination is not only a geographical area, but it could be a perceptual notion, which can be constructed by various factors and tourist education is one of them (Buhalis, 2000). Thus, education is equally important for both destination managers and tourists as well. The analysis of empirical data shows that there is a lack of professional education facilities, especially with regard to tourism education. In Lahore, there is only one educational institution offering master level education related to tourism management. On the other side, the education of tourists, particularly the heritage tourists is very important. Since, heritage attractions represent history and if the tourists don't have education, they might not appreciate the value of heritage places. Consequently, the potential heritage tourist destination may not be developed.

Hence, the government should develop more educational institutions which offer education pertaining to tourism management. The on and off job training facilities may also be provided to the concerned government department professional, so they can acquire new knowledge and skills. They may also send their officials abroad for education. This way they can get latest knowledge about tourism industry's trends and management. As a result of this they can run and manage the heritage attractions of Lahore in appropriate way. This will lead them to make Lahore a better heritage tourist destination. Similarly to educate the young generation, the regular colleges and universities should introduce new courses focusing on the importance of tourism, particularly heritage tourism. It is also found from empirical data that tour operators serve as a front line guide for the tourists. Therefore, it is equally important to provide training and education facilities to the tour operators so they can serve the tourist in best possible way.

6.3 Conclusion

Through analysis and discussion, it is found that the following challenges should be managed to make Lahore a better heritage tourist destination:-

- An appropriate distribution and promotional channels should be used to market the potential heritage attractions of Lahore. For that matter, the allocation of fund should be increased from provincial and federal governments.
- To build the confidence of domestic and international tourist, the law and order situation should be improved in the whole country in general and Lahore in particular.
- Well trained task force management team for heritage tourism management is of utmost importance to deal with present tourism crisis situation in Lahore.
- The image of Lahore as security risk tourist destination should be improved. For that, apart from improving law and order situation, better infrastructure facilities, well trained guides at different monuments in Lahore and tour operators can help the concerned government department.
- The federal and provincial government should take solemn initiatives to improve the local economy
- The conservation of the monuments should be done according to international standards.
- The proper educational facilities should be provided to the destination managers and tour operators.

7. References

Books and articles

- Aaker, D.A., Kumar, V., & Day, G. S., (2004), "*Marketing Research*" 8th edition, John Wiley & Sons, Inc., U.S.A
- Baker, M. J., & Cameron, E., (2008), "*Critical success factors in destination marketing*" *Tourism and Hospitality Research*, 8(2), 79-97.
- Baloch, Q. B., (2008), "*Managing Tourism in Pakistan: A Case Study of Chitral Valley*" *Journal of Managerial Sciences*, 2(2), 169-190.
- Bhattacharjee, A., (2012), "*Social science research: principles, methods, and practices*"
- Buhalis, D., (2000), "*Marketing the competitive destination of the future*" *Tourism management*, 21(1), 97-116.
- Clare A. G., & Routledge T.V., (2002), "*Tourism Planning. Basics, Concepts, Cases*" Taylor and Francis , London, ISBN 0-415-93268-8, ISBN 0-415-93269-6
- Denscombe M., (2004), "*Forskningens grundregler. Samhällsforskarens handbok i tio punkter*, Studentlitteratur,
- Ethridge E., D., (2004), "*Research Methodology in applied economics: organizing, planning, and conducting economic research*" Ames: Blackwell publishing
- Ghuri P.N., Gronhaug K., (2005), "*Research Methods in Business Studies: A Practical Guide*", Financial Times Prentice Hall, New York, 3rd edition
- Gray P. S., Williamson J. B., Karp D. A., & Dalphin J. R., (2007), "*The Research Imagination: an introduction to Qualitative and Quantitative Methods*" Published by Cambridge University Press, pp 42.
- Hai A.M., Chik R. A., (2011), "*Political Stability: Country Image for Tourism Industry in Bangladesh*", ISBN 978-983-42366-5-6
- Harrell M. C., & Bradley M. A., (2009), "*Data collection methods. Semi-structured interviews and focus groups*", RAND NATIONAL DEFENSE RESEARCH INST SANTA MONICA CA.
- Hennink, M., Hutter, I., & Bailey, A., (2010). "Qualitative research methods". Sage
- Hox, J. J., & Boeije, H. R., (2005), "*Data collection, primary vs. secondary. Encyclopedia of social measurement*", 1, 593-599.

- Hyde, K. F., (2000). "Recognising deductive processes in qualitative research. *Qualitative market research*": *An international journal*, 3(2), 82-90.
- Jacobs J. K., Kawanaka, T. & Stigler J. W., (1999), "*Integrating qualitative and quantitative approaches to the analysis of video data on classroom teaching*". *International Journal of Educational Research*, 31(8), 717-724.
- Kamran, M. & Ilyas, S., (2013), "*Challenges and opportunities for hospitality and tourism sector of Pakistan*", In paper proceedings of international conference on tourism and hospitality management 2013 (online) (p. 82).
- Khan M., (2012), "*Challenges Affecting The Tourism Industry In Pakistan*"
- Kothari C. R., (2004), "*Research Methodology: Methods & Techniques*", Published by New Age International
- Kumar R., (2005), "*Research Methodology a Step-by-Step Guide for beginners*", 2nd edition. Sage Publication, London
- Lew, A. A., (1987), "*A framework of tourist attraction research*". *Annals of tourism research*, 14(4), 553-575.
- MacCannell D., (1976), "*The tourist: A New Theory of the Leisure Class*", Univ of California Press
- McClelland S.B., (1994), "Training needs assessment data-gathering methods: Part 1, survey questionnaires", *Journal of European Industrial Training*, 18 (1), 22.
- Mckercher B., (2001), "*Attitudes to a Non-Viable Community-Owned Heritage Tourist Attraction*". *Journal of sustainable tourism*, 9(1), 29-43.
- O'Leary, J. T., Morrison, A. M., & Alzua, A. (1998), "Cultural and heritage tourism: Identifying niches for international travelers", *Journal of tourism studies*, 9(2), 2-13
- Poria, Y., Butler, R., & Airey, D., (2003), "*The core of heritage tourism*", *Annals of tourism research*, 30(1), 238-254.
- Rehman A., (2011), "*Conservation of Historic Monuments in Lahore: Lessons from Successes and Failures*", *Pak. J. Engg. & Appl. Sci.* Vol. 8, pp. 61-69
- Ritchie W.B., (2004), "*Chaos, crises and disasters: a strategic approach to crisis management in the tourism industry.*" *Tourism management* 25.6 (2004): 669-683.

- Sandelowski M., (2000). “*Focus on research methods combining qualitative and quantitative sampling, data collection, and analysis techniques*”. *Research in nursing & health*, 23, 246-255.
- Saraniemi, S., & Kylänen, M., (2010), “*Problematizing the concept of tourism destination: An analysis of different theoretical approaches*”. *Journal of Travel Research* Vol.20, Issue 10, pp. 1-11
- Saunders, M., Lewis, P., & Thornhill, A., (2007), “*Research methods for business students*” Published by Pearson Education, pp117
- Saunders, M., Lewis, P., and Thornhill, A., (2003), *Research Methods for Business Students*, Financial Times Prentice Hall, 3rd edition
- Seaton, A. V., & Bennett, M. M., (1996), “*The marketing of tourism products: Concepts, issues and cases*”. *Cengage Learning EMEA*.
- Sekaran, U., (2002), *Research Methods for Business: A Skill-building Approach*, John Wiley & Sons, Inc., U.S.A., 4th edition.
- Smith A. M., Albaum G. S., (2005), “*Fundamentals of Marketing Research*” Published by SAGE, pp63
- Sönmez S. F., Apostolopoulos Y. & Tarlow P., (1999), “*Tourism in Crisis: Managing the Effects of Terrorism*”, *Journal of Travel Research* 1999 38: 1
- Sönmez, S. F., & Graefe, A. R., (1998), “*Influence of terrorism risk on foreign tourism decisions*”, *Annals of Tourism Research*, 25(1), 112-144.
- Sönmez, S. F., (1998), “*Tourism, Terrorism and Political Instability*”, *Annals of Tourism Research*, 25(2):416
- Swarbrooke, J., (1994), “*The future of the past: heritage tourism into 21st century*”, *Tourism: The state of the art*, 222-229.
- Tahir M. U., Tabassum H., Arshad M., & Ahmad S., (2009), “*Logistics outsourcing-3PL & 4PL: A Survey on Pakistani manufacturing and exporting companies*”.
- Taylor, A., Sinha, G., & Ghoshal, T., (2006), “*Research Methodology: A guide for Researchers in Management and Social Sciences*”, Published by PHI Learning Pvt. Ltd. pp4.
- Timothy D. J., & Boyd, S. W., (2003), “*Heritage tourism*”, Pearson Education.
- Trochim M, “*Research Methods Knowledge Base*” (2006), retrieved on 15 October, 2015 from <http://www.socialresearchmethods.net/kb/dedind.php>

Trochim W. M., & Donnelly J. P., (2001), “*Research methods knowledge base*”.

Wang Y. S., (2009), “*The impact of crisis events and macroeconomic activity on Taiwan's international inbound tourism demand*”, *Tourism Management*, 30(1), 75-82.

Waraich S., (2011), “*Locations of Longing: The Ruins of Old Lahore*”, *third text*, 25(6), 699-713

Zeppel, H., Hall, C.M. & Weiler, B., (1992), “*Arts and Heritage tourism*”, *special interest tourism*, 47-68

Web pages:-

Asian historical architecture (2015), “*Badshahi Mosque Lahore Pakistan*”, retrieved on 10 October, 2015 from <http://www.orientalarchitecture.com/pakistan/lahore/badshahi.php>

Asian historical architecture (2015), “*Jahangir Tomb Lahore Pakistan*”, retrieved on 10 October 2015 from <http://www.orientalarchitecture.com/pakistan/lahore/jahangir.php>

Lahore Museum, retrieved on 3 October, 2015 from http://www.ualberta.ca/~rnoor/lahore_museum.html

Michigan State University, “*Heritage Tourism*”, retrieved on 29 September, 2015 from <http://museum.msu.edu/?q=node/705>

Pakistan Bureau of Statistics, Government of Pakistan (2015), retrieved on 7 October, 2015 from http://www.pbs.gov.pk/sites/default/files//tables/Museum%20statistics_19-12-2014.pdf

Pakistan Tours Guide (2015), “*Lahore Fort*”, retrieved on 20 October, 2015 from <http://www.pakistantoursguide.com/lahore-fort.html>

Pakistan Tours Guide (2015), “*Shalimar Garden Lahore*”, retrieved on 6 October, 2015 from <http://www.pakistantoursguide.com/shalimar-gardens-lahore.html>

Punjab Portal (2015), “*Architectural Heritage*”, retrieved on 20 October, 2015 from http://www.punjab.gov.pk/lahore_architectural_heritage

Punjab Portal (2015), “*Lahore*”, retrieved on 23 October, 2015 from <http://www.punjab.gov.pk/lahore>

The Statistics Portal (2015), “*Number of international tourist arrivals worldwide from 1995 to 2014*” retrieved on 3 October, 2015 from <http://www.statista.com/statistics/209334/total-number-of-international-tourist-arrivals/>

Tourism Development Corporation of Punjab (2015), “*Shalamar Garden*”, retrieved on 20 October, 2015 from

<http://www.tdcp.gov.pk/tdcp/Destinations/HistoricalPlaces/HistoricalStructuresandBuildings/ShalimarGardens/tabid/261/Default.aspx>

Al Huda Center of Islamic Banking and Economics, retrieved on 31 October, 2015 from

http://www.alhudacibe.com/wle_lahore.php

Appendix-A (Government Officials)

“Confidential”

Respondent Name: -----

Organization: -----

Contact Detail: -----

Date: -----

1. What are the key heritage attractions that exist in Lahore and what is their role in promoting heritage tourism in Lahore?
2. How do you see the role of marketing in tourist destination development? And how destination marketing leads the optimization of tourism impact and the intensification of benefits for the stakeholders?
3. What distribution channels do you use to market Lahore as heritage tourist destination?
4. How do you see the pricing of “Lahore” as tourist destination/product? And what measures did government takes to increase the price of Lahore as heritage tourist destination?
5. How authenticity and conservation of monuments is important in heritage tourism? And how do you see the role of government in maintaining the authenticity/conservation of different monuments in Lahore?
6. What are the main challenges and how they affect heritage tourism industry in Lahore?
7. How important is the crisis management taskforce in tourist destination development and is there any crisis management taskforce in Lahore and what is its role?
8. How do you see the role of tour operators in destination development?
9. Are you satisfied with the education facilities available for government officials and tour operators with regard to tourism management education?
10. How important is the education of tourists in development of heritage tourist destination?
11. What is the future of heritage tourism in Lahore?

Appendix-B (For tourists)

‘Confidential’

Respondent Name: -----

Nationality: -----

Age: -----

Education: -----

Date: -----

Contact/Email: -----

1. Do you think Lahore is the most important heritage tourist place of Pakistan as compared to the other heritage places?

(A) Agree (B) Strongly Agree (C) Disagree (D) Strongly Disagree (E) No-Opinion

2. Do you think that heritage tourism creates more jobs and business opportunities to the domestic people living in Lahore?

(A) Agree (B) Strongly Agree (C) Disagree (D) Strongly Disagree (E) No-Opinion

3. Do you agree that heritage tourism provides more recreational facilities to the local community of Lahore?

(A) Agree (B) Strongly Agree (C) Disagree (D) Strongly Disagree (E) No-Opinion

4. Do you think heritage tourism is one of the fastest growing sectors of tourism industry?

(A) Agree (B) Strongly Agree (C) Disagree (D) Strongly Disagree (E) No-Opinion

5. What are the potential heritage attractions of Lahore?

6. Which heritage attraction do you like to visit the most in Lahore?

7. How do you come to know about this monument and how many times have you visited this attraction?

8. Are you satisfied with the marketing of heritage tourism in Lahore from government departments?

9. Do you think pricing/ cost of visits effect tourism activities in Lahore?

10. How do you see the impact of terrorism on heritage tourism in Lahore?

11. Why the tourism activities at particular destination strongly depend on positive image of a destination?

12. Are you satisfied with the facilities provided by the government at different heritage places in Lahore Pakistan?
13. What are the other challenges facing by heritage tourism in Lahore and how to cope with them?