

Project Title: Cultural heritage management

Course: M16 – Business and Marketing Management

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Assignment 9 – Cultural Heritage Management 1. Do the same heritage features have different values for different stakeholders?

Heritage significance is socially constructed and based on cultural, economic, political and personal perspectives, and hence different stakeholders often assign different values to the same heritage attribute. Different groups may have different meanings for a heritage feature.

For example, a historic marketplace may be valued by local communities for its social customs and cultural identity. Historians might value it for the historical evidence and architectural features. Tourists may enjoy it for the aesthetic and recreational experience, while developers may enjoy the same site for economic growth and urban regeneration.

A holy place of worship for instance. The site may be of spiritual significance and of key cultural identity to indigenous communities. Government agencies may take into account the national heritage significance and tourism potential. May be of value to researchers for archaeological information. They can be at odds with each other in terms of decisions over conservation, access or development.

This has important implications for heritage management . Heritage managers must understand that heritage values are multiple and fluid, not static. Good management means that stakeholders are included, consulted and involved in decision making processes. Disputes, loss of community trust and inappropriate conservation outcomes can result from failure to consider the values of some stakeholder groups.

Values-based management is central to contemporary heritage management frameworks. It is a process whereby decisions are made with reference to an appreciation of the different cultural, social, economic, spiritual and scientific values associated with heritage places. This approach seeks to balance conflicting interests, while retaining the heritage significance for future generations.

Different stakeholders may assign—and often do assign—different values to the same heritage attribute. Such values need to be identified and potential conflict understood so that strategies can be developed to accommodate multiple perspectives. This is a pre-requisite for successful heritage management.

Reference

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