

Tourism in Metropolitan Manila - Philippines: An Analysis

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Abbreviations

CBD	Central Business District
CCP	Cultural Centre of the Philippines
DBM	Department of the Budget and Management
DCMS	Department for Culture, Media and Sports-Tourism Division- United Kingdom
DoT	Department of Tourism
ETE	Ecological Tourism in Europe
GDP	Gross Domestic Product
HSMA	Hotel Sales & Marketing Association
IA	Intramuros Administration
LGC	Local Government Code
LGU	Local Government Unit
MICE	Meeting-Incentive-Conference-Exhibition tourism
MMC	Metropolitan Manila Council
MMDA	Metropolitan Manila Development Authority
NCR	National Capital Region
NGU	National Government Unit
PhilTOA	Philippine Tour Operator Association
P.O.	Participatory observation
PWC	Price Waterhouse Coopers
PCVC	Philippine Convention and Visitor Corporation
SEA	Southeast Asia
STPB	Singapore Tourist and Promotion Board
SUT	Sustainable Urban Tourism
UNESCO	United Nations Educational, Scientific & Cultural Organization
UN	United Nations
VFR	Visiting Friends & Relatives
WTTC	World Tourism & Travel Council
WTO	World Tourism Organization

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1. Introduction

1.1 Context and core question

The City of Manila has been widely recognized as a travel destination since the beginning of the 20th century. In early travel literature it was praised as ‘the Pearl of the Orient’ (O’CONNELL 1908:5) or ‘Riviera of the Orient’ (Philippine Tourist Association 1930:3). The Second World War brought comprehensive destruction and the loss of numerous visitor attractions which were not rebuilt until now.

It was not until the late 1970’s that the capital’s tourism was initially revived. The move towards tourism was pushed as the capital hosted the conferences of the World Monetary Fund in 1976 and the World Tourism Organization in 1980. During this period, development of tourism infrastructure accelerated. The main goal was the positioning of Metropolitan Manila as the premiere convention city in the region (source: interview with an official of the Philippine Convention and Visitor Corporation, 2006).

The major cities in Southeast Asia possess an important gateway function which emphasizes their existing and future potential for urban tourism (PAGE 2001:84; MULLINS 1999:246). The growth in demand for urban destinations in Southeast Asia is evident since the beginning of the 21st century (World Tourism Organization 2008:9). Tourism is developing tremendously in Hong Kong, Macao, Singapore and Bangkok as the focal points for urban tourism in Southeast Asia, followed by other cities like Metropolitan Manila. Tourism has become an important income generator for cities in the region contributing to economic growth.

Today, Metropolitan Manila competes with other cities for tourism in the region. According to statistics of the Department of Tourism, the Philippines received 3.1 million inbound visitor arrivals in 2008, of which the majority entered the country via the capital. Additionally, the capital is also a target for domestic travellers. Tourism must be seen as economically important for the capital.

Despite the growing regional relevance of urban tourism, only limited systematic studies exist, which contribute to a better understanding of the regional urban tourism context. Existing studies concentrate mainly on Singapore, Hong Kong and Macao. But research in how far urban tourism is developed in other (mega)cities in the region and particularly in Metropolitan Manila do not exist. In this respect, the core question is:

What are the characteristics of tourism in Metropolitan Manila?

1.2 State of research on urban tourism in the global, regional and local context

Global context

The scientific interest on urban tourism has been significantly growing since the early 1980's. This becomes evident in increasing numbers of publications dominated by authors from Europe, North America and Australia (EDWARDS ET AL. 2007:5). The majority of scientific investigations are empirical case studies. The bigger part of existing studies is devoted to planning, marketing and managing urban tourism destinations (EDWARDS ET AL. 2007; JANSEN-VERBEKE & LIEVOIS 2004; PAGE & HALL 2003; ASHWORTH & TURNBRIDGE 2000; JUDD & FAINSTEIN 1999; MURPHY 1997; JUDD 1995). However, spatial aspects of urban tourism are also focal points. Mostly geographers examine developments of urban structure, infrastructure and tourism precincts in the tourism context (PAGE 2005; JANSEN-VERBEKE 1999; JUDD & FAINSTEIN 1999). Further, impacts and consequences of urban tourism regarding cityscapes are frequent areas of study. Focal points are waterfront regeneration and inner city regeneration (MURPHY & BOYLE 2006) also embracing particular themes like sports, gambling and event tourism in cities (HOLLANDS & CHATTERTON 2003). Several studies examine socio-cultural impacts, visitor attitudes and visitor behaviour (EDWARDS ET AL. 2009; ADRIOTIS & VAUGHAN 2003), economic impacts (LAW 2002), destination image (SMITH 2005; PIKKEMAAT 2004 , BOEDEKER 2003; JOPPE ET AL. 2001). Only a few studies focus on urban tourism aspects in developing countries (ROGERSON & VISSER 2007; ROGERSON 2002) According to SELBY (2004:11ff.) general theory and delineation of urban tourism are underrepresented fields of study until now.

Regional context

Until now, urban tourism in Southeast Asia has been studied in different fields. Main foci are tourism marketing (HENDERSON 2007; ENRIGHT & NEWTON 2005), heritage and cultural tourism (CHANG & TEO 2009; MC KERCHER ET AL. 2005 & 2004; LI 2003; CHANG ET AL. 1996), sustainable urban tourism (SAVAGE ET AL. 2004), the economy of urban tourism (GHIMIRE 2001; YEOH & CHANG 2001), the conservation of ethnic district (CHANG 2000), CHANG & HUANG 2004) as well as theme parks (TEO & YEOH 1997). Moreover, research targets are the ambitious plans of cities becoming tourism capitals, and issues of convention and business tourism (HAILIN ET AL. 2000; LEW & CHANG 1999). Additionally, the scope is widened through few single examinations referring to the promotion of shopping tourism (HSIEH & CHANG 2006), health care tourism (HENDERSON 2003), gambling tourism (MCCARTNEY 2003), tourism policy issues (YEOH ET AL. 2001), sex tourism (ASKEW 2002), image assessment (CHOI ET AL. 1999) and spatial developments of the hotel sector (OPPERMANN ET AL. 1996). Most studies are eminently concentrated on Singapore, Hong Kong and Macao.

Local context

Considerable contributions on urban tourism settings in the Philippines are not yet existing. On one side tourism studies target the national tourism development (CRUZ 2000; CHON & OPPERMAN 1996; VORLAUFER 1996). On the other side development of tourism in rural settings is the focus (CLAUSEN 2007; CARTER 2004; DULNUAN 2005; TROUSDALE 1999; SMITH 1992). Other contexts are sustainable tourism development (ALAMPAY 2005; CRUZ 2003; WHITE & ROSALES 2003; HUTTCHE ET AL. 2002), impact of tourism on coastal communities (EVACITAS 2001), human resources (SOLIS 2005), health tourism (HARPER-ALONSO 2006) and domestic tourism (BERNKLAU 1990). The scale of investigations remains limited to national, provincial or resort dimensions.

That systematic works about urban settings in the archipelago are missing appears to be surprising, because several urban destinations in the Philippines offer attractive historic city centres, baroque architecture settings and fortresses dating back to the Spanish colonial period. Additionally, several bigger cultural events like the Ati-Atihan festival in Kalibo City¹ take place every year. Metropolitan Manila is the only megacity offering a heritage site enlisted in the World Heritage List of the UNESCO (2009) since 1993 in Southeast Asia, which is the San Agustin Church and Convent (UNESCO ID 677-001). This study intends to fill this research gap regarding a systematic investigation of urban tourism in the archipelago, and particularly in Metropolitan Manila.

1.3 Scope and objectives of the study

The national tourism authority in the Philippines enforces tourism in the country. According to the long term goals of the Tourism Master Plan of the Philippines (DoT 1999a:5) Metropolitan Manila shall stay the major international gateway in the country.

According to the yearly report of the World Tourism and Travel Council (WTTC 2007:3), the Philippine travel and tourism economy is ranked globally as middle-tier intensive. The prognosis of average growth of the tourism economy is given with 5.1% per annum until 2019 (WTTC 2009:6). This considerable future contribution to the country's economy and the goals of the Tourism Master Plan will challenge tourism development in Metropolitan Manila.

Rising volume of inbound tourism will increase demand on contemporary leisure and sightseeing opportunities, accommodation and adequate infrastructure in the capital. Yet, inter alia, this becomes obvious in the development of new tourist attractions in the metropolis like the 'Manila Ocean Park'. The marine theme park in the City of Manila will be operating after 2009. This project shall underline the capital's ambition as a serious player in the tourism market regionally and internationally.

¹ Own observation through travelling in the Philippines between 2000 and 2006

Urban tourism is seen as a complex phenomenon which involves, on the one hand, different individuals, groups, institutions or organizations as well as visitor attractions at the supply side (PAGE & HALL 2003:23). On the other hand, the consumer is represented by individuals or groups of individuals who visit urban areas regarded as a crucial variable for tourism. Hence, the scope of this study will refer to the different actors at the supply side, the visitor at the consumer side, and the visitor attractions in Metropolitan Manila.

A detailed scholarly examination of tourism in the capital is absent so far. Hence, the purpose of this study is to deliver the first and comprehensive analysis and evaluation of Metropolitan Manila’s current tourism system. The following objectives are sought to be explored:

- Characterize the profile of the capital’s tourism market and visitor attraction resources.
- Characterize and identify the stakeholders of the tourism system.
- Identify and understand what tourism means to supply side stakeholders.
- Elaborate, understand and assess supply side stakeholders relationships.
- Elaborate, understand and assess supply side stakeholders steering of tourism.
- Establish the actual visitor typology regarding to motivations, activity preferences and activity spaces.
- Elaborate destination’s image and satisfaction level of the visitors.
- Evaluate Metropolitan Manila’s visitor attractions.
- Present a conceptual approach for future tourism development.

The above formulated objectives unclothe the opportunity for this study to capture a holistic understanding of the capital’s tourism comprehensively embracing the supply side, consumer side as well as the visitor attractions and services. From it the following sub-questions to answer the core question can be formulated²:

	Corresponding chapter
What is the profile of Metropolitan Manila’s tourism market? Which are Metropolitan Manila’s visitor attraction resources?	4
Who are the stakeholders? What meaning do supply side stakeholders attach to the term urban tourism? What extent and nature do supply side stakeholders relationships have? How do supply side stakeholders steer tourism development?	5
Why do people visit Metropolitan Manila? How do visitors perceive the capital? Which areas do visitors visit and what are their activities? How satisfied are visitors with the destination?	6
What quality do visitor attractions have?	7

² A detailed derivation of the sub-questions will be given in chapter 2.6

1.4 Structure of the study

The first part of chapter two covers definitions and theoretical background of mega-urbanization and urban tourism. Subsequently, the discussion turns to reflections about stakeholder theory. The following discussion targets the supply side with regards to tourism planning and development, and the consumer side with regards to visitor motivation, perception and satisfaction. Theoretical aspects of destination image and the visitor attractions completes chapter two.

Chapter three refers to the methodological approach with regards to the field work and the data analysing procedures of the extensively collected field data. This section gives rationales for the choice of the methods used. The reader will also be familiarized with the course of investigation and the methods used.

Chapters four to seven contain the presentation of the results. This is divided into four content related sections, with focus on Metropolitan Manila's tourism market and visitor attraction resources, the tourism stakeholders at the supply side as well as at the consumer side, and the evaluation of visitor attractions.

All result related sections are joint in chapter eight in order to answer the core question, to evaluate the current status of Metropolitan Manila's tourism system, and to formulate recommendations towards future opportunities for tourism development.

2. Theoretical background

2.1 Megacities

2.1.1 Characteristics of megacities

‘Die Welt wird Stadt, die Stadt wird zur Welt.’³ (KRAAS & NITSCHKE 2006:18).

Megacities are a phenomenon of the 21st century, settlements and homes for huge amounts of global population. The prognosis assumes that in the year 2015 more than 600 million people live in approximately 60 megacities mostly located in developing countries (KRAAS 2007:9). This scenario is causally associated with global urbanization processes of hitherto unknown dimensions. The outcome of these processes is a high concentration of people, economical power, infrastructure, capital and decisions.

This chapter will focus on general assumptions on megacities and their development in Southeast Asia before turning to particular attributes of Metropolitan Manila. Definitions of megacities focus either on quantitative or on qualitative characteristics.

Quantitative characteristics versus qualitative characteristics

Quantitative definitions of megacities are based on figures of population or population density. For instance, the Asian Development Bank (1996:ix) and United Nations (2003:2) define cities with a population over 10 million as megacities. RICHARDSON (1993:33) proposes the benchmark at eight million citizens. Other authors like DOGAN & KASARDA (1988:18) grade the threshold down to four million. A quantitative definition in terms of pure population figures seems to be problematic since ‘[...] any setting of maximum/minimum values is subjective and thus open to debate. Furthermore, there are the problems of inconsistent spatial boundaries for administrative districts, as well as the reliability of up-to-date population figures given inconsistent censuses, projections and estimations. International statistics are not based on similar areas of reference, so that figures given for the size of cities and megacities are generally not comparable.’ KRAAS (2007:12). This incomparability of data makes a satisfying and all-embracing quantitative definition debatable and even questionable. Megacities are more than a concentration of people.

FUCHS ET AL. (1994:2) also argue that it is necessary to conceptualise and define megacities along a greater spectrum of dimensions than size alone. KRAAS (2007:12) and KRAAS & NITSCHKE (2006:19) refer to the importance of qualitative and process oriented characteristics megacities have in common, even though they are individually different with regards to their surrounding economic environment and status in different countries (developed countries versus developing countries). The following frequently occurring and common characteristics of megacities are emphasized (KRAAS & NITSCHKE 2006:19):

³ Translation from German: ‘The world is turning into a city. the city is turning into the world.’

- Intensive spatial expansion.
- Large sub-urbanization and high density concentration.
- Functionality of a primate city.
- Increasing infrastructural, socio-economical and ecological overload.
- Diversification of central inner urban structures.
- Creation of a fragmented and polarized society.
- Loss of legal steering and governance capabilities through growing informality.

The importance of these key-aspects, is that besides quantitative data characteristic qualitative processes must not be overlooked and both should be combined in order to benchmark mega-urbanization.

Areas of risk and opportunities

Megacities are driving forces of global change, offering both opportunities and risks (HEINRICHS & KABISCH 2006:157 f.). KRAAS (2007:13) describes it as the ‘double headed face’ of megacities. Usually, megacities are seen as risk areas. Mega-agglomerations face risks but they are also able to produce and reinforce risks which makes them simultaneously victim and culprit. Many of the largest cities in the world are located in areas with frequent occurrence of natural hazards, for example the earthquake prone Metropolitan Manila region (TAUBENBÖCK ET AL. 2008:1033). Increased and uncontrolled urbanization activities enhance vulnerability against hazards and foster health risks through pollution. For instance, changes in land use patterns increase the vulnerability to flooding. Uncontrolled waste disposal results in environmental deterioration and bear health risks. Untreated waste water from households and industries pollutes groundwater and surface water. Increasing air pollution through intensive traffic leads to respiratory diseases (UNESCAP 2005:23). Societies in mega-agglomerations are also more vulnerable with regards to socio-economic, socio-spatial and political-institutional aspects (KRAAS 2007:12-13). The vulnerability roots in (i) increasing poverty among city dwellers, (ii) extreme social segregation, (iii) strongly accumulating disparities along with conflicts caused by the vicinity of different groups of city dwellers with an oppositional economic basis or conflicting ethnic origins. Additionally, increasing informal activities lead to the loss of controlling and regulating steering instruments (KRAAS 2007:13).

Conversely, megacities concentrate trans-national companies, decision makers, capital, knowledge, human resources and sophisticated infrastructure, which make them to generators of global change, transformation and growth. These concurring circumstances create a ‘potential innovative milieu’ or ‘laboratories of change’ (KRAAS 2007:13; Helmholtz Association 2007:2). SCHOLZ (2002:7) emphasizes the ‘fragmented development’ of major cities on a global scale including also megacities. On one side are cities which act as the think tanks and engines of global change due to their primary position backed through established headquarters of trans-national companies and finance power defined as ‘the global cities’ (e.g. Tokyo). On the other side cities which are accumulators of attendances and externalised industries with low-income and mass production, defined as ‘the globalized cities’. Global

cities control processes in globalized cities. However, megacities in developing countries generate a huge share of GDP in their respective countries and offer high volume on employment opportunities and investments. In 2005, Metropolitan Manila was ranked as 42nd among the world's 100 richest cities based on the GDP with 108 billion US-Dollars, and is projected to rise to rank 30th by 2020 with 252 billion US-Dollars (HAWKSWORTH ET AL. 2007:21ff). The Philippine GDP in 2005 was 412 billion US-Dollars (CIA 2009).

2.1.2 Megacity development in Asia and Southeast Asia

According to LAQUIAN (2008:3) 12 of the 21 megacities in the world are expected to be located in Asia and Southeast Asia in the year 2010. Mega-agglomerations in the region are characterized by typical land use patterns. MCGEE (1991:16) observed an extensive growth of Asian cities without set peripheral boundaries. Particularly, the mix of rural and urban characteristics at their peripheries is a specific feature. The author (1991:16) coined the term 'desakota development' referring to the Bahasa terms 'desa' (village) and 'kota' (city) in order to indicate the mixed rural and urban characteristics of these cities. The core city with transportation arteries, satellite cities and other infrastructure at the urban fringe merge and grow together to an Extended Metropolitan Region (EMR). According to MACLEOD & MCGEE (1996:419) the EMRs are 'characterized by extremely high levels of economic diversity and interaction, a high percentage of high none-farm employment rates and a deep penetration of global market forces into the countryside'.

LAQUIAN (2005:6) uses the term mega-urban region. He differentiates two major spatial types of mega-urban region development in Asia and Southeast Asia. One type is a mono-nuclear development with a mega-city centred mega-urban region like Metropolitan Manila. The development emanates from a dominant urban core which incorporates adjacent settlements into a mega-urban region. The second type is of poly-nuclear nature, wherein the development occurs by a merging of several metropolitan regions or megacities (e.g. Pearl River Delta). The results are urban corridors or sub-national city cluster (LAQUIAN 2008:4).

Besides spatial sprawl KRAAS (2007:19) lists further characteristics of mega-urbanization processes in Southeast Asia based on demographic, economic, social and governance issues:

- Urban sprawl, fragmented land-use mosaic, much waste land.
- Sealing, degradation, under-utilization of fertile soils.
- High influx of (inter-) national migrants, permanent and temporary.
- Rudimentary or non-existing infrastructure in urban fringes.
- Mass un- and under-employment despite low labour wages.
- Wide spectrum of informal (unregistered, uncontrolled, partly illegal) activities.
- Unaccounted for water and energy flows.

These aspects show, that processes of mega-urbanization own also peculiarities in the context of the respective regional social-cultural, political and economic background.

2.1.3 Attributes of Metropolitan Manila

Metropolitan Manila or National Capital Region (NCR) comprises 12 single cities and 5 municipalities⁴ all with their own city governments (cp. fig. 2.1.3.1). It is located at the alluvial plains of the Pasig River delta, which opens towards Manila Bay at Central Luzon encompassing a radius of approximately 20 kilometres covering a land area of some 636 km².



Fig. 2.1.3.1: Cities and municipalities in Metropolitan Manila
(source: City of Manila)

Based on quantitative and qualitative characteristics, Metropolitan Manila belongs to the league of megacities. Beside its population of officially 10 million (Census National Statistics Office of the Philippines 2008) citizens and a projected population growth up to 14 million (HAWKSWORTH ET. AL 2007:21) by 2020, the following qualitative characteristics can be identified (after Jones 2002:119ff. LAQUIAN 2002:74 ff.; SANTIAGO 1996:440 ff.; ORETA 1996:158 ff.):

- Seat of the government and country's centre of trade, banking finance and socio-cultural amenities (primate city status).
- Substantial filling of urban areas with high-density housing since the early 1980's.
- Increased density of squatter⁵ housing areas within the metropolitan boundaries caused by migration pressure since the early 1980's.

⁴ A city (Tagalog: *lungsod/siyudad*) and a municipality (Tagalog: *munisipyo*) are local government units in the Philippines which have the same hierarchical level. By the Local Government Code of 1991 cities are given a special benefit in terms of bigger share from internal revenue allotment which is the city's budget. Both are governed by the mayor, vice mayor and councillors. A municipality, upon reaching a certain population size and a minimum yearly tax revenue may opt to be come a city via the House of Representatives and Senate procedure. Municipalities are under the jurisdiction of the province Governor of their respective province. The municipality has to share real property taxes as well as internal revenue allotments from the central government.

⁵ Squatter is the Philippine term for informal settlers. Squatter settle illegally at vacant lots without the explicit consent of the owner in Metropolitan Manila by setting up 'slum-like' housing areas.

- Extrusion of middle and upper income markets to the periphery and build up of gated communities, causing a fragmented and polarized society and leading to a sprawl into neighbour regions in the South, particularly into the CALABARZON⁶ region combined with intense industrialisation of the zone.
- Overload of infrastructure with regards to water sewage system, water supply, solid waste treatment (e.g. ‘Smokey Mountains’) and transportation systems.
- Tremendous impact on the ecosystem through untreated sewer water, extreme air pollution through traffic, toxic waste through industries.
- Increasing informal activities with regards to labour market, land use patterns and urban development projects.

These qualitative key-points reveal evidently the typical regional characteristics of mega-urbanization processes mentioned in chapter 2.1.2.

Governance structures

The governance structure of the NCR is divided into five levels:

1. The central government level ‘exercises considerable authority and power as Metropolitan Manila is the capital.’ (LAQUIAN 2002:75). The entire league of local city officials is under the supervision of the President of the Philippines via the Department of the Interior and Local Governments. Most development and finance activities (e.g. national roads) are executed by the central government. The central government controls and reviews the budget of the Local Government Units (LGU) via the Department of the Budget and Management.
2. The governance at the metropolitan level in form of the Metropolitan Manila Development Authority (MMDA).⁷ The authority is responsible for the coordination, monitoring and implementation of the so-called ‘metro-wide services’ (ORETA 1996:167).⁸

The MMDA integrates the Metro Manila Council (MMC) with all 17 mayors, the presidents of vice mayors and councillors leagues and the chairpersons of city authority departments and councils⁹ as MMDAs governing board and the policy making body. It approves metro-wide plans, programs, projects, and issues rules and regulations for the services.

The MMDA is headed by a chairman, appointed by the President, and owns the rank, rights and privileges of a cabinet member. Assisting general manager and assistant general managers¹⁰ are also appointed by the President and concurrence of the majority of the MMC. The chairman submits his own policy suggestions into the MMC for consideration.

⁶ CALABRAZON: acronym for the administrative units Region III (Central Luzon) & Region IV (Southern Tagalog) comprising the provinces Cavite, Laguna, Batangas, Rizal and Quezon

⁷ In order to organize the urban issues in an appropriate manner the Philippine Congress enacted the creation of the Metropolitan Manila Development Authority (MMDA) in 1995 Republic Act 7924.

⁸ These services are development planning, transport and traffic management, solid waste management, flood control, sewerage management and functions as urban renewal, zoning and land-use planning, health and sanitation, urban protection and pollution control and public safety.

⁹ None-voting members of the Metro Manila Council are representatives of: Department of Transportation & Communication, Department of Public Works & Highways, Department of Tourism, Department of Budget & Management, Housing and Urban Development Coordinating Council and Philippine National Police.

¹⁰ Assistant general managers for finance & administration, planning and operations.

Unfavourably, the strong fragmentation of the MMDA and the concentration of the policy making arm to the local authorities makes it difficult to pursue and achieve metropolitan wide goals. LAQUIAN (2005:145) and ORETA (1995:170) criticize that it is common that most of the LGUs decision makers pursue own interests referring to their own political unit instead of supporting metro-wide goals. ‘With an extremely weak financial base the metropolitan authority has very little actual power.’ (LAQUIAN 2002:78).

3. The level of the municipalities, which are under the jurisdiction of the province of Rizal. The governance and tax affairs are controlled by the provincial governor. Under the Local Government Code (LGC) of 1991¹¹, municipalities received a wide autonomy which enables them to implement own zoning, land use plans, impose own user charges and fines, and operate income generating enterprises (e.g. markets).

4. The city level which owns statutory charter through their mayors, councillor boards and own administrative departments. The city status allows them to keep all tax revenues without sharing it with the province. The cities in the NCR use their own jurisdiction to increase their power. Mostly through attracting and locate private enterprises at their respective territories, which increase the tax revenues of the cities.

5. The barangays¹² are the lowest administrative. A barangay is steered by the barangay council comprising chairman and councillors. The NCR consists of 1,695 barangays (National Statistics and Coordination Board 2006:1) of which are some 800 located in the City of Manila. Their administrative boundaries stretch often only over one street. ‘Barangays are mainly seen as mechanisms for people’s participation in local affairs. They exercise a few local functions but they are greatly hampered by lack of resources.’ (LAQUIAN 2002:79).

Implications of the multi-layered governance in the NCR are best described as: ‘The various governance systems used in Metropolitan Manila can be viewed as a tug-of-war between the central government and the LGUs. [...] the central government holds most of the formal authority and power. However, because of the strong particularistic identities and loyalties of people to their local units, there are strong pressures in Metropolitan Manila for local autonomy and decentralization of power.’ LAQUIAN (2002:79).

2.2 Urban tourism

2.2.1 The nature of urban tourism

LAW (2002:4) defines urban tourism as ‘tourism activity in urban areas’. This simple definition leaves the questions: What is urban? And what is tourism?

¹¹ Local Government Code 1991: The policy declaration of the LGC 1991 guarantees the territorial and political subdivisions below the national government a genuine and meaningful autonomy in order to attain their fullest development as self-reliant communities. It leads to a system of decentralization which gives the local authorities more power, authority, responsibilities and resources (the author; source: The Local Government Code of the Philippines Book I- Title One- Basic Principles, Chapter 1; Section 2)

¹² Barangay: Filipino term for village, district or neighbourhood unit

A uniform definition of the term urban does not exist. It is defined from different perspectives based on statistical, economical, political, cultural, physical and perceptual aspects. Population density indices deliver statistical definitions (United Nations 2009:105), which vary from country to country. For example in the Netherlands an area with 2,000 inhabitants counts as urban (United Nations 2009:105f.). But in the Philippines areas with at least 5,000 inhabitants qualify as urban (National Statistic Coordination Board 2004:1).

Urban ecologists view urban as the opposite end of a spectrum to natural and use as a benchmark the intensity of human activity (MCINTYRE. ET AL. 2000:8). The economical view defines urbanity with economical indices which benefit from population density and infrastructure in urban areas as political unit (MCDONALD & MCMILLEN 2007:4f).

In sociology urbanity is interpreted through the personal lifestyle which in cities is wider, more individualistic and segmented and has less personal relations as in rural areas (FAINSTEIN 1994:204). The planner defines urbanity via the physical structures and divisions of urban areas (YANG & HILLIER 2007:1). Lastly, the perceptual definition involves the human perception and interaction with urban environment. The perception of urban environment cause higher emotional stress levels than natural settings (MCINTYRE ET AL. 2000:13; TRIEB 1977:62). Variables of perception are known to be salient for people in differentiating between natural versus urban, and influence their activities and motivations.

According to the World Tourism Organisation, (WTO 1995:21) tourism is defined as ‘any activities of persons outside their accustomed environment for leisure, business or other defined purposes within a period of more than 24 hours but less than one year’. The WTO (1995:21) subsumes under the term visitor the international and domestic leisure traveller and excursionist (international e.g. cruise-ship visitor). Cities are visited by both categories. Domestic excursionists will not often stay for more than 24 hours. But this group counts as a significant group visiting city destinations and will be included in this study. Hence, this study will use the term visitor instead of tourist to cover both categories important to urban tourism.

Historically, visiting cities is the oldest form of leisure travel and the starting point for modern tourism. The Grand Tour was one of the first travel activities undertaken mainly by the upper class between the 17th and early 19th centuries in Europe (BRAASCH 2008:20). Mainly British nobles travelled to French and Italian cities in order to improve their education. With increasing free leisure time, urban tourism has become one of many forms of tourism (e.g. eco-tourism, heritage tourism, coastal/beach tourism, mountain tourism etc.).

Many tourism activities take place outside of urban areas. But, according to LAW (2002:25) cities combine some decisive attributes which rural areas are not able to offer. The advantages of cities as tourist destinations lie in (i) their attraction for visiting friends and relatives as they have large populations, (ii) visitors are drawn through the attractiveness of the urban scenery, (iii) visitors are attracted by urban attractions due to their better accessibility and development, (iv) urban areas are easily accessible due to better developed infrastructure, (v) urban areas offer a high density of accommodations to travellers. Additionally, cities have the

advantage of appealing to different tourist markets. They attract more better educated people through their offerings in culture and heritage. Younger visitors are attracted by entertainment, nightlife and special event opportunities. Senior visitors value the better accessibility of a city's attractions. Business travellers and the MICE market are served with the necessary infrastructure (e.g. communication, transport) in a highly efficient manner.

Nowadays, experiencing urban areas while travelling is possible during almost any travel activity. Travelling from an urban gateway at the origin to an urban gateway at the destination is frequently combined with a shorter or longer stay in cities. Cities are also gaining importance as exclusive destinations for travellers. The tourism industry has observed a rising demand for city travel over the past two decades, not only in domestic markets but also at international level (UNWTO 2006:12ff.). A further reason for increasing demand for urban tourism is that city authorities are turning to the leisure and tourism industry to solve urban problems of economic downturn and deterioration in specific city areas (JANSEN-VERBEKE & LIEVOIS 2004:170).

The thoughts above reveal that urban tourism is more than only a tourism activity in a city. It has to be seen as a multi layered phenomenon interwoven in a city's economic, socio-cultural, political and physical set-up interacting with different kinds of visitors.

2.2.2 Urban tourism - a system

On one hand, cities are important source regions, and on the other, cities are also significant destinations due to their centrality. A destination is an amalgam of functions and facilities serving tourism activities (COOPER ET AL. 1998:102). This complexity of urban destinations is covered by PAGE & HALL (2003:22) in a system approach. Their intention is to reduce the complexity of urban tourism to a number of components to highlight the interrelations of different factors affecting the system. A system is defined according to LEIPER (1990) as a set of elements or parts that are connected to each other by at least one distinguishing principle, which, in this case is urban tourism. HALL (2000:44) argues that a system comprises (i) a set of elements or entities, (ii) sets of relationships between the elements and (iii) the set of relationships of those elements and the environment. LAWS (2002:69; supplemented by the author, cp. fig. 2.2.2.1) identified three decisive key points for a tourism system:

- The inputs with the supply of tourism products
- The outputs with the visitor experience/perception/satisfaction
- External factors conditioning the system (e.g. political factors)

These key-aspects reveal the importance to focus on the supply, the consumer and on the attractions/services in order to characterize tourism within a city. This system approach opens the opportunity for the present study to gain a holistic understanding of the capital's tourism system embracing the input and the output (cp. fig. 2.2.2.1):

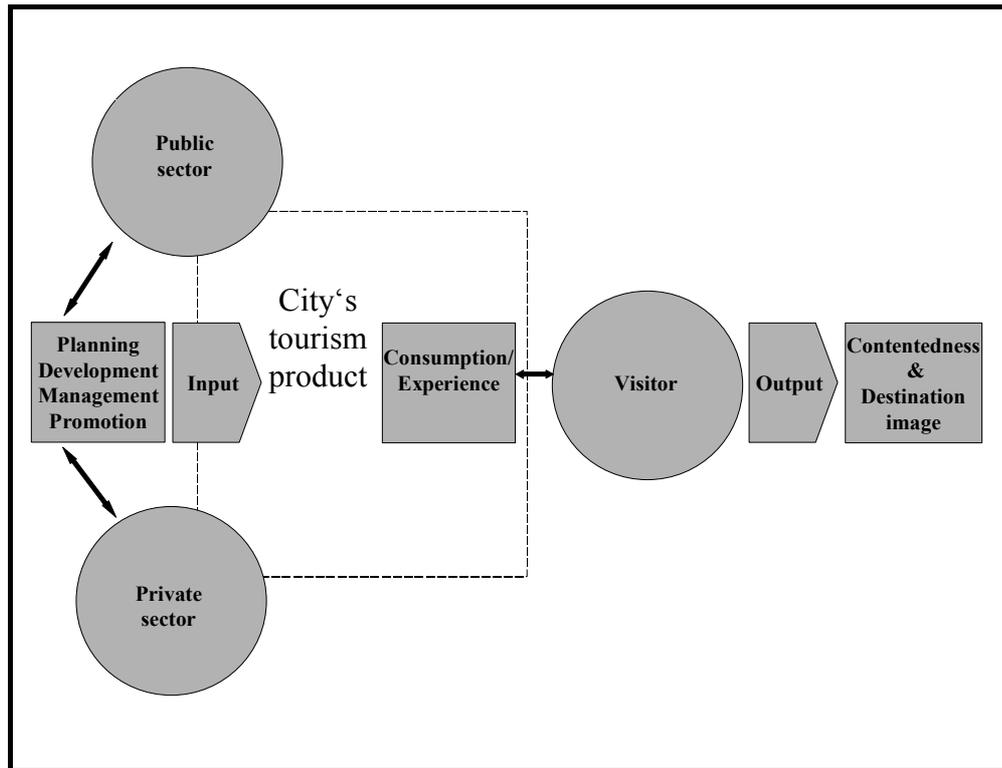


Fig. 2.2.2.1: Components of the tourism system (adopted from LAWS 2002 and PAGE & HALL 2003; modified)

According to PAGE & HALL (2003:23) the system approach carries several advantages. Firstly, it allows to identify and interpret the interrelationships between the components. Secondly, it allows the identification of weaknesses in the system and where improvements have to be implemented. The authors argue that the activity and communication of the actors (cp. chapter 2.2) as elements of the system as well as the role and the effect of the visitor are of significant importance. They emphasize the strong service and experience orientation of tourism as such which includes intensive customer involvement, simultaneous supply challenges, seasonal demand and the consumption of intangible products (services). Jansen-Verbeke & Lievois (2004:171) underlines the multi-layered and interconnected character of urban tourism elements. They differentiate social, economic, spatial and political elements in urban tourism. A deeper discussion on the single elements of the system will follow further down in chapters 2.2, 2.4 and 2.5.

Next to the actor activity other important elements are part of urban tourism related to the physical set-up. JANSEN-VERBEKE (1986:86) differentiates the physical resources of an urban destination in primary and secondary elements (cp. fig 2.2.2.2). Primary elements attracting visitors into a city destination in form of activity places and leisure settings. The secondary and additional elements are service facilities and infrastructure. All elements compose a bundled 'leisure product'. It is even arguable whether shops are primary elements in the post-modern society and travel market. Since the visit of shopping malls increasingly becomes a major reason to travel to city destinations.

Primary elements	
Activity places	Leisure setting
<ul style="list-style-type: none"> ● Cultural facilities ● Sport facilities ● Amusement facilities 	<ul style="list-style-type: none"> ● Physical characteristics ● Socio-cultural features

Secondary elements
<ul style="list-style-type: none"> ● Hotel & catering facilities ● Shopping facilities ● Markets

Additional elements (infrastructure)
<ul style="list-style-type: none"> ● Accessibility and parking facilities ● Tourist facilities: Information offices, signposts, guides, maps and leaflets etc.

Fig.2.2.2.2: Elements of the urban tourism product (based on JANSEN-VERBEKE 1986:86)

In this study the primary elements in form of visitor attractions are of specific interest. A detailed discussion about visitor attraction's role, function and importance in an urban tourism system will take place in chapter 2.5.

2.2.3 The spatial structure of tourism in urban areas

A determining factor for the spatial distribution of tourism in a city, is the city's own spatial structure. As well, accessibility, land use patterns, planning restrictions and proximity to other tourism related phenomena play important key roles. This leads towards a concentration process rather a dispersal of tourism activities and amenities.

In the first instance, the concentration process depends on the distribution of the main attractions or also business travel related opportunities (e.g. congress centre) in the city. Usually, there is a decreasing density gradient from the inner city to the periphery regarding to the number of attractions and opportunities. Most attractions are located in inner-city areas. The high number of attractions of inner cities increases a functional combination of different tourism facilities and the development of multifunctional environments within fairly definable boundaries. Hotels, restaurants and entertainment facilities may be clustered as a function of proximity around the inner city's main attractions or congress facilities. These areas are mostly regarded as tourism precincts, districts or clusters in the city (LEIPER 2004:111 ff.; HALL & PAGE 2003:51; PEARCE 2001:933 & 1998:78; Burtenshaw ET AL. 1991:97; JANSEN-VERBEKE 1986:98). JUDD & FAINSTEIN (1999:53) characterize tourism districts as areas with a distinctive visitor oriented land use. A particular feature of a tourism district is the agglomerative mix of restaurants, entertainment, attractions, physical and architectural fabric or their relation to ethnic groups in a city. PEARCE (2001:934) classifies five kinds of districts:

- **Historic districts:** Clusters of historical buildings, monuments, museums.
- **Ethnic districts:** Districts mainly inhabited by ethnic groups.
- **Sacred districts:** Pilgrimage areas within the city.
- **Redevelopment zones:** Areas of regeneration projects (e.g. waterfront development).
- **Functional tourism districts:** Areas with business functions, attractions and services.

This emphasizes, that tourism is inserted into an already grown urban fabric, but is also able to create new functional districts and developments. These assumptions are valuable as they enable the present study to categorize tourism related districts in Metropolitan Manila.

In polycentric or metropolitan areas, tourist clusters are interconnected via corridors serving as flow and activity areas for urban tourism (PEARCE 1998:51). The advantage of tourism clusters are the synergies based on their multifunctional structure. Clusters allow the gearing of different tourism businesses like entertainment, museums and cultural facilities in close proximity and provide visitors with an opportunity to engage in multiple activities in a short period of time (Pearce 1999:82). Additionally, infrastructure and public transport can be shared. The spatial distribution and concentration of tourism clusters and connecting corridors influence visitor's spatial behaviour and movements within the city boundaries. Jansen-Verbeke (2004) underlines the importance of the spatial distribution of landmarks, places and attraction structures for the development and planning of urban tourism.

2.2.4 Southeast Asian (mega)cities as spaces for tourism

Except for Singapore and Hong Kong there is scarce scholarly interest on urban tourism in Southeast Asia, even though it is a region with outstanding tourism growth rates. Not only is the growing demand seen as the force of expansion. Besides business players from transnational corporations, local entrepreneurs and political actors boost urban tourism. Developments have lead to a social and physical transformation of entire parts in cities through tourism (CHANG & HUANG 2004:225; LI 2003:251; MULLINS 1999:257).

A quantitative analysis on inbound arrivals of selected cities (cp. fig. 2.2.4.1) shows the dimension of the urban tourism market in Southeast Asia. Hong Kong and Macao receive by far the most inbound visitors in the region, with more than 20 million visitors for both cities yearly. Further, centres are Singapore and Bangkok with some eight to nine million inbound tourists per annum. The tourism markets of Metropolitan Manila and Jakarta are smaller in size. However, Metropolitan Manila counts some three million visitors yearly and the growth prognosis of the tourism and travel industry in the Philippines is estimated with 5.1% per annum until the year 2019 (WTTC 2009:6). Other city destinations in the region record annual tourist arrivals below one million but will receive a higher growth of the tourism and travel industry during the next decade (WTTC 2009:10).

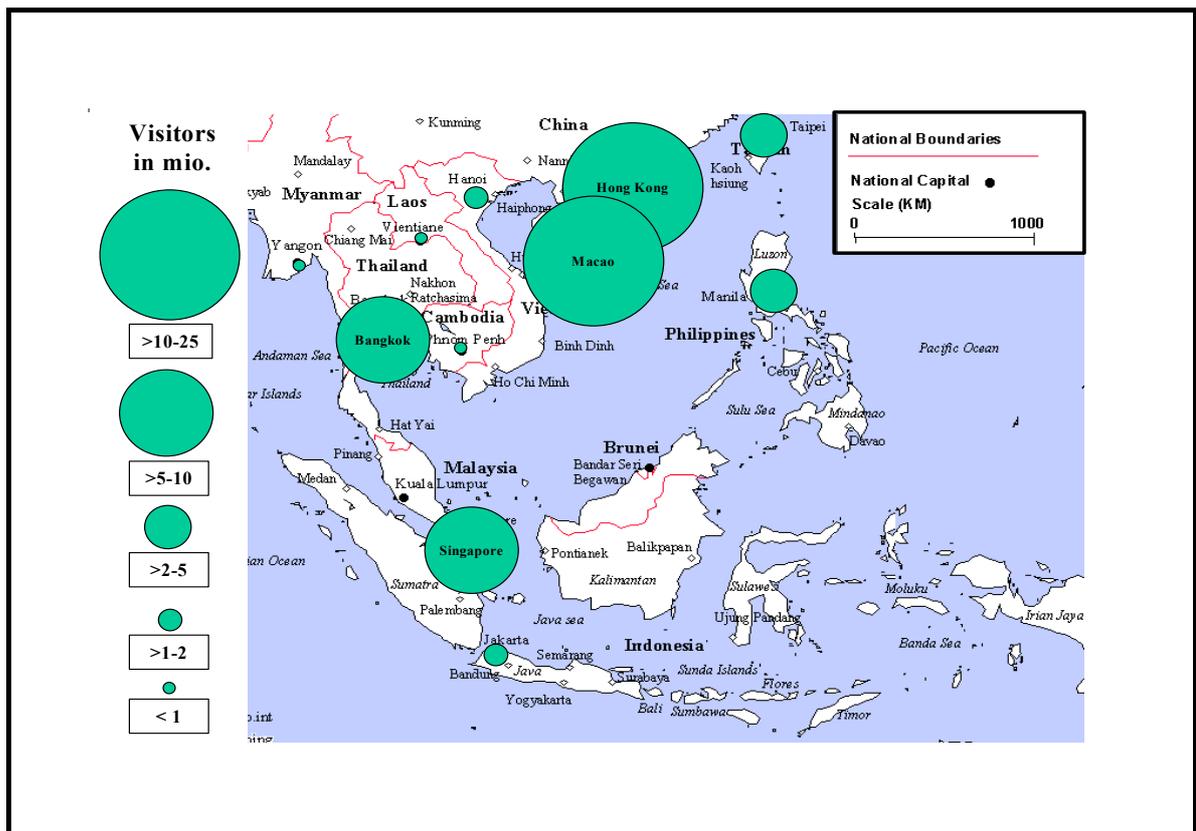


Fig. 2.2.4.1: Inbound arrivals in selected Southeast Asian cities 2006 (sources¹³; cartography: T. Jung)

As shown above Metropolitan Manila, does participate in the tourism market next to other cities in Southeast Asia. The following factors are seen as the major causes for the increased urban tourism development in the region (HENDERSON 2007:267; ENRIGHT & NEWTON 2005:341; CHANG & RAGUMARAN 2001:56; TEO ET AL 2001:5; Pearce 2001:29; PAGE 2001:85; MULLINS 1999:246):

- The advantage of the city's gateway function to their respective countries.
- Growing attention of city governments to use tourism as an economic strategy in order to keep the supremacy status of their own city against competing cities in the region.
- Increasing coalitions between city governments and international airlines in order to establish major hubs on their territories as traffic crosses for international air transportation.

This emphasizes, that city administrations have realized the importance of tourism as a valuable tool for economic growth.

The high density of activity opportunities in Southeast Asian (mega)cities leave manifold development potentials to create tourism spaces. Tourism promoters in the region focus preliminary on the MICE market (Meeting-Inventive-Convention-Exhibition) and city governments focus on tourism steering tools. For example, Singapore and Hong Kong have initiated urban tourism programs since the 1960's. The programs are mostly aimed at the

¹³Department of Tourism Philippines, Hong Kong Tourism Board, Lao National Tourism Administration, Macao Government Tourism Office, Ministry of Tourism Cambodia, Ministry of Culture and Tourism Indonesia, Singapore Tourism Board, Taipei Tourism Office, Tourism Authority Thailand, Vietnam National Administration, topographic basis map Southeast Asia: www.reliefweb.int

promotion for MICE tourism. Simultaneously, tourism authorities¹⁴ were established, which were either purely government bodies or non-governmental promotion bodies (LI 2003:251). Tourism authorities used the advantage of specific tourism strategies founded on the creation of Tourism Development Plans. This measure brought the ability to respond with flexibility to changes in the tourism market via different promotional campaigns¹⁵.

Further, the exploitation of the colonial history and unique diversity of ethnicities within the city limits creates spaces for tourism. A big portion of tourism campaigns in the region today are aimed at the development of cities cultural heritage. Undertaken activities force conservation projects with regards to the cultural heritage. Development foci are the renovation of ethnic clusters and/or enclaves in the cities (e.g. Chinatown) in order to promote them to the tourism market (CHANG 2000:344; TEO & YEOH 1997:209). Wherein strategies have to be heavily balanced between issues on conservation versus ambiguous modern urban development projects. Particularly, strategies towards entertainment tourism jeopardize the cultural heritage. Recent development strategies cause a displacement of cultural heritage through gambling tourism projects (MCCARTNEY 2003:47). Thematic zoning has already redeveloped entire city areas for tourism related purposes in Singapore and Kuala Lumpur (SAVAGE ET AL. 2004:213; Kuala Lumpur Tourism Association 2004:273).

Significant development schemes for shopping tourism are undertaken with the rise of mega malls in order to boost the shopping tourism. And even the promotion of traditional night markets are the aim of urban tourism campaigns (CHANG & HSIEH 2006:1276). Shopping and entertainment tourism go hand-in-hand with gambling tourism, which is becoming an increasingly important income generator for city administrations in Southeast Asia (MCCARTNEY 2003:47). Entire city districts have been or will be restructured in order to provide artificial spaces to engage tourists in gambling (e.g. Macao). Establishments of theme parks in urban areas are part of development campaigns aimed at residents and visitors alike, which completes the aspiration of Southeast Asian city governments, to offer a diverse tourism product and create new tourism spaces or artificial experience environments (TEO & YEOH 2001:98). Newest examples are 'Disney World' in Hong Kong or the Ocean Park project in Metropolitan Manila, which will be fully operating in 2009. Unfavourably, sex tourism, though not officially promoted, is a growing market in the shadow of ambitious tourism projects in Southeast Asian cities (LAW 2000:39).

The majority of studies on urban tourism in Southeast Asia focus on Singapore or Hong Kong (cp. chapter 1.2). Little or nothing is known about urban tourism systems in other (mega)cities of Southeast Asia like Metropolitan Manila. Hence, this study shall provide a necessary insight into Metropolitan Manila's tourism system.

¹⁴ Singapore Tourism Promotion Board. since 1998 Singapore Tourism Board; Hong Kong Tourist Association now Honk Kong Tourism Board, Kuala Lumpur Tourism Association

¹⁵ Strategic Plan for Growth (1984); 'Tourism 21' (1996). 'Singapore Unlimited' and 'New Asia Singapore' (2003); Hong Kong Tourism: Expanding in Horizons (2000); Hong Kong Colours '(2000) Hong Kong: City of Life (1999); Kuala Lumpur Structure Plan 2020 'Welcome to Asia Campaign'

2.3 Stakeholders

2.3.1 Stakeholders - Who stakeholders are and why they matter

Defining stakeholders in general

The most recognized definition of stakeholder was introduced by FREEMAN (1984) within the context of business organizations and strategic management. To scrutinize the emergence of stakeholder theory to its fullest would be impossible in the given scope of this study. Hence, the focus should be related to a definition and characterization of the stakeholder concept in general, then defining the tourism stakeholder concept and its influence on tourism planning and development.

FREEMAN (1984:46) defined stakeholder as ‘any individual or group who can affect the organization’s performance or who is affected by the achievement of the organization’s objectives’. The definition of stakeholder varies widely in management literature between the broad definition of Freeman and much more narrow definitions. CLARKSON (1995:95) and HILL & JONES (1992:133) for example emphasize the involvement of capital and investments with stakeholder-ship including financial risks at stake as well as legitimate claims and ownership on a company as necessary condition. Another definition by CARROLL (1996:74) is closer to the broader view of Freeman and defines stakeholder as ‘any group or individual which can affect or is affected by the actions, decisions, policies, practices or goals of the organization.’ Other scholars do not provide definitions but introduce stakeholder lists or stakeholder group typologies. Crucial stakeholders of a firm identified in these typologies are: customers, employees, environmentalists, suppliers, unions, government, stockholders and bondholders (STEADMAN & GREEN 1997:147).

MITCHELL ET AL. (1997:854) argue that power and legitimacy are central elements in defining stakeholder typologies. They identified three attributes positively related to stakeholder-ship. Firstly, power as the ability of an individual or group to have, or gain access to impose its will in the relationship. Secondly, legitimacy as the ‘generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values and definitions.’ (MITCHELL ET AL. 1997:867). And thirdly, urgency as ‘the degree to which stakeholder claims call for immediate attention.’ (MITCHELL ET AL. 1997:867). In brief, stakeholder salience is defined via managerial perceptions and positively related to the possession of stakeholder attributes: power, legitimacy and urgency. Stakeholders who possess all three attributes are more salient than stakeholders possessing only one or two attributes.

A further more progressive definition expands the definition to include non-human stakeholders with the acceptance of the natural environment as a stakeholder. The natural environment can be seen as stakeholder because ‘the natural environment, its systems, and

living and non-living components, can be considered stakeholders by all organizations, since all organizations are significantly affected by these entities'. (STARIK 1995:215).

The examples of different definitions of stakeholder show that the term stakeholder is used in manifold ways with sometimes contradictory meanings. From the general definition of the stakeholder concept the view turns now to the identification of the stakeholders in tourism.

Identifying tourism stakeholders

As discussed in chapter 2.1.2 tourism is best conceived of as an interrelated system. According to PAVLOVICH (2003:203) the tourism destination 'generally comprises different types of complementary and competing organizations, multiple sectors, infrastructure and an array of public/private linkages that create diverse and highly frequented supply structure.' In a similar view, RITCHIE & CROUCH (2003:66) define it as '(micro) environment which is made of organizations, influences and forces that lie in the immediate arena of tourism activities and competition.' BRAMWELL (2006:157) uses the term 'multi-actor fields' which he categorizes in different geographical scales (international, national, local). The multi-actor fields comprise either individual actors which follow their own strategies and certain views in their interaction with other actors/institutions or also groups who act on at 'least some shared similar interests, values, discursive forms or power relations' (BRAMWELL 2006:157). All authors agree that tourism stakeholders comprise diverse organizations which affect the tourism system or can be affected by the tourism system. These organizations are also defined as tourism organizations by tourism scholars. PAGE & HALL (2003:251) see tourism organizations as 'collective entity that has been established in order to achieve a goal (or a set of goals) or purpose related to tourism'.

Tourism scholars have discordant opinions about the definition of tourism organizations. The main discussion focuses on the question whether organizations established purely for tourism purposes established should be included, or if organizations which are only affected by tourism activities and therefore try to engage in tourism issues should be included as well.

One group follows a narrow view which connects tourism organisations only to those organizations which are related to the direct provision of goods and services to tourism (SMITH 1988:183). This view reflects a purely supply side approach focused only on the tourism industry. Another broader view is a differentiation between directly involved entities to tourism and indirectly involved or 'allied industries' to tourism (HALL 2000:53). Whereas allied organizations are for example retailers or food suppliers which are not necessarily identified as related to tourism.

TIMUR & GETZ (2008a:447; 2008b:3; 2005:239) broaden the view in a holistic way by including the private sector entities, the community and the environment and refer to the model of the World Tourism Organization (1993). Three mayor clusters of relevant stakeholders are identified by TIMUR & GETZ (2008b:447):

- **Tourism industry** which creates business opportunities, jobs, income and foreign exchange by providing diverse tourism services.
- **Environment** as the basis for natural, cultural and built (man-made) resources that the industry is dependent on. These resources attract visitors.
- **Community** comprised of residents as well as government, business organizations and associations at local level.

This underlines that it would be one-eyed to view tourism only as a matter influenced and practiced by the industry, as other components have also their legitimate stake. The outlined points are a valuable categorization for the present study, which defines what general components are commonly seen as stakeholders in a tourism system.

According to TIMUR & GETZ (2008b:3) the links between the stakeholders are given through the sharing of goals on tourism development. For example, the tourism industry and government share the goal of economic sustainability. The government is seen as the most important actor for implementation of urban tourism projects (TIMUR & GETZ 2002:207). The involvement of community is based on earlier concepts of MURPHY (1985:37) who focused on socially balanced tourism development. Wherein the affects of tourism on the community and community involvement are the centre foci. He defines governments, businesses and banks as the key-stakeholders.

The non-involvement of the tourist in the stakeholder lists above can be criticized. Building on Freeman's stakeholder definition the tourist is also able to affect the performance of the tourism system and is also affected by the tourism system. SAUTTER & LEISEN (1999:319) include the tourist next to tourism planners, local businesses, residents, activist groups, national business chains, competitors, government and employees in their stakeholder list. Also ROBSON & ROBSON (1996:535) and SWARBROOKE (1998:85ff.) include the tourist in the stakeholder list. They add further tourism marketers, tour operators, transport providers and media organizations. The critical issue can be seen in the random choice of individuals or groups as stakeholders. The examples show that a great variety of meanings exist to which degree and individual or group is placed in a stakeholder list. The different authors include or exclude individuals or groups without further elaboration or clear explanation without providing exact criteria for their choice of inclusion or exclusion of individuals or groups.

It can be derived from the discussion above, that individuals or organizations are at work and build the core of a tourism system on the supply side. Following BRAMWELL'S scale (2006:157), this study focus on the local level of a city. The specific character of the stakeholder in cities will be referred to in chapter 2.2.3. At the destination, the interaction and the relationships between visitors, industry and government units are joining together and can be studied. Hence, a stakeholder approach like in strategic management literature can be applied on destination level. Following the approach of TIMUR & GETZ (2002:207) the stakeholders of public and private tourism organizations are the most crucial key-actors.

Following the stakeholder definition of Freeman (1984:46) the urban tourism stakeholder in this study will be defined as follows:

Tourism stakeholder is any individual, institution or organization from public and private sector who/which directly affects the urban tourism system or is affected by the urban tourism system, including also the visitor.

2.3.2 The supply side

2.3.2.1 Tourism planning and development - the general context

The supply side stakeholder's implication in the tourism system are mainly related to planning, development and management of tourism. Different planning approaches are instruments of tourism development applied by tourism stakeholders. 'Planning for tourism has traditionally been associated with land-use zoning [...], site development, accommodation and building regulations, the density of tourism development, the presentation of cultural, historical and natural tourist features including the provision of infrastructure [...]'. (HALL 2000:20).

GETZ (1987:5) identified four broad traditions of tourism planning with a significant shift from purely economic-oriented to more community-oriented planning processes. He categorized the traditions into boosterism, economic or industry approach, physical or spatial approach and community approach. It is emphasized that 'the four traditions are not mutually exclusive, nor are they necessarily sequential'. (GETZ 1987:5). HALL (2000:21) supports the way of categorizing as a convenient way for examination of tourism planning, even though approaches can occur in overlapping ways. He develops an additional approach of sustainable (integrated) tourism planning. The discussion below will briefly scrutinize the different approaches of tourism planning in practice based on the assumptions of HALL (2000:21ff).

Boosterism is characterized through the assumption that tourism is 'inherently good and of automatic benefit for the hosts' (HALL 2000:21). Potential negative impacts on economy, environment and society are neglected. Cultural and natural resources are seen as exploitable goods for the sake of tourism development and steady increase of tourism volume. The management and planning process is defined purely under corporate and business terms. The industry is seen as the only expert for tourism development without participation of residents.

The economic planning tradition roots in the assumption that tourism is regarded as an industry which is equal to other industries. As an industry, tourism can be used by governments as a tool to achieve economic growth targets like creation of employment, earning foreign revenue, improving trade and encouraging regional development. The management and planning process aims for the economic impact only. Particularly, marketing and promotion are seen as crucial instruments in attracting the type of visitor who will maximise the economic profit based on the destination's resources. Due to the fact that

economical profits are prioritised, social and ecological impacts are considered only to a limited extent. The planner is considered to be the expert for tourism development.

The physical or spatial approach regards tourism as a regional or spatial phenomenon and a resource user. Development a structured spatial planning process based on environmental resources in order to minimize negative impacts of tourism on the nature. Some key concepts are visitor management, carrying capacity, recreational opportunity spectrum and limits of acceptable change (GUNN & TURGUT 2002:151; CLARK & STANKEY 1979:1).

The community planning approach shifts from the environmental perspective into the social perspective of tourism development. Community planning pays attention to the need of a more social form of tourism expansion (MURPHY 1985:37). The author sees the need for a necessary balance between the needs of the host community and the needs of visitors, via the control of the planning process through the host community. This type of planning incorporates the physical/spatial approach, and adds the social components. Community planning approach is defined as a 'bottom-up' process of planning, 'which emphasizes development in the community rather than development of the community'. (HALL 2000:31). It is argued that the major obstacle of this approach can be seen in the high degree of the political nature of the planning process. It implies a high degree of public participation (HALL 2000:32). There must be a high degree of partnerships or community control of the decision making process, which is often rejected by government officials who fear the loss of power and their control over planning. It is emphasized that the community planning approach can only be a starting point and that tourism planning must also support the physical environment, as well as the economic dimension of tourism leading to a long-term viability of the tourism industry and places.

The sustainable (integrative) approach is seen as a holistic and contemporary way, which integrates economic, environmental and socio-cultural perspectives of tourism and connects them also with other planning processes. Basically, sustainable development has the primary goal of 'providing lasting and secure livelihoods which minimizes resource depletion, environmental degradation, cultural disruption and social instability'. (HALL 2000:33). He broadens the primary goals with regards to equity, the economic needs of marginalized populations, and concepts of technological and social limitations on the ability of the environment to meet the needs of the present and future generations postulated by the Bruntland Commission (1987:I ff.). Sustainable tourism planning ensures that 'the natural, cultural and other resources of tourism are conserved for continuous use in the future, while still bringing benefits to the present society'. (INSKEEP 1994:7).

The World Tourism Organization (1998:3) defines sustainable tourism development as: '[...] meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems'.

HALL & JENKINS (1995:7) emphasize that tourism planning is often uncoordinated due to the fragmentation of the industry. However, in order to achieve a sustained development, strategic, integrative and coordinative aspects are mandatory (HALL 2000:34). He defines five important mechanisms to be implemented (HALL 2000:33f.):

- Establishing a cooperative and integrated control systems.
- Developing coordinative industry mechanisms.
- Raising consumer awareness.
- Raising producer awareness.
- Including strategic planning to supersede conventional approaches.

These key-points reveal, that tourism stakeholder must be sensitised to form a consensual community, which is able to practice, monitor, redesign and balance their activities.

Particularly, the strategic planning is seen as a centre element for sustainable destination management and planning involving the host community to a greater extent into the decision making process (GUNN 1997:26). HALL (2000:37) sees as the strategy for sustainable tourism development the use of appropriate management and marketing instruments which are devoted to three general objectives: (i) ensuring the conservation of tourism resource value; (ii) enhancing the experience of the visitors who interact with tourism resources and (iii) maximising the economic, social and environmental returns to stakeholders.

RITCHIE & CROUCH (2003:151) also suggest an integrative planning and management approach. They demand that economic management skills (resource deployment, cp. tab. 2.3.2.1.1) and environmental management capabilities (resource stewardship) must be balanced. In their view, the destination's management and development is successful if two primary parameters are in the focus, which are competitiveness and sustainability.

Competitiveness (Resource deployment) Business/economic/management skills	Sustainability (Resource stewardship) Environmental management capabilities
<ul style="list-style-type: none"> ● Marketing ● Financial management ● Operations management ● Human resources management ● Organization management ● Strategic management 	<ul style="list-style-type: none"> ● Water quality management ● Air quality management ● Wildlife management ● Forest/plant management ● Habitat management ● Visitor management ● Biodiversity management ● Resident/community management ● Commemorative integrity
Information management	
Destination monitoring	Destination research

Tab. 2.3.2.1.1: Elements of successful 'total tourism management' (after RITCHIE & CROUCH 2003:152)

'Competitiveness refers to the ability to compete effectively and profitable in the tourism-marketplace; that is, to attract visitors in a way that enhances the prosperity and overall well-being of a destination'. (RITCHIE & CROUCH 2003:151). And sustainability 'pertains to the ability of the destination to maintain the quality of its physical, social, cultural and

environmental resources, while it competes in the marketplace'. (RITCHIE & CROUCH 2003:152). Both resource deployment and resource stewardship are linked via an information system in order to support policy development, decision making and overall performance by using a monitoring component and a research component.

Conclusively, the important task of a sustainable approach lies in the implementation of:

- Appropriate, cooperative, integrated and strategic management and planning processes.
- A permanent monitoring, research and re-evaluation system.
- Permanent counteraction if processes and developments are identified as not appropriate.

Particularities of sustainable tourism in urban areas

The vast majority of literature on sustainable tourism refers tourism activities and ecological issues in rural regions. Very few works focus on sustainable aspects in the urban context. HINCH (1998:185) states that 'urban areas are generally excluded from discussions on sustainable tourism'. But cities are regarded as the most important types of tourist destinations (LAW 2002:1). Sustainable aspects of tourism in urban areas must go beyond only ecological aspects (SAVAGE ET AL. 2004:214). Tourism in cities affects infrastructure, land use patterns, and causes transformation in the architectural and the socio-cultural texture. For example, historical sites are conserved through tourism but also changing through tourism via commercialisation and differing land use patterns. The effect can end in an entirely changed socio-cultural profile of a host community. This includes the conservation of the built heritage and the intangible heritage (e.g. traditions).

The concept of JANSEN-VERBEKE (1997:244) goes beyond a purely ecological oriented view in the urban context. Her 'interaction model' includes the 'artefacts dimension', the 'socio-facts' dimension and the 'menti-facts' dimension. The 'artefacts' dimension refers to the physical urban resources. The 'socio-facts' dimension refers to social relations between public and private sector actors. The 'menti-facts' dimension involves the local community with their attitudes towards tourism. This concept is in line with the nature of urban tourism with different actors in a system. According to HINCH (1996:99) the intangible and the tangible urban setting requires protection, conservation and enhancement.

PASKALEVA-SHAPIRA (2001:5) also takes the multifaceted nature of urban tourism into consideration. She formulates six fields of attention sustainable urban tourism has to attend to:

- Maintaining physical heritage in the context of living, developing cities.
- Allowing maximum access to available infrastructure, tourist sites, and parks.
- Strengthening the cultural and social viability of local community.
- Balancing interests of residents and visitors.
- Providing economic viability.
- Minimizing adverse ecological impacts on sites from transportation and unsustainable consumption patterns.

This indicates the complexity of concerns tourism faces in cities and that an urban tourism development has to be cautiously integrated into the overall development strategy to avoid a negative affect or destruction of existing physical heritage or communities through tourism.

Sustainable urban tourism (SUT) is seen as a 'holistic, equitable, and future-oriented development strategy'. (PASKALEVA-SHAPIRA 2001:28). Hence, SUT is defined as 'strategic urban decision and policy-making set of actions around a desired local goal of integrated sustainability to which all forms of tourism aspire'. (PASKALEVA-SHAPIRA 2001:15).

SUT is used as an approach in which individuals and institutions (public and private), plan and manage the tourism affairs of the city. It is argued that the public sector is not able to fulfil these multifaceted tasks alone. Instead, a strategic long-term goal oriented planning process should be implemented with a cooperative public-private partnership of all actors concerned. Referring to sustained urban tourism development, the local authorities should play the key role based on their resources, democratic mandate and responsibilities, but should not see themselves as the only responsible party for tourism planning (PASKALEVA-SHAPIRA 2001:51). These 'multi-stakeholder partnerships' are recommended in order to face the versatile planning and development of cities (PASKALEVA-SHAPIRA 2003:11).

It can be criticized that one important key-actor, the visitor, is mostly not focused on, in the frameworks above. 'Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists[...]' (UNEP 2004:1). TIMUR & GETZ (2008:6-8) include into their concept for SUT beside the economic, environmental, socio-cultural dimensions also the experiential dimension for the visitor. It is emphasized that, if the focus is only minded towards economic aspects other important aspects like heritage conservation or visitor experience are being neglected. The creation of a memorable visitor experience, safe environment and provision of strong motivations for visiting the city are seen as main goals for a sustained tourism development. According to the Department for Culture, Media and Sports-Tourism Division-United Kingdom (2005:5), visitor satisfaction is a central issue for long-term sustainability of a destination and determines the rate of return to a place.

Conclusively, urban tourism has to be built on four dimensions which are economic, environmental, socio-cultural and experiential. The underlying goals should be directed towards economic growth and profitability in the long-term, protection of natural urban areas and resources, preservation and conservation of the tangible resources, provision of long-term employment, environmental friendly operations, participation of the residents in the decision-making as well as ensuring a safe, clean and memorable experience for the visitor.

2.3.2.2 Tourism planning and development - the urban context

As discussed in the previous chapter, tourism planning and development are not isolated processes but embedded in the economical, political and socio-cultural context. 'Management and planning methods and techniques are not value-free and do not occur in a political

vacuum'. PAGE & HALL (2003:246). Cities are part of a broader political and economic context, shaped significantly by the age of globalisation, which also requires the implementation of new and specific tourism planning and development processes on city level. Implications are particularly seen in the policy and planning dimension, the urban tourism organizations and the relations among the stakeholders (PAGE & HALL 2003:247). The following discussion highlights these implications in the context of contemporary challenges in tourism planning in urban areas.

Policy and planning dimension

PAGE & HALL (2003:248) define planning and policy as closely related terms wherein 'planning is a purposive process in which goals are set and elaborated policies are used to implement set goals'. Planning and policy elaboration is embedded in economic, cultural and social characteristics of a society and depends on the formal structure of the government and the general attributes of the political system that makes 'tourism public policy-making as first and foremost a political activity' (PAGE & HALL 2003:248). Also HALL & JENKINS (1995:5) argue that policy (making) must be connected to specific characteristics of a society with its political system, values, ideologies, power balance and institutions influencing the decision-making process.

Urban tourism planners and managers, regardless of their position in public or private sector, need multiple new tools and skills in order to develop a city destination in the scope of contemporary (global) challenges (PASKALEVA-SHAPIRA 2001:12). PAGE & HALL (2003:246) see the need in integrating new knowledge about policy and planning, marketing, impact assessment and organization and project management in tourism development.

The dilemma of urban tourism planning gets visible in the fact that tourism is 'a part, sometimes not a very explicit one, of broader urban policy or plans rather than a separate and distinct sectoral strategy' (PEARCE 2001b:333). The critical issue for policy making and planning in the urban context, is seen in the multifunctional and multi-layered responsibility for planning by different city own authorities and organizations (PASKALEVA-SHAPIRA 2001:17). PAGE & HALL (2003:249) state that tourism planning at city level does not necessarily mean that a specifically designated tourism organization is in charge for tourism planning and policy implementation. It is argued that planning and policy making for tourism occurs in a great variety of forms like development, infrastructure, land and resource use, organization, human resources, promotion and marketing. The division in different governance levels (city versus national governments) and the inclusion of non-governmental organizations adds further fragmentation into planning and policy making. Hence, governments need to change the planning attitude in that sense that tourism planning is not only land-use zoning. Instead, urban tourism policy (making) and planning must be distinguished as their own processes including environmental, cultural and social dimensions of tourism and has to be integrated in the broader urban planning context. The importance of tourism policy lies in the 'insurance that the destination has a clear idea of where it is going or

what it is seeking to become in the long-term. 'In parallel it must strive to create a climate in which collaboration among the many stakeholders is supported and facilitated'. (RITCHIE & CROUCH 2003:148). Tourism policy should fulfil the following functions after RITCHIE & CROUCH (2003:148):

- Defining the rules of the game.
- Setting activities and behaviour that are acceptable.
- Providing common directions and guidance for all tourism stakeholders in the destination.
- Facilitating consensus around the specific vision, strategies and objectives.
- Providing a framework for public and private discussions on the role of the tourism sector and its contribution to the economy.
- Allowing tourism to interface more effectively with other sectors.

The dimension of scale influences policy and planning processes as cities can comprise metropolitan regions, city areas, single districts and sectors. Based on given goals, the planning and policy dimension has to be adjusted to the dimension of scale the tourism development takes place in. For example a master-plan for tourism in a metropolitan region must include the concerns of the different cities the metropolis consists of.

Tourism organizations in cities

It is argued that the wide field of urban tourism demands a broader view and definition of tourism organization (PAGE & HALL 2003). Both authors see a bigger range of organizations involved in urban tourism than only the directly supportive organizations to tourism. For example, many organizations like urban heritage and conservation organizations are definitely a part of the tourism field contributing to city's tourism planning and development. PAGE & HALL (2003:254) emphasize further, the emergence of consumer associations, local tax- or ratepayer associations, and environmental organizations over the last four decades. HALL & JENKINS (1995:51ff.) argue that interest groups on tourism go definitely beyond the industry actors and suggest in the (urban) tourism context, the following categories of organizations depending on their degree of institutionalisation:

- Government and intra-governmental organizations.
- Producer groups.
- Non-producer groups.
- Single interest groups.

The government is seen as the core actor referring to institutional arrangements, policy-making activities and goals in tourism. The producer group (businesses, associations) have high level of resources and the ability to provide benefits to the members as well as get substantial access to the government. Non-producer groups are related to consumer or environmental groups and single-interest groups, which are characterized by their unorganised degree of permanence in the tourism system. All of these organizations have the ability to

influence the management and planning of tourism through their operations and actions in a direct way, or indirectly through their influence on the decision making process.

Critical for urban tourism, is that cities tend to change the perceptions of the role of certain governmental institutions in tourism and former purely public funded organizations become private funded organizations. Further, the build up of public-private-partnerships (PPP) dilute the boundaries between government and producer organizations. And lastly, cities have more than one municipal authority as physical boundaries of a city as destinations are not always the same as the political boundaries which leads to problems in planning and development of the destination (PAGE & HALL 2003:254). For example, Metropolitan Manila has 17 city authorities and the national government (DoT) which all claim their shares on tourism issues.

Public and private stakeholder relationships

PASKALEVA-SHAPIRA (2001:4) argues that urban tourism raises many challenges for city governments. These challenges are related to the urban fabric and infrastructure, heritage conservation in historic and cultural zones in the context of a living city. Additionally, environmental issues related to pollution, overcrowding, as well as economic issues related to the labour market and the accommodation sector. 'Local authorities alone cannot resolve such problems' PASKALEVA-SHAPIRA (2001:4). Instead, it is required to involve all stakeholders to perform a consensual and cooperative development. Although the author is focusing on cities in developed countries, cities in developing countries record increasing demand for urban tourism (cp. chapter 1) and now face similar challenges.

PAGE & HALL (2003:254 ff.), HALL (2000:63) and TIMOTHY (1998:54 ff.) also agree on an integrative and strategic approach as essential instrument for successful tourism development. A mandate for the occurrence of integrative tourism development strategy is the cooperation between the different levels of government agencies, equally autonomous polities at various administrative levels and between the private and public sector (TIMOTHY 1998:54, cp. fig. 2.3.2.2.1) in order to create a successful urban tourism development.

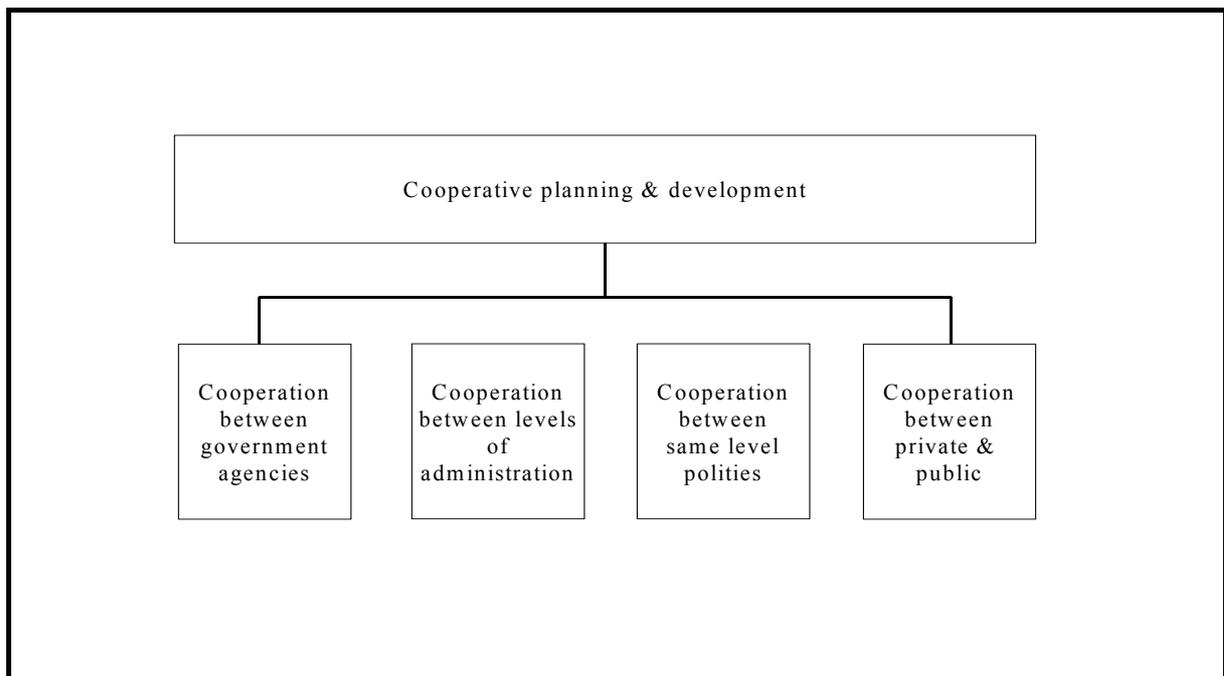


Fig. 2.3.2.2.1: Cooperative planning and development after Timothy (1998:54)

TIMUR & GETZ (2008:12) emphasize that in urban tourism multi-stakeholder fields, the lack of communication, cooperation and conflicting interests are the most significant barriers for viable future-oriented tourism development. The lack of cooperation between departments of governments can be very damaging to not only the quality of the tourism product, but also to the effectiveness of tourism planning and development (TIMOTHY 1998:66, TOSUN 2000:618).

Tourism scholars see the integrative strategy approach as essentially typical for cities in developed countries. But little is known whether integrative strategies for tourism development are applied in cities of developing countries. Studies on integrative urban tourism planning focus widely on cities in developed countries. In contrast, this study focuses on the cooperation between the actors in a megacity of a developing country in order to diminish this scholarly gap.

Besides cooperation, other prerequisites are important for sustained stakeholder relations. SUTTON (2004:8) emphasizes the notion of continuity as important. According to VAN HUIJSTEE & GLASBERGEN (2008:302) only continuity leads to durable stakeholder relations. Further, central pillar are seen in equity based on participation and power sharing.

The outstanding importance of stakeholder participation lies in the fact that uncertainties can be reduced and knowledge gaps can be identified which lead to an improvement of the basis on which decisions are made (NEWMAN ET AL. 2001:42). ‘Sustainable tourism cannot be successfully implemented without the direct support and involvement of those who are affected by it.’ (MARIEN & PIZAM 1997:165). Non-participation or exclusion enhances the perception that decisions made are illegitimate if a stakeholder is hindered to include his input and leads to the feeling of being treated unfair. Non-compliance with conflicting situations are the outcome (SUTINEN & KUPERAN 1999:186). A meaningful participation can only happen if stakeholders perceive that their contribution has helped to shape a decision.

BLOWERS (1997:36) argues that inequality is related to power- relationships. Power defined as ‘the ability to use influence and authority to affect decisions and change.’ (PAGE 2003:291). A successful cooperation should involve all affected parties in order to reach a joint outcome. An imbalance or misuse of power can lead to exclusion of affected parties. In (urban) tourism, literature studies about power and power-relations in stakeholder systems are scarce and underrepresented compared to business literature. BRAMWELL & MEYER (2007:769) argue that power is created by social relationships and is simultaneously sustained by characteristic patterns referring to the distribution of resources and competition. The authors argue that these social interactions are related to values, meanings, authority and control. Power is an active process because it is exerted, not only possessed. Typically there are unequal power constellations of actors during specific times which leads to the exclusion of less powerful actors or groups affecting a sustainable cooperation. HALL (1994:52) concluded that ‘power governs the interaction of individuals, organizations and agencies influencing, or trying to influence, the formulation of tourism policy and the manner in which it is implemented.’ This points to the close relation of power and political processes. Tourism development is linked with political processes. ‘Politics is about power, who gets what, where, how and why’. (Lasswell 1936:3). Hall & Jenkins (1995:66) argue that decision making in tourism, the degree of government and community involvement in tourism, the structure of tourism agencies, and the nature of tourism planning and development, all arise from political processes which involve the struggle for power by the actors.

Conclusively, the following key aspects referring to urban tourism planning and development can be extracted (cp. fig. 2.3.2.2.2):

- Tourism planning and development takes place in a multi-stakeholder field.
- Tourism planning and development is influenced by the values of the socio-cultural context it is practiced in, shaped through political processes and the use of power among the interacting stakeholders.
- In the context of a living city the urban set-up challenges tourism planning and development management and planning with its given fabric and infrastructure.
- Different planning approaches from purely economic over community oriented to integrative (sustainable) concepts predefine tourism’s viability and protection of resources.
- The quality of cooperation among the various stakeholders determines the integrative character of tourism planning and development.
- The hierarchical level of tourism planning and development determines the dimension and effect at geographical scale (e.g. district, city, metropolis).
- The character of general urban planning and development policy influences the diversity and fragmentation of responsibilities for tourism planning.

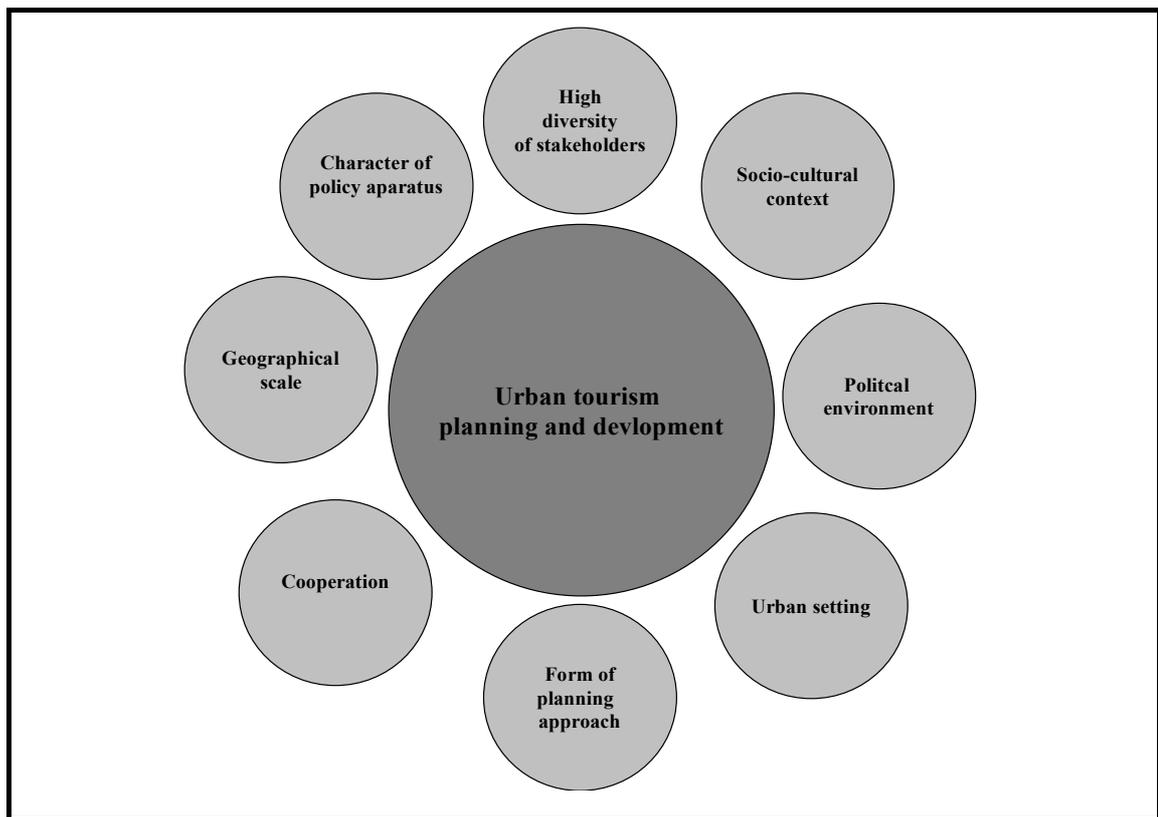


Fig. 2.3.2.2.2: Key-aspects influencing urban tourism planning and development (own draft)

2.3.3 The consumer side

2.3.3.1 The urge to travel

The general understanding of visitor motivation

In tourism research many studies have focused on visitor motivations. According to MACCANNELL (1999:47) major motivation is the search for the 'Other' which he describes as a 'whole, structured and authentic world as contrast to the daily world the individual is cognitively living in most of the time'. But his view is too much simplified since individual's intrinsic needs are underestimated.

It is more likely that travel motivation results from an interplay of internal and external conditions. The most common accepted study on motivation by CROMPTON (1979:411) conceptualises a push and pull framework. Push factors defined as 'certain needs' or 'socio-psychological' motivations arising from conditions in individuals home region forcing people to travel. Seven 'push factors' were identified: Escape from boredom, relaxation, prestige, regression, social interaction, self evaluation and reinforcing family and friendship links. The pull factors are the 'cultural motivations' at the destination which are based on assumptions that individuals are attracted to a destination through particular cultural opportunities or social attributes triggered through individual needs for novelty and education. Individuals are often driven by a bundle of motivations acting simultaneously MACKAY (1977:19).

In contrast, MANNELL & ISO-AHOLA (1987:323) focus solely on psychological factors. They suggest a two dimensional framework in which motivation results out of two simultaneously

effecting forces which are escape from everyday life, and the seeking for rewards. For escapism travel activities provide both novelty and leaving the daily environment. Reward seeking is divided in 'personal' and 'interpersonal' rewards. Personal rewards are self-determination, mastery, learning, exploration, relaxation and challenge. Interpersonal rewards are defined as social interactions. MCINTOSH ET AL. (1995:245 ff.) divide their model into four principle elements. Tourist motivations are subsumed under physical motivators (refreshment of body and mind), cultural motivators (learning about other cultures), interpersonal motivators (meeting new people) and prestige motivators (desire for personal development through education). FODNESS (1994:556) refers to intrinsic factors as 'internal psychological factors that generate an uncomfortable level of tension within individuals mind during a dynamic process.' Inner needs and tension combined lead to action in order to release tension and satisfy the needs.

One of the main difficulties of many theories on tourist motivation is that they are too general. An all embracing theory does not exist. According to LEIPER (2004:100) many studies on tourism motivation ignore the distinction of needs and motivations. Tourism psychologists demand a more accurate examination of the genesis of motivations and needs (BRAUN 1993:204). A need is a state of felt deprivation. A motivation is a force impelling people to act, attempting to satisfying a need. Following BRAUN (1993:204) a sufficient classification of needs and/or motivations exists. But referring to a deeper understanding of the origin of needs and motivations, accurate measurements of intrinsic individuality and stimulation research fail to deliver empirical concepts. SELBY (2004:69) emphasizes the significant lack of agreement referring to specific motivational factors and states that it could be 'unwise to define universal tourist motivations because motivations vary strongly between different contexts'. A clear definition and distinction of needs and motivation is not common in tourism research. Many authors use both terms in the same sense or mix them.

Visitor motivations and activities in the urban context

Cities are places of high population, concentration of commercial facilities and processes, cultural and recreational events, and amenities. Further, they function as major transport interchanges. This wide functional spectrum offered, draws people with a bundle of motivations towards urban destinations. Most common motivations related to city visits are business travel, VFR, educational tourism, cultural and heritage tourism, pilgrimage, event visits, leisure shopping and excursions (LAW 2002:23; BLANK & PETROVITCH 1987:167; JANSEN-VERBECKE 1988:79; ASHWORTH & TURNBRIDGE 2000:112). LAW (2002:23) argues that sexual motivation is often downplayed, though many people are motivated by nightclubs often supplied in abundance in cities. Further, it is emphasized that entertainment has been downplayed as motivation. A great variety of theme parks, casinos and festivals attract millions of visitors to cities and offer escapism, refreshment, and relaxation for individual self fulfilment. The significance of each motivational factor depends on two facts. Firstly, it depends on the variation of destination's attractions. Secondly, the type of visitor determines the significance of each motivational factor. BURTENSHAW ET. AL. (1991:76) acknowledge

that different kinds of visitors and residents use city's resources alike. The different kinds of visitors are the city-region resident, the visitors seeking pleasure from their visit, the conference and/or business visitors and people working within the city. A useful visitor typology related to leisure and business is given by PAGE (1995:39):

Typology of urban tourists	
● VFR	● Religious traveller (pilgrimage)
● Business travel	● Hallmark event visitors
● Educational visitor	● Leisure shoppers
● Conference and exhibition visitors	● Day visitors
● Cultural and heritage tourist	

Tab. 2.3.3.1.1: Typology of urban tourists (after PAGE 1995:39)

Motivations and activities are interlinked as the activity is individual's response on a stimulus based on the motivation. The spectrum of activities in urban areas depends strongly on their form and function. According to PAGE & HALL (2003:149) the most common activities of visitors in cities are: Shopping, visiting exhibitions and zoos, dining in exotic and exclusive restaurants, attending performing arts, experiencing nightlife, attending festivals and sporting events, participation in sightseeing tours, visiting waterfronts, visiting historic sites and simply strolling around. This diversity of activities is a result of the rich experience environment of cities. BURTENSHAW ET AL. (1991:78) denotes this richness as the 'tourist city' which offers activity opportunities. The 'tourist city' is seen as a network comprising 'the historic city, the culture city, the nightlife city, the shopping city and the business city' as overlapping functional areas within the city. Since not any part of the city is able to cater to all various visitor motivations the city will have different offered product characteristics.

2.3.3.2 Through visitor's eyes

Behavioural geographers and psychologists recognized that the perceived environment by individuals is different from the real environment around them (KITCHIN & BLADES 2002:11 ff.; GOLLEDGE & STIMSON 1997:189 ff.; VOGEL 1993:290; LILLY & FREY 1993: 49 ff.; WALMSLEY & JENKINS 1992:269; TRIEB 1977:49 ff. LYNCH 1960:3). Perception is a process which mediates between individual and environment (GOLLEDGE & STIMSON 1997:189). For psychologists the term perception refers only to the impinging of external stimuli on the human sense organs. Whereas geographers tend to use the term how things are remembered or recalled (GOLLEDGE & STIMSON 1997:189). WALMSLEY & JENKINS (1992:269) emphasize that 'the way individuals acquire, code, store and manipulate information' about the environment is the decisive point. They suggest the term cognition is more appropriate than the term perception. TRIEB (1977:49) describes perception as the conversion of the real environment through effective environment (selected information) into experienced environment. The different terms perception and cognition are of mixed use in literature. A final and clear delimitation of both terms is not given. 'In practice, it is not clear where perception ends and cognition begins'. (CARMONA ET. AL 2003:87). In order to avoid a

confusing mix up of the terms this study will use the term perception which should embrace the sensation and the cognition due to the fact that both processes are not discrete processes.

Perception theory proceeds from the assumption that an individual's environment comprises of infinite single information or stimuli. The information can be of visual, acoustic, tactile or of olfactory nature. Not any individual is able to absorb and process all single information. Hence, only those stimuli will be absorbed which are of vital interest for the individual, which makes perception selective. This selectivity of perception depends on certain individual pre-conditions. These pre-conditional elements are individual's socialization, social affiliation and expectations (GOLLEDGE & STIMSON 1997:197; LILLY & FREY 1994: 52; VOGEL 1993:290). The first selective filter originates in the socialization process and social affiliation of the individual which reduce information. Important factors are internalised socio-cultural values, behaviour expectations and social roles. Further, the individual's social situation, affiliation to certain societies, affiliation to social classes and moral concepts steer selective perception. The expectations are the second selective filter for incoming stimuli. For example, any individual will gather information about a destination before travelling. Gathered information will form expectations or mind pictures before the journey, which serve as a second selective filter of perception at the destination (LILLY & FREY 1994:55; cp. chapter 2.4.4).

According to CARMONA ET AL. (2003:88) and GOLLEDGE & STIMSON (1997:222), mental representations of the environment include spatial and affective components. The affective components are characterized by feelings, attitudes, beliefs, values and other emotions of a person. The spatial component is represented through cognitive representation of structures and relations of space. Often the term cognitive map is in use which does not mean that a person has a cartographic or any other type of map in mind. The term map is only seen as a convenient umbrella term to summarize encoded information in an individual's cognitive representation of the world (KITCHIN & BLADES 2002:2). Cognitive image, environmental image or environmental constructs are also terms in use (CARMONA ET AL. 2003:88). Hence, sketch maps produced as instruments to recover information about environments are not always cartographic maps. They can also be expressions of feelings or opinions.

Perception of urban environments

An overall mental image of a city is partial, simplified, idiosyncratic and distorted (GOLLEDGE & STIMSON 1997:234; WALMSLEY & JENKINS 1992:281; DOWNS & STEA 1977:109; LYNCH 1960:88).

Lynch (1960:46 ff) concluded that any given city seems to have a public image which is the overlap of many individual perceptions. The contents of city images are classified referring to the physical forms of the urban setting into five categories: paths, edges, districts, nodes and landmarks. PEARCE (1977: 206) rejected nodes in the tourism context since they are closely related to important points of social interactions of residents. Thus the term nodes is useless in connection with city's visitors. PEARCE (1977:206) defines the following categories:

- **Paths** as all streets, roads, lanes and walkways drawn by the visitors in a map regardless whether they are named or unnamed.
- **Landmarks** as singular named sites of any size, even with inaccurate location.
- **Districts** as named areas of any size even if located inaccurately. The concept of a district must include the principle of plurality. In other words a single hotel can be classified as a landmark but only a group of hotels sketched classified as district.

This categorization is an important tool for the present study for the analysis of the spatial perception visitors have of a destination in order to identify activity areas and spaces of avoidance.

GOLLEDGE'S (1992:210) anchor point theory suggests that individuals first learn locations, then the links and routes between the locations, and finally the areas surrounding groups of locations. He adopted landmarks, paths and districts from LYNCH'S model. In contrast, APLEYARD (1979:116) suggested that sketch maps can be categorized into two types. One type is dominated by the paths between the places. The other type is dominated by areas and landmarks as a more spatial representation.

According to LYNCH (1960:2ff.), two desirable urban qualities are important in perceiving a city. Firstly, the imageability which refers to the ability of objects to evoke emotions. Secondly, the legibility which refers to the organization of city's elements in order to form a coherent whole. Based on the two qualities, cities have either easy to perceive structures or city structures that are difficult to perceive and to learn for an individual.

Studies on the perception of urban areas are often undertaken by the sketch map technique in order to retrieve the cognitive maps of visitors. Literature on cognitive mapping is well established. WALMSLEY & JENKINS (1992:272) argue that an understanding in which way visitors come to know about a destination's areas has an important value for the application of promotion and commercial viability of attractions. An understanding of cognitive maps held by visitors is important, in order to identify desirable or undesirable areas at a destination. Moreover, information about travel patterns and experiences can be retrieved.

2.3.3.3 Visitor satisfaction

In consumer behaviour research the term satisfaction is traditionally regarded as a psychological process from a need recognition to the evaluation of a perceived product or service (PETER & OLSON 2007:39). Researchers in tourism tend to focus merely on the product perception or its single elements and the degree of satisfaction received. Satisfaction is then more related to the judgement whether a product or service provides a pleasurable level of fulfilment during consumption (OLIVER 2009:72). MACKEY & CROMPTON (1990:48) give a similar definition of satisfaction as 'the psychological outcome which emerges from experiencing the service'. A product or service contains mostly a bundle of attributes. With regards to a tourism destination, the bundle comprises the attributes attractions, accommodation, transport, catering and infrastructure. The overall satisfaction is then the sum

of the relative importance and the level of satisfaction experienced of all single attributes. It is assumed that the consumer judges products based on the ability of attributes to provide positive outcomes (AJZEN & FISHBEIN 1980:135).

Referring to consumer behaviour, the satisfaction level effects a visitor's intention to return. Increased satisfaction results in increased return visits to the same destination also being regarded as destination loyalty or customer loyalty from the marketing point of view (VALLE ET AL.:2006:26; KOZAC 2001:788). Popularly, it is known that satisfaction leads to repeat purchase and positive word-of-mouth recommendation after consumption. Dissatisfied consumers will turn to alternatives.

Satisfaction is studied in tourism research referring to various aspects. The main goal is mostly to develop measures to evaluate the visitor's importance and satisfaction level towards tourist product elements. Focus of these studies are cultural tours, packaged tours, guided tours, hotels, tourist shopping and (urban) destination satisfaction (EDWARDS ET AL. 2009:34 ff. & 2007:20; YOON & UYSAL 2005:48 ff.; BOWEN 2002:5ff.; REISINGER & TURNER 2002:167ff.; JOPPE ET AL. 2001:252 ff.; LEEWORTHY & WILEY 1996:3ff.; GEVA & GOLDMAN 1991:177 ff.). Tourism research indicates that if visitors have a high satisfaction level then the possibility of a return visit is much higher (KOZAC 2001:801). Particularly, favourable perceptions and attitudes are an advantage in competition with other destinations.

2.4 Destination image

2.4.1 Defining destination image

Numerous definitions are in use to describe the term destination image. GALLARZA ET AL. (2002:60) list twelve single definitions. ECHTNER & RITCHIE (2003:41) lament that definitions regarding destination image are frequently dealing simply with 'impression of places' and 'perceptions of an area'. PEARCE (1988:162) argues about the definitional dilemma that 'image is one of those terms that won't go away [...] a term with vague and shifting meanings.'

Aggravatingly, the term image is used in different disciplines developing different meanings. Psychologists tend to refer image to the visual representation (JENKINS 1999:1). The behavioural geography associates image with impressions, emotions, values and beliefs of an individual (GOLLEDGE & STIMSON 1997:227). Definitions from marketing relate image to consumer behaviour. CROMPTON'S (1979:18) view is the most cited definition in tourism research in which destination image is 'the sum of beliefs and impressions that a person has of a destination'. This definition relates to the individual only but ignores images shared by groups.

Images held by groups are defined as stereotypes in modern psychology (MCGARTY ET AL. 2002:4; GAST-GAMPE 1993:129). Stereotypes are rigid generalizations. They may be positive or negative, they may be accurate or inaccurate regarding average characteristics of another

group, and may be used to justify certain discriminatory behaviour. Some people consider all stereotypes to be negative because they are unjust to individuals who vary from group characteristics. In contrary some 'stereotypes may be accurate, based on some kernel of truth yet exaggerated'. (MCGARTY ET AL. 2002:68).

Stereotypes also occur in the tourism context when there is a uniform account about a destination by a group of people. According to JENKINS (1999:2), it is important from a marketing point of view to understand those aspects of common images. BAUD BOVY & LAWSON (1997:5) emphasize that tourism is a consumer behaviour related market. Hence, image needs a broader definition including also stereotypes. Their definition of image merges personal images and stereotypes: 'Destination image is the expression of all objective knowledge, impressions, prejudice, imaginations, and emotional thoughts an individual or group might have of a particular place'. (BAUD-BOVY & LAWSON 1997:5).

2.4.2 Conceptual framework of destination image

The definitions above show, that a universal definition of destination image does not exist. Of interest now is to highlight the character of a destination image an individual develops. ECHTNER & RITCHIE (1993:3) emphasize that destination image is a composite of three perception dimensions comparable to a product image in marketing research. A product is perceived and described by consumers based on single attributes, holistic impressions and unique features.

Holistic (imagery) impressions can be either mental pictures of physical characteristics, which are defined as functional characteristics, or general feelings and atmospheres of a place, which are defined as psychological characteristics. The attribute-based component is the perception of the destination in terms of pieces of information on individual features which can have functional characteristics (e.g. prices) as well as psychological characteristics (e.g. safty).

Much of tourism relates to travel to unique places different to the daily milieu (cp. chapter 2.3.3.1). Hence, the uniqueness of a place plays an important role. Unique features at one end include functional features and represent the icons and/or special events of the destination (e.g. Taj Mahal). MCCANNELL (1999:29) defines them as the 'must-see sights'. On the other end, unique features have also a psychological dimension (e.g. feelings). According to ECHTNER & RITCHIE (1993:3) and JENKINS (1999:5), unique psychological features are more difficult to capture since they are related to unique feelings, auras originating from religious/historic places or unique atmospheres inherent to specific destinations (e.g. 'romantic Paris'; ECHTNER & RITCHIE 2003:43). Unique features are often ignored in tourism research (ECHTNER & RITCHIE 2003:42).

Behavioural geographers also emphasize the composite character of destination image (GOLLEDGE & STIMSON 1997:404; STERN & KRAKOVER 1993:143). They distinguish between designative and appraisive city images. The designative image is related to the individual's categorization of cognitive structures of the environment, i.e. the individual's knowledge of

what is where. Appraisive image is related to individual's feelings, and values meanings, i.e. what is felt about a place.

Most surveys in tourism research approach destination image from the marketing point of view. The marketing approach is interested in the evaluation of whether the destination image is positive or negative and refers mostly to single service elements of the supply side (e.g. accommodation services). The holistic components of destination image are often waived. But the evaluation of a destination's overall perceived image is important, whether the destination is atmospherically perceived as pleasing, lively or inspiring (WALMSLEY & YOUNG 1998:66; WALMSLEY & JENKINS 1993:283).

JENKINS (1999:5) emphasizes, while taking the composite character of destination image into account, the problem of destination image research is solved in which attempts to measure image were mostly compelled to look at parts or attributes singularly. The advantage of a composite concept is to capture single attributes and the total, comprehensive impressions.

2.4.3 Process of destination image formation

As discussed above destination image is influenced by many factors of perception and leads to an individual image, and also to stereotypes. The formation of destination image is a slow process of permanent perceptive interaction with the environment (cp. 2.3.3.2). The most recognized concept is given by GUNN (1997:37). Three different images exist which are built subsequently in a process.

organic and induced image

Before travelling an individual forms an image of a destination (organic image) via exposure to non-tourism related and non-commercial information sources like TV-documentaries, books, and opinions of friends/family. Subsequently, individuals turn themselves to more commercial sources which turn the organic image into the induced image.

Through commercial sources, an unreal and less differentiated destination picture develops in an individual's mind (MEYER 1993:323). Travel guide books, brochures or travel magazines tend to conjure very positive pictures of a destination but negative pictures are eliminated (HILLMANN 2007:135; MOLINA & ESTEBAN 2006:1047). The individual incorporates the positive images of an unproblematic world during the vacation that occurs like an ideal world (Wöhler 1998:102). SELBY (2004:75) uses the term 'naïve images'. The potential traveller does not reflect on the prefabricated stereotypes of tourism marketing. Selected information and built expectations will influence the decision to travel. VOGEL (1993:291) argues that the subjective expectations are used to ease the psychological impact of the new environment.

modified induced destination image

The perception of the desired local conditions can be a guarantor for the satisfaction of the visitor. If the reality matches the visitor's induced image, the voyage can be accounted as a success. Psychologists refer to the so called expectation hypotheses theory (LILLI & FREY

1993:49). A prominent example for the Philippines could be the widely promoted stereotype by the DoT (VILLASANTA 2006:8) that all Filipinos smile. Upon arrival in the Philippines, information will be gathered and processed by the visitor via the contact with local people. The visitor will compare the experiences with his own expectation. If the experience corresponds with the stored expectation hypothesis (all Filipinos smile), the perception process is finished and confirmed. If the experience does not meet the expectation the hypothesis is denied and the perception process will be repeated with an adjusted hypothesis until it is confirmed and could leave a negative feeling if confirmed in contrast to the expectation.

The direct experience of a destination is seen as the most realistic and detailed source of an image building formation (ECHTNER & RITCHIE 2003:39; GUY ET AL. 1990:424). Pre-trip contemplations may set the expectations and post-trip review may influence evaluation, but the actual experience provides the in situ information for an assessment. The nature of tourism is that production and consumption of tourism products take place at the same place. Hence, the visitor needs to visit a destination in order to get the real experience for an assessment (SELBY 2004:75; KOZAK 2001:786). Hence, the in situ perception of Metropolitan Manila during the visit is part of the visitor survey in this study.

2.4.4 Importance of destination image

Destination images are important for two reasons. Firstly, they influence the decision making behaviour of potential visitors. Secondly, they determine the satisfaction level of the experience at the destination. Marketers are particularly interested to influence decision-making and sales of tourism products and services with the destination image, which strongly imbues the whole consumption experience in three stages (JENKINS 1999:2):

- Before purchase, imagery is able to initiate a decision to travel to a destination.
- During consumption, imagery at the destination adds value and increases satisfaction.
- Afterwards imagery, has a reconstructive role reliving experiences as memories.

These key-aspects underline that consumption is a gradual process, but only through the in situ experience the sensation of a valuable or non-valuable experience arises. Hence, this present study wants to capture the in situ impression of the capital's visitor.

The understanding of images that visitors have of a destination is invaluable in revealing the salient attributes of the destination image. A re-evaluation of destination image attributes can be incorporated into tourism marketing planning. Marketers create positive destination images to enhance positive memories, satisfaction, repeat purchases, and to position a destination successfully in the market (BALOGLU & MCCLEARY 1999:892; JENKINS 1999:2). In this context, HOSANY ET AL. (2007:3) compare a destination's image with a brand which is '[...] a product or service to which human beings attach a bundle of tangible (product and services) and intangible (emotional and/or symbolic) meanings that add value [...] and has one strategic purpose and that is to differentiate itself from competitors.'

The importance of branding lies in the connection between perception and satisfaction level of the visitor. Emotional reactions of human beings are caused by the environment they are in (MEHRABIAN 1974:125). The environmental conditions determine whether a person approaches or avoids a place. An inviting environment is regarded as positive and will be desired and approached. On the contrary an environment which fosters avoidance enhances negative emotions and defeat. A destination should be of an inviting and positive nature which will create a positive destination image during the visit.

2.5 Visitor attractions

2.5.1 Visitor attractions - the core resources

‘There are many reasons why people are drawn to cities, but one of the most important is the visitor attraction.’ (LAW, 2002:73). According to LEIPER (2004:304) and SWARBROOKE (2002 a:3), tourism would not develop without attractions because most important motivators of drawing people to a destination are attractions and attached services. Even business travellers are drawn towards attractions (LEIPER 1990:371). LAW (2002:76) emphasizes the importance of the visitor attraction sector as cities see it as a ‘crucial factor in their survival, prosperity and growth as a tourism destination. Visitor attractions are perceived as being able to stimulate the development of destinations and form the core of the destination product’.

Defining visitor attraction

In tourism research, no generally accepted definition of visitor attraction exists. For example SWARBROOKE (2002a:4) places attraction’s unique pulling force in the centre:

‘A single unit, individual site or small scale geographical area that is accessible and motivates (pulls) a large number of people to travel some distance from their home, usually in their leisure time, to visit them for a short, limited period and is under ownership control.’ (SWARBROOKE 2002a:4).

Another definition refers to a system of pull and push factors. According to LEIPER (2004:318) the system comprises of an individual, a marker (piece of information) and a nucleus (attraction). In his definition a piece of information about a nucleus creates positive expectations in a person with travel needs (pull). Pushed by his, own motivation the person travels towards the nucleus in order to satisfy his needs.

The first definition downgrades visitor behaviour to a mechanical reaction without being explained as a human behaviour based on intrinsic needs. The second definition ignores managerial influence which nowadays is increasingly responsible and necessary for the appeal of visitor attractions in order to deliver a satisfying experience. MIDDLETON (1994:348) defines visitor attraction as:

‘A permanent designated resource which is controlled and managed for the enjoyment, amusement, entertainment and education of the visiting public’.

Tourism scholars do not agree on an universal definition of visitor attraction. Definitions above reveal that push factors, individual's needs, ownership and managerial issues are crucial factors to explain the phenomenon. All these factors must be taken into consideration by tourism officials. Law (2002:76) underlines the importance of the public sector for the development of the visitor attractions and demands 'the encouragement of the visitor attraction sector for its role as a motivator to travel is congruent with other objectives of urban governance'. Newly developed visitor attractions support urban regeneration.

Typology and structure of visitor attractions

SWARBROOKE (2002a:4) provides a typology of visitor attractions sufficiently covering the context of urban areas distinguished in four categories:

- Features within natural environments.
- Man-made buildings, structures and sites designed for a purpose other than attracting visitors (e.g. cathedrals) but which now attract numerous visitors.
- Man-made buildings, structures and sites designed for attracting visitors.
- Special Events (e.g. Olympic Games).

The first three are of permanent nature and the last type is of temporary extent. In the urban environment, natural attraction features will fade into the background and quasi natural attractions like parks and botanical gardens will substitute them. This categorization enables this study to evaluate and characterize the visitor attractions of the capital.

Visitor attractions are not detached from the surrounding environment. In urban areas, visitor attractions are often part of a city's development and embedded into the city fabric. Considering a spatial zoning of attraction areas, GUNN (1997:55) conceptualised a model with three identifiable zones shown in fig. 2.5.1.1. Firstly, the nucleus contains the core attraction. It can be a whole cityscape, a particular area (e.g. parks), a group of objects or a single object (e.g. monuments) as well as socio-cultural elements (e.g. festival). Secondly, the inviolate belt encloses the nucleus (e.g. forecourts). Thirdly, the zone of closure contains the ancillary services and links to transportation services (e.g. shops). Literally, a visitor will experience an outer scenery as transition zone before reaching an inner scenery with the attraction. Both will influence the visitor psychologically.

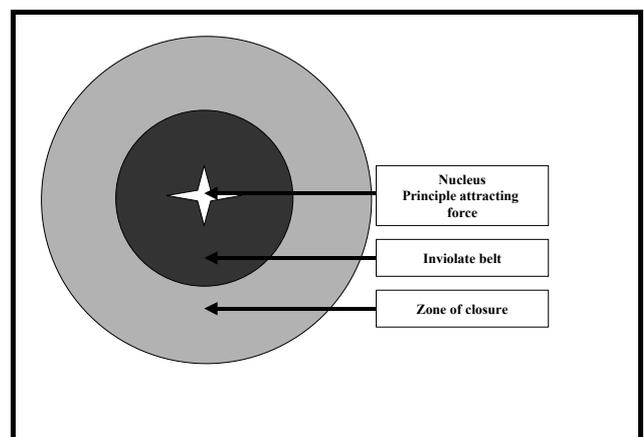


Fig. 2.5.1.1: Visitor attraction concept in the context of the user (after GUNN 1997:55)

2.5.2 The intangible setting

Visitor attractions can be understood as products. A 'Product is anything that can be offered to a market of attention, acquisition, use, or consumption that might satisfy a want or a need. It includes physical objects, services, persons, places, organisations, and ideas.' (KOTLER 2006:301).

In the tourism context, the definition of product is not meant in the sense of manufacturing industry. With regards to tourism it rather must be related to a service industry and an experience environment. It offers a physical set-up, combined with a service and experience mix (SWARBROOKE 2002a:41). Hence, a visitor attraction is able to offer additional elements which are intangible (PAGE 2003:231). 'The pleasure of visiting a cathedral is derived both from the physical features of the building [...] and the intangible elements such as the atmosphere and the spiritual value of the place.' (SWARBROOKE 2002a:41). In other words, a visitor attraction product comprises an intangible setting and a tangible (physical) setting combined at one area. The affect of visitor attractions on individuals is particularly determined through stimuli, atmosphere, opportunity spectrum and interactivity.

Stimuli

Individuals are able to experience visitor attractions via stimuli (cp. chapter 2.4.2). According to MEHRABIAN & RUSSELL (1974:12) the stimulation leads to psychological (emotional) and/or physiological (motor activity) responses. A holiday situation will set individuals into an environment contrasting their daily life (GRABURN 1993:11). This situation delivers new stimuli. The diversity and quality of new stimuli combined with individual's intrinsic pre-conditions determine whether a vacation experience is satisfying.

MEHRABIAN (1974:56 ff.) distinguishes five important single stimulus dimensions:

- Colours/light as visual stimuli. Pleasurable are bright green/blue colours. Minimal pleasure derives from a saturated yellowish colour.
- Sound in form of music, language or noise. Noise will be perceived as unpleasant whereas music will be pleasant if individual's taste is met. Arousal caused by unusual noise leads to increased psychological and physical tension. Pleasantness will increase with decreasing loudness, intermediate frequency, simplicity of sound spectrum and less variability.
- Taste, odour and tactile stimuli will embrace taste of local food, experience unknown odours and touching for example exotic plants. Modern visitor attractions offer the opportunities to taste, smell or feel something to enforce an experience.

Atmosphere

The appeal of visitor attractions depends strongly on the experienced atmosphere and an important factor of a complete scenery experience (MURPHY ET AL. 2000:44). Atmosphere can be defined as 'emotional effect of a (spatial) situation on the visitor' (SCHOBER 1993:119). Attractions shall raise excitement and positive emotions which are extraordinary and memorable (LILJANDER & BERGENWALL 1999:16). Emotional effects create dispositions in the visitor which are connected with the place visited and generated by the place visited. If conditions are close to the expected optimum emotional dispositions turn into pleasurable

experiences. Central terms of the theory on atmosphere are atmosphere type, atmosphere field, atmosphere carriers and atmosphere interference (SCHÖBER 1993:120).

Atmosphere type is the sum of all manifest atmospheric factors. The classification of atmosphere types can be plotted in a matrix comprising two axis like in figure 2.5.2.1:

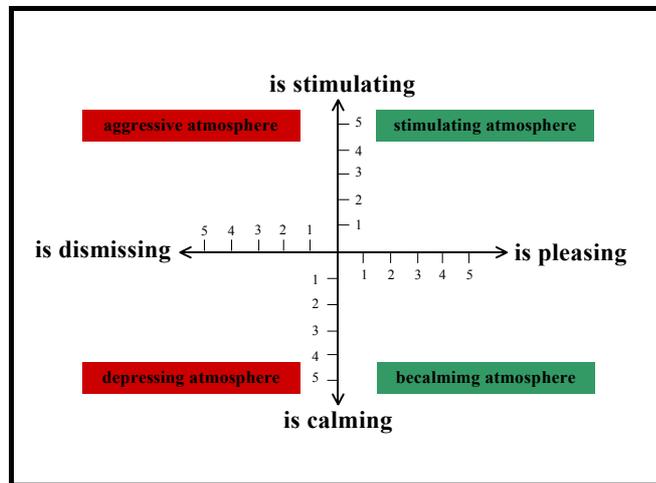


Fig. 2.5.2.1: Coordinate plane for the determination of an atmosphere type (after SCHÖBER 1993:120)

One axis ranging between positive/pleasing on the one end and negative/dismissive at the other end. The second axis reaches from calming to stimulating.

SCHÖBER (1993:119) classifies four types of atmosphere (cp. fig. 2.5.2.1) for a vacation location, region or the like:

- Aggressive atmosphere caused through e.g. heavy traffic, crowding, loud noises.
- Stimulating atmosphere caused by e.g. colourful scenes, splendid shapes and architecture.
- Becalming atmosphere enhancing relaxation (e.g. strolling through parks).
- Depressing atmosphere caused by e.g. monotonous grey architecture and uniform shapes.

Atmospheric field is the spatial and temporal limited extension of an atmosphere type.

Positive fields occur if three factors are existing (SCHÖBER 1993:120):

- Stimuli density should be varying, interesting and of high quality. Emotional positive fields originate if interesting and changing stimuli occur with appropriate density. Stimuli density should create a steady tension of interest, but should not be overextending for the visitor.
- Stimuli should counteract the occurrence of boredom, monotony, saturation and aggression.
- Stimuli permanence should be well dosed that the visitor has time to cope, adjust and prepare for the stimuli situation.

According to SCHÖBER (1995:23), structures, interaction with residents and the type of vacation are decisive factors. A structure takes effect by its shape and symmetries. Smooth and harmonious forms support the sense of well-being and emanate ease, urging the visitor to dwell. Angular, edged and gruff shapes foster commotion, frenzy and inebriation impressing for the moment but encouraging high tension and restlessness. Residents and staff will take effect by their behaviour. If a local populace receives visitors hospitably, a positive

atmosphere field occurs. The main character of practiced vacation type will effect atmosphere. A beach vacation will create an ambience as such, and is experienced as such.

Atmosphere carriers are dominating single factors or elements of the atmospheric field which are perceived as positive or pleasing (e.g. harmonious park).

Atmosphere interferences are dominating single factors or elements of the atmospheric field which are perceived as negative. By mitigating atmospheric interferences, the atmosphere can be balanced.

According to SCHOBER (1995:25), the dominance of a factor depends on:

- Character of the surrounding area. A concrete building within a modern city centre will not be as disturbing, but causes negative emotions in a historic city centre.
- Massive appearance of a factor. A massive concentration of nice historic buildings enhances a positive ambience but many dilapidated structures have the contrary effect.
- Background behind an object. A modern sculpture in front of a uniform background will stand out and dominate with either negative or positive effect.
- Selective perception. Driven by own interests and given information visitors select dominating factors.
- First impressions. A welcoming entrance area will foster a positive atmosphere.

The outlined aspects above indicate that the effect of an attraction depends on a bundle of complex factors like atmosphere, stimuli, designs and shapes, which are emanated from combined elements of the abiotic and animated environment.

Opportunity spectrum and activities

The diversity of opportunities are strongly related to activity at any setting used for tourism (CLARK & STANKEY 1979:26). The more diverse stimuli are offered, the more activities appear. A diverse set of stimuli creates a wide spectrum of activity opportunities which is able to satisfy visitor's different subjective expectations. Beneficially activities could be learning, exploration, social behaviour (meeting, talking) and exercise, which can be guided or unguided, passive or active (LEW 1987:562). Active integration leads to interactivity.

Interactivity will personalize objects for the visitor (BORSOTTI & BOLLINI 2009:28; FALK & DIERKING 1998:138). Personalizing an object means to connect an object with ones own experiences or similar objects we are familiar with. By personalizing an object it is understood more easily. Successful attraction settings support visitors to personalize objects and ideas. FALK & DIERKING (1998:142) emphasize the importance of a multi-media approach fostering a visual, aural and tactile experience. Modern media technologies (e.g. video displays) are able to personalize exhibited objects.

But an overwhelming media operation should be avoided and not rule over the actual objects. In cities attractions often comprise museums/galleries, botanical gardens, zoos or the like. To be successful, interactivity should be part of the concept in any kind of these attractions. A further crucial point is the information supply. Only if sufficient information is provided will

the visitor be able to gather knowledge about all possible opportunities, to plan activities and to make a choice on options offered (MOSCARDO 2003:114).

2.5.3 The tangible setting

During their leisure time people naturally put themselves in a physical set-up which allows them to do what they want to do and when they want to do it (FALK & DIERKING 1998:11). Placing oneself in a setting is an active process and corresponding behaviour is influenced by the physical attributes of the place. Once an individual visits a museum the person's behaviour will be dictated by its set-up. The appropriate behaviour socially expected for this specific place will occur, for example to be quiet and to follow the given route.

According to JEON & LEE (2006:963), BITGOOD (2002:6) and FALK & DIERKING (1998:149), the physical set-up is also responsible for visitor's confidence and comfort level, which determines the degree of perceived security, safety and orientation. These feelings are controlled by the area's configuration, information given on site, routing and crowding (MOSCARDO 2003:114; MANNING ET AL. 2002:395; SHELBY ET AL. 1989:270; HAYWORD & BRYDON-MILLER 1984:330). Further, cleanliness, satisfaction of basic needs and weather protection are correlated to the physical set-up (Leiper 2004; PAGE 2003:239; FALK & DIERKING 1998:61; SWAARBROOKE 2002:145).

Configuration – the gestalt

The configuration of the environment affects the emotional state of individuals. MENSCHING ET AL. (2004:2) and FALK & DIERKING (1998:121) underline the importance of the 'gestalt' at a visited place (e.g. museum). Based on the habitat theory, human beings prefer areas which offer various covers and at the same time over-viewing other larger spaces (MAULAN ET AL. 2006:28). Literally, these are simple and clear set ups which can be understood easily. A visitor will be intensively influenced by the novelty of a new setting. A novelty caused by the density and variety of new structures, pathways, displays, and objects. An easily understandable area will positively support the feeling of orientation. With growing complexity, the area will be less understandable, enhancing discomfort, and therefore increasing individuals anxiety and nervousness (BITGOOD 2002:7; FALK & DIERKING 1998:157). Open and friendly places will positively effect visitor's confidence, but dark and menacing places will lead to negative effects. The critical issue, for example in a museum design, is to create legible layouts that provide visitors with good orientation (BITGOOD 2002:7). If the layout is difficult to understand for the visitor, a blind exploration of exhibitions with dissatisfactory experience is often the outcome (GOULDING 2000:273)

LEIPER (2004:313) emphasizes the importance of the mix and hierarchy of nuclei as a mix of different significances. A primary, a secondary and a tertiary nucleus can be distinguished at attractions. The primary nucleus triggers the visit. The secondary nucleus will be known before but will not crucially shape a visitor's itinerary. A tertiary nucleus is something unexpected and discovered during the visit which enriches an experience positively.

Important for the visitor experience is the set up of the different nuclei. For example, modern museums are more regarded and designed as theme parks which offer 'fun, enjoyment and entertainment' (FALK & DIERKING 1998:141). A stimulating set up is a well dosed story-line, or an experience sequence, guiding visitors carefully towards the primary element (SCHOBER 1995:13). Literally, the visitor will be able to anticipate a bit of what is coming next, but will not be confronted with the main attraction directly. Additionally, presented objects or themes have to be presented in a meaningful context (FALK & DIERKING 1998:136f.).

Information

Whether a complex physical configuration of a visitor sight is simply understood depends on information in form of brochures, maps or displayed labels. Comfort and confidence level increase by the display of proper and recognizable information (MOSCARDO 2003:114). For example, most first time visitors to a museum are initially disoriented at an entrance area (FALK & DIERKING 1998:58). HAYWORD & BRYDON-MILLER (1984:330) state that orientation experience has not only significant impact on visitors initial behaviour, but on their ultimate satisfaction as well. Visitor sites can be visually and aurally overwhelming, and fear occurs during the visit. Information must be given sufficiently but not confuse visitors with too many details (BITGOOD 2002:7; FALK & DIERKING 1998:79). Poor design of maps or the inability of visitors to translate the two dimensional display into the three dimensional reality, increase confusion (FALK & DIERKING 1998:88). Hence, for individuals that do not feel secure about orientation right from the beginning, insecurity will increase and diminish the experience (BITGOOD 2002:7). Literally, the individual will not be caught up in the wished experience, because he is worried in missing something important or afraid of getting lost based on insufficient information.

Routing

Routing of visitors can be forced or unforced. Forced routing can be a guided tour or signposted pathways without the possibility to roam around freely in any direction. The understanding of the routing through an area is crucial. A difficult, misleading or even missing signage, increases tension in visitors, causing loss of orientation, and insecurity will occur (CARMONA et al. 2006:87f.).

FALK & DIERKING (1998:73) underline the importance of unforced routing for visitors. Particularly, the possibility to leave an area at any time and place is highly important. A denied exit at any wished time and place can lead to discomfort. Further, the possibility to move in any direction freely, will support the confidence and comfort level of visitors as they are able to follow individual interests. FALK & DIERKING (1998:60) found that after a phase of intensive looking and following specific directions (30-45 minutes), most visitors start to cruise without specific directions.

Crowding

Quantity of people and routing influence the distribution of visitors at a site and determine whether crowding will occur. Crowding is perceived as a 'negative evaluation of a certain

density' (SHELBY ET AL. 1989:271). Also ALEGRE & GARAU (2009:2), MANNING (2002:389), FALK & DIERKING (1998:145) emphasize a general relationship between experience of a place and crowding. They argue about a rising dissatisfaction of the experience with increased density of individuals. Particularly, in buildings, crowding is seen as a problematic issue. SCHEURER (2003:145ff.) emphasizes the increasing feeling of insecurity and getting lost, caused by crowding. In order to avoid crowding it is important to canalize and structure visitor flows in that way that a balanced visitor distribution is reached.

Basic needs and services

Cleanliness and aesthetically pleasing environments are crucial. Rejection will occur if sites are not kept clean, and where there is a general air of neglect (SWARBROOKE 2002:172). A dirty or unusually smelly environment will stay in a visitor's memory (FALK & DIERKING 1998:89). All other efforts to create a nice atmosphere can be destroyed. The provision of clean restrooms is vital for a visitor site. The most important concern of visitors are the provision and location of restrooms because the use of the restrooms is one of the most predictable events at an attraction (FALK & DIERKING 1998:147). Further, the accessibility of restrooms must be seen as a major aspect. Studies show that it is very insufficient to provide restrooms only at the entrance area. This fact will force visitors always to return to the entrance, creating discomfort and will shorten the visit.

In post-modern society experiences of visitor sites include a whole bundle of services next to the main attraction. Souvenir shops and catering facilities are part of a package offered and consumed (FALK & DIERKING 1998:89). Most visitors relate the visited place to a purchased souvenir. Hence, gift shops and restaurants should be integrated and themed into the experience. Souvenir shops are often designed as an extension of an exhibition relating to its themes (themed retailing), which enforces an educational encounter with the place. A visitor's comfort level will rise, if all weather operation is possible (SWAARBROKE 2002:145). Visitor sites in the tropics have to face climatic extremes during dry and wet seasons. The protection against heavy rains and strong insulation by the sun is essential. Additionally, air conditioning systems inside buildings are a must to guarantee a high comfort level.

2.6 Summary and setting the path

With regards to the theoretical discussion, the following key-aspects can be summarized (cp. fig 2.6.1):

- Megacities are areas of risks and opportunities. Increased and uncontrolled urbanization makes them amongst others vulnerable towards the loss of regulating steering instruments and increased informal activities. But they are also focal points of increased economical opportunities and activities like tourism.
- Despite the set backs of mega-urbanization, Southeast Asian megacities are popular destinations with expanding tourism markets driven by their gateway function and the growing attention of city governments using tourism as an economic growth strategy.

- Urban tourism is regarded as an interrelated system in which the input is a created tourism product which is consumed. The output is visitor satisfaction and destination image.
- The input is created by a complementary or competing multi stakeholder field including the tourism industry, the community¹⁶ and the environment/infrastructure. Hence, tourism planning and development is influenced by the values of the socio-cultural and political context it is practiced in, and is further challenged by the living city's given fabric.
- In practice, different (urban) tourism planning and development approaches shift from purely economic to integrative (sustainable) concepts that predefine tourism's viability and conservation of resources, wherein purely economic approaches, neglect social and environmental aspects and deplete tourism resources irrecoverably.
- A contemporary and viable city destination develops if those responsible in public and private sectors turn to consensual policy making and planning, organizational participation and stakeholders relation.
- Urban tourism policy making and planning often practiced by different and fragmented administrative units within a city has to be distinguished as an own, strategic, monitored and integrated process and has to be involved as such into the broader urban policy making and planning framework.
- Expanding urban tourism markets have widened the participating stakeholder field beyond the former focus on the tourism industry only. Further organizations like urban heritage-conservation organizations, consumer associations and environmental organizations contribute to tourism planning and development.
- Relations among stakeholders have to be of cooperative, consensual and equal interaction/participation which enhances the viability of urban tourism and conserves resources instead of practicing unequal participation and power constellations.
- City's visitors affect the tourism system and are affected by it while consuming the tourism product, which determines them as legitimate stakeholders in urban tourism.
- Cities offer a high density of leisure and commercial opportunities, which draws people with a bundle of motivations into urban areas. Most common motivations are business travel, VFR, cultural tourism, pilgrimage, event visits, leisure shopping.
- The formation of destination image is a slow process of permanently selective perception of the environment. The in situ experience of a destination is seen as the most powerful source of a destination image formation, and also determines the satisfaction level. During consumption positive imagery adds value and increases satisfaction.
- The understanding of images, and satisfaction level that visitors have, is invaluable in revealing the salient attributes of the destination. A re-evaluation of destination attributes can be incorporated into tourism marketing in order to enhance destination's competitiveness and foster repeat visits.
- The perceived spatial image of a city is partial, simplified, idiosyncratic and distorted. Cities seem to have a public image which is the overlap of many individual perceptions. The contents of city images are classified referring to the physical forms of the urban setting.
- A city's visitor attraction sector is seen as crucial for its survival, prosperity and growth as a tourism destination. Attractions are able to stimulate the development of cities and form the core of the destination product in order to entice people to visit.

¹⁶ In the focus of this study the national and local tourism authorities are targeted excluding the residents

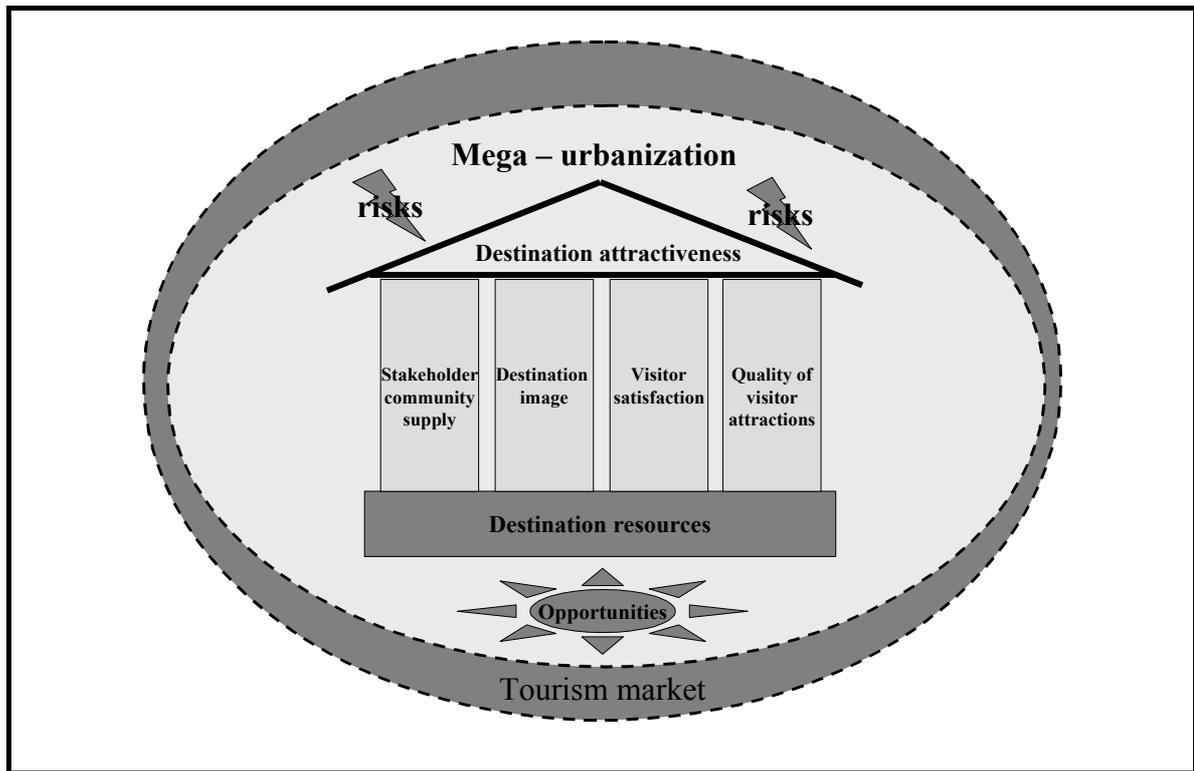


Fig. 2.6.1: Important pillars of destination attractiveness (own draft)

- Visitor attractions are a central part of a city experience comprising intangible and tangible attributes. They should raise excitement, positive emotions and leave memorable impressions through (i) an agreeable and attracting atmosphere, (ii) a diversely stimulating opportunity environment, (iii) a clean and easily understandable composed area, and (iv) the sufficient satisfaction of individual’s demands for basic needs and services.

Metropolitan Manila is participating in the worldwide tourism market because of its gateway position as the country’s primary city, offering a high density of opportunities attracting international and domestic travellers. Hence, the metropolis does function as a tourism destination. Further, the participation of the metropolis in the tourism market exposes it to the competition with other city destinations in the region, demanding continuous development of the tourism product.

Considering the key-aspects mentioned above and the fact that urban tourism in Metropolitan Manila was not investigated so far leads to the core question: **What are the characteristics of tourism in Metropolitan Manila?**

This central question can be answered best if Metropolitan Manila’s tourism is understood as a system using a holistic approach. Metropolitan Manila comprises interacting stakeholders as well as a tourism market in one area. In order to gain a deeper understanding, a characterization of the capital’s tourism system it deems to be necessary to focus on the supply side, the consumer side and the tourism resources. With regards to tourism resources, the study will focus on visitor attractions and the accommodation sector as the core resources. The catering and entertainment sector will not be focus of the present study.

The mentioned existence of an unexplored tourism market needs the characterization of its market profile and visitor attraction resources, and the sub-questions arise: **(i) What is the**

profile of Metropolitan Manila's tourism market?, and (ii) which are Metropolitan Manila's visitor attraction resources?

An unexplored stakeholder field in the capital implies the necessity to identify the stakeholder field and leads to the sub-question: **Who are the stakeholders?**

The responsible supply side stakeholders are acting within the socio-cultural and political context of the Philippine society which shapes the character of planning and development of the capital's tourism. In order to reach an evaluation of the current state of this stakeholder-field, it deems to be necessary to understand actors views about urban tourism, to characterize their relationships and the steering processes of tourism in the metropolis which implies the sub-questions: **(i) What meaning do supply side stakeholders attach to the term urban tourism?, (ii) what extent and nature do supply side stakeholders relationships have?, and (iii) how do supply side stakeholders steer tourism development?**

In an increasingly competing urban tourism market, consumers views are becoming important to assess the current status of a destination with regards to its attractiveness. The knowledge about current visitor's motivational profile, his impressions of the destination and satisfaction with the tourism product is indispensably useful in order to build or re-evaluate tourism marketing strategy in line with consumer's needs and satisfaction to ensure tourism system's viability. Metropolitan Manila is competing in a regional urban tourism market of high attractiveness. In order to assess Metropolitan Manila's current attractiveness, the following sub-questions must be answered: **(i) Why do people visit Metropolitan Manila?, (ii) how do visitors perceive the capital? (iii) which areas do they visit and what are their activities?, and (iv) how satisfied are visitors with the destination?**

The design and presentation of the attractions within the metropolis are able to indicate to which extent an attractive supply with contemporary and high quality visitor attractions is in the focus of the tourism responsible. Crucial for the destination's competitiveness within the regional urban tourism market, is a high diversity of visitor attractions which offer an interesting experience environment. Hence, the following sub-question must be answered: **What quality do visitor attractions have?**

An investigation of the above mentioned aspects opens the way to a more holistic view and assessment of Metropolitan Manila's urban tourism market. It also opens the way to elaborate a more holistic conceptual framework to ascertain seminal future tourism development within this mega-urban destination. The approach will further help to characterize the current tourism marketing strategy and will point out whether its re-evaluation is necessary.

3. Methodology

3.1 Research interest and motivation

The interest to conduct a study on urban tourism in Metropolitan Manila arose from my own experience and biography. I resided and worked in the Philippines from 2000 to 2005. During my stay I could travel extensively in the archipelago. Through my journeys I was continuously in contact with the tourism in the Philippines. Due to the fact that I was a (domestic) tourist myself, I perceived first hand the benefits tourism is able to offer to this country, but also the set-backs it is able to produce. On the one hand, I could experience prospering tourism businesses creating livelihood, particularly on small islands like, for example on Sangat Island. On the other hand, I could see the set-backs arising from tourism, like the degradation of coral reefs through unsustainable practices of the scuba diving industry (e.g. Boracay), issues on development of infrastructure and resorts and even the issue of sex tourism (e.g. Puerto Galera). My first hand experiences deepened my understanding of issues at hand. Discussions with befriended actors in the tourism industry and public sector actors nurtured further my interest in the theme of tourism in the Philippines. Additionally, my part time activity as a scuba instructor brought me into the role of a practitioner in the tourism sector. Therefore, my general motivation and interest towards the tourism theme can be seen in my strong affinity to the country, my intensive experiences as a tourist and as a practitioner, and my close relationships to local people and practitioners in the country's tourism sector.

In an initial approach I conducted a first field investigation on Mactan Island (Cebu). The purpose of this field trip was to learn from tourism practitioners and local government officials about practiced concepts in tourism development and actors' perceptions about tourism in the Philippines. After participating in several guided city tours in the City of Manila's historic city centre, which offered me an intensive experience of a tourism activity within the environment of the megacity, I got initially interested in the theme of urban tourism. Being more exposed to tourism activities in the metropolis, I got motivated in paying more attention towards tourism in the metropolis through discussions with the city tourism officials and visitors. The responsible officials and the tourism practitioners from the tourism industry encouraged me in my interests and underlined the importance of an investigative approach into the understanding of urban tourism in Metropolitan Manila. The discussions revealed that Southeast Asia is a growing regional market for tourism in cities today and that the NCR was one of the leading city destination in the region some 20 years ago, but has been overtaken by neighbouring city destinations launching ambitious tourism projects.

The major motivational aspect was the existing scholarly gap with regards to the examination of the urban tourism in the Metropolitan Manila per se. This gap is surprising because tourism is practiced in the metropolis. The organizational structure, relational involvement of the stakeholders in tourism development and planning in Metropolitan Manila is unexplored so

far. Additionally, the quality of a visitor’s experience and the quality of visitor attractions in the mega agglomeration have not been examined up to now.

Therefore, the major motivation and/or purpose for this study is to fill the knowledge gap towards a better understanding of tourism development and planning in Metropolitan Manila. Further motivations for this study are nurtured through my affection towards the metropolis through my own experiences of life in the city. Further, my thirst for knowledge referring to the insides of tourism development and planning in the city stimulated the own examination of tourism in the capital.

3.2 Data collection

Due to the fact that studies to build on about Metropolitan Manila’s tourism system do not exist, being an unknown foreigner among the tourism actors and to avoid using my own personal constructs or themes in interviews and surveys I decided to divide my data collection into three phases using a mixed approach of qualitative and quantitative methods (cp. fig. 3.2.1).

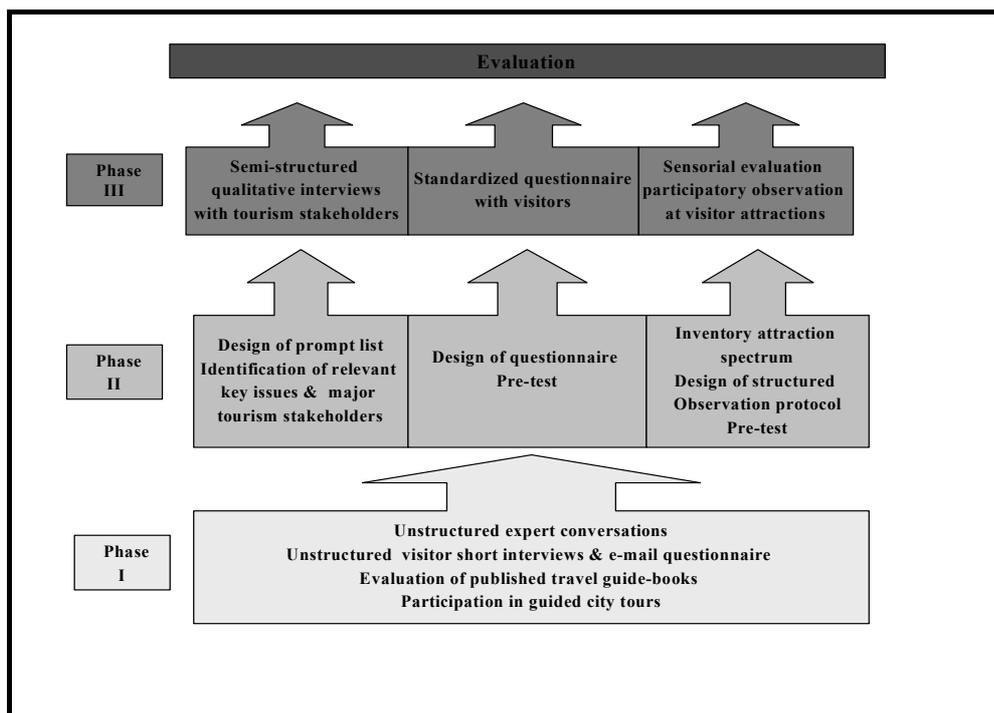


Fig. 3.2.1: Course of study (own draft)

The following objectives should be achieved during the phases:

Phase I served as an exploratory phase in order to get introduced to the field under investigation, to gather field own key-issues in tourism, to get familiarized with the wide range of visitor attractions in the metropolis and to conduct qualitative short interviews with visitors.

Phase II served, based on the exploratory phase, to design a theme list for later in-depth interviews, to design a questionnaire form for a visitor survey and a standardized observation form for evaluation of visitor attractions. Further it served to conduct pre-tests with the questionnaire form and observation protocol, to identify relevant tourism stakeholder and to inventory the visitor attraction in the metropolis.

Phase III served to conduct in-depth interviews with relevant tourism stakeholders, visitor questionnaires and sensorial evaluation of visitor attractions.

An advantage for interview situations with Filipino representatives was my long lasting stay and work experience in the country before this study through which I could gain a deep understanding of socio-cultural characteristics of the Philippine society and behaviour patterns of the local populace. I integrated and used this valuable knowledge in order to enhance trust, reliability and validity of the qualitative data gathering.

Phase one and two took place during the first field trip between July and November 2005. Phase three was expanded over two field trips between April to August 2006 and between November 2006 to February 2007.

There are deviating standpoints referring to mixed designs. Non-supporters see in mixing methods a mingling of theoretical worlds between differing ontological and epistemological views (deductive vs. inductive, JENNINGS 2001:133). On the other hand, supporters see the chance to overcome ‘deficiencies’ of qualitative and quantitative methodologies. Mixed designs are able to enrich studies and can have complementary effects related to the studies questions and objectives (GLÄSER & LAUDEL 2004:27; JENNINGS 2001:133; GREENE & CARACELLI ET AL. 1993:200; PATTON 1990:15). JENNINGS (2001:135) argues that the focus should not be on defining which paradigm has superiority but rather what are the best means to achieve the targets of the research. The mixed design gave me the best basis to become an insider, partner and learner in order to gain a deeper understanding of Metropolitan Manila’s tourism system. The following approaches were chosen:

Focus	Approach
Private & public tourism stakeholder	qualitative
Visitors	qualitative/quantitative
Visitor attractions	qualitative

Tab. 3.2.1: Methodological research approaches (own draft)

A qualitative approach towards private and public tourism stakeholders provided me with the advantage for an intensive interaction and understanding of actors’ attitudes compared to a standardized questionnaire form. In particular, the close, long and intensively conducted interview situations created trust between interviewee and interviewer and produced rich information supply. In contrast, qualitative short interviews conducted with tourists revealed that the factor time was crucial to them. Visitors to the city did not agree to time consuming in

depth interviews over one hour or more. Hence, a standardized questionnaire, including qualitative as well as quantitative contents, turned out to be the most efficient choice in order to retrieve information based on the objectives of the study. In order to produce reliable data, the face to face method was chosen. For visitor attractions, a qualitative approach was chosen, because it provided the opportunity to capture a holistic impression of tangible and intangible attraction features.

Being a stranger to the Philippine society, I perceived the cultural gap between me and the Philippine society during my contacts to local interviewees even though I had the advantage to know the Philippine society and culture more insightfully through my own experience as an expatriate living and working in Metropolitan Manila compared to a researcher staying only for short periods during field trips. But still, I experienced situations and reactions with local interviewees which revealed the gap between the Philippine culture and the European culture. For a better understanding to bridge the gaps, I reflected such observations and incidences with a befriended Filipino expert in tourism (tour operator) who helped me in the interpretation of cultural issues which were not easy to understand for me as a westernised foreigner. Furthermore, I could also discuss such issues with a German researcher, who did qualitative field-work in the Philippines before me in 2005.

In order to ensure the feasibility of the study and to ensure the reliability and viability of data from qualitative interviews, I had to become known and trusted in the tourism field. The extended exploratory phase was used to get known and trusted among the private and public tourism stakeholders. Through my own experience, I knew that the Philippine society is highly hierarchical. Hence, in the context of the Philippine society, it is essential to win trust by getting introduced and recommended via persons with expertise to further targeted experts and practitioners in the field. This measure fostered to be trusted among participants. Further, it emphasized the seriousness of researcher's concern. My first - quite time consuming - move to win the academe concerned with tourism turned out to be a dead end. I reconsidered my strategy and approached representatives from the private sector. In this way I was successful to build up, step by step, personal contacts to the president of the Women in Travel Association, to a former tourism attaché of the Philippines and a hotel owner. All three persons introduced me into the tourism field as a trustworthy person and serious researcher.

In order to characterize Metropolitan Manila's tourism market, I scrutinized several statistic sources at the DoT, the City of Manila and the City of Makati. But it became obvious that statistical databases were inconsistent, not updated, wrong or often nonexistent. This phenomenon is a frequent obstacle in a developing country. Particularly, statistics about the quantity of hotels in the metropolis were unclear. I could verify through my own examination that data about officially listed non-accredited hotels by the DoT were unreliable. In order to quantify the whole entire accommodation sector, including non-accredited hotels, I conducted an Internet survey as a counter measure. The Internet survey revealed that 70 further hotels exist which are not listed by the DoT in their statistic category non-accredited hotels.

After outlining the methodological approach and course of this study, the discussion will now turn to the representation of the single methods used in this study.

3.2.1 Tourism stakeholder interviews – supply side

With view on the private and public tourism actors, the targets are the identification of actors involved, their roles and functions and understanding of their relationships, power-relations, planning and decision making and meanings they apply to the term urban tourism. I used qualitative interviews focused on decision makers involved in city tourism. The first explorative phase consisted of non-standardized open ‘expert’ conversations resembling the style recommended by GLÄSER & LAUDEL (2004:21ff.) in order to identify and gather field-own key issues. Participants were chosen upon following attributes: (i) positioned as decision maker in his/hers field of responsibility, (ii) field of activity related to tourism, and (iii) representative either of national government unit, local government unit, tourism industry or private tourism planning and promotion.

I conducted the expert conversations under the following criteria (cp. JENNINGS 2001:162):

- The interviews were conducted in open conversation style based on open questions.
- As interviewer, I did not dominate the interview and minimized control by the interviewer. The dominance of conversation was left to the interviewee who lead the course of conversation through his/hers own thoughts, insuring flexibility towards unexpected but relevant information.
- Occasionally, the interviewer interacted to return the participant to the topic if discussion diverged from tourism related topics.
- The interviewer had ideas about topics and issues relevant to the theme but did not use them as an interview guideline.

In the second phase, the expert conversations were taped and transcribed afterwards thoroughly for further analysis through theme analysis recommended by FROSCHHAUER & LUEGER (2002:158ff.). In dependence on HEREK’S (1987:287) definition, a theme was defined as any idea or complete thought related to the respondent’s mindset referring to urban tourism in Metropolitan Manila. The initial expert conversations delivered field own key-issues and topics relevant to the theme. Themes from the interviews were compiled and categorized in order to design a theme list for later in-depth interviews.

The third phase of the investigation was based on semi-structured interviews resembling the style suggested by JENNINGS (2001:165) comparable also to ‘problem-centred interviews’ mentioned by MAYRING (2002:67ff.). I chose an open conversation approach. But in contrast to the exploratory phase, I used the key theme prompt list extracted beforehand as a guideline. Retaining the open conversation style, I had the advantage to be flexible towards unexpected but relevant subjects occurring in the discussion. In unexpected but theme relevant interview situations, I applied theme related ad-hoc questions to be flexible. Further, open style avoided predetermined answer schemes leaving the participant the possibility to answer freely and to give subjective perspectives and interpretations. The conversation style made it easier to determine whether the interviewee had the correct understanding. Additionally, participants could develop the greater context and cognitive structures during the course of interview. All

that built a stronger trust between interviewer and interviewee. The interviewee should feel to be a serious, equally respected, partner and not to be sounded by the interviewer. In order to develop trust, ensure reliability and the validity of gathered data, I took the following measures during the interviews also based on my valuable knowledge of the Philippine society:

- Interviewees could choose the place and time of the interview. Through my own experience in the exploratory phase I, observed in the Philippine context, that interviews conducted with locals in an environment they are confident with, are richer on information and personal views. The venues chosen were often interviewee's (closed) offices without interfering colleagues or superiors. Neutral places like cafes were also chosen.
- I interviewed decision makers only. In the Philippine society, only persons who feel hierarchically entitled through their position will share own opinions in an interview.
- I contacted and interviewed further experts only after I was recommended and introduced, in order to enhance trust.
- Normally, in the chosen interview style, the interviewer should remain passive. The interviewee should guide through his/hers own thoughts. In the Philippines, I experienced difficulties to retrieve fruitful information remaining passive during the explorative phase. Particularly, Filipino interviewees tend to deviate from the main theme quite often. In order to avoid a strong deviation, I asked specifically for information, repeated my questions or used different phrases and guided the interview through my theme list.
- If allowed by the interviewee, I recorded the interview with a Dictaphone. While one participant denied recording, all others allowed it. Once the recorder failed due to technical problems. In both cases I memorized the interview in protocols directly after the meeting.
- Through my own experience, I knew that in the Philippine society ,informal conversation is an important source of information in daily life. To gather information from informal conversation before or after interviews without Dictaphone, I wrote post-interview protocols. I memorized informal parts of the conversation. I further included facts about the interview-location, atmosphere, reaction of interviewee on interview arrangements, observed behaviour of interviewee during the interview, frequencies and reasons of interruptions, demographic data and interviewee's history and career in the tourism sector.
- In the analysis of the interviews, I integrated informal information in order to increase the validity and to obtain a richer understanding.
- If possible and allowed by the interviewee, I visited them twice in order to enforce the trust and to win a richer and intimate understanding.
- Depending on the hierarchical position, the educational level and professional background of my interviewee and my findings during the research process, I varied the contents of the interview in a flexible manner.

In the course of the whole study 34 decision makers could be interviewed involving the following spectrum of interviewees:

Spectrum of interviewees	number
Hotel management representatives	14
Tourism association leaders	3
Urban planners from private sector	2
Urban planners of local city governments	3
Tourism officers of local city governments	3
Tourism officials of national government units	6
City tour operators	2
Representatives of NGO's	1

Tab. 3.2.1.1: Spectrum of public and private sector interview participants (own data)

The interviews followed the ethics of conduct for tourism research recommended by JENNINGS (2001:113). The respondents participated voluntarily and based on informed consent. Anonymity is honoured. Therefore, no respondent will be named. Instead only the assigned code number of the interview will be given as reference. Further, no name of a hotel (chain) or operator will occur in the following chapters. All participants were asked for permission to tape record the interview beforehand.

3.2.2 Visitor survey

The field work was conducted with a standardized questionnaire containing open ended and closed questions during face-to-face interviews in the city. The on site situation ensured that visitor's impressions of the city are directly present. This avoided further that fictive or already partly forgotten impressions were elicited at participants home destination. Further, the response rate was enhanced through on site survey and face to face situations.

The main target of the survey was to examine the visitor's profile with view on visitor's perception, motivations, behaviour and satisfaction level. The results shall deliver detailed knowledge about actual characteristics of the visitor spectrum. Further, the survey shall deliver insights for improved promotional strategies focusing on visitor types not visiting the destination yet.

Exploratory Phase

In order to elicit attributes of visitor's perceptions, motivations, activities and satisfaction levels, it was crucial not to include my own constructs into the questionnaire. To guarantee the use of visitor's own attributes, I conducted qualitative short interviews with visitors in Manila during the exploratory phase. Due to the work intensive use of different methods during the field trips, time consuming in-depth interviews with visitors could not be conducted. My own observation and experience in the field proved further that visitors are

reluctant to invest too much time into an interview during their sightseeing tour. Hence, 28 short interviews were conducted to elicit visitors' own attributes and constructs lasting between 5 and 15 minutes. Only four interviews covered 30 minutes. The participants were randomly chosen at tourist sites in the Cities of Manila and Makati. The conversation opened with an associative question about Manila in order to stimulate respondents to share their thoughts. Participants led the conversation with their own thoughts and subjective views. The open conversation style was not supported by a question guide leaving space for upcoming, unexpected, but potentially relevant, subjects. In further courses of the conversations, I inserted very carefully worded questions focusing on perceptions, motivations and activities with regards to the destination. All interviewees allowed me to tape the conversations without hesitation. Complementary, an email-questionnaire to potential travellers to Southeast Asia was conducted and analysed with the aim to characterize activity spectrum and service expectations during a travel to a Southeast Asian city destination. It contained two open questions.

The short interviews were transcribed thoroughly and analysed with focus on visitor's perceptions, activities and motivations. The results from short interviews and email-questionnaires contributed to the design of questions 3 and 6-9 in the main questionnaire form (cp. appendix C).

Main visitor survey

The main survey form opened with a sketch mapping. This task extracted a cross section of visitor's spatial perception of the city environment. It further enhanced an open and relaxed interview situation.

In order to retrieve unique features of the destination, an open ended question followed, which should deliver unique features of the destination. Afterwards, a closed attribute based question targeted on the reasons and motivations for the visit.

Subsequently, an associative question focused on the free elicitation of visitors impressions of the destination. The task was a spontaneous formulation of characterizing keywords for the city. Free elicitation allows the respondent to describe the target stimulus in terms that are salient to the individual, rather than responding to predetermined attribute dimensions. This reveals holistic aspects of destination image. The lack of in depth processing, using free elicitation due to rapid reaction, offers a spontaneous window on the perception held by visitors (cp. JENKINS 1999:8).

An open-ended question about already visited sights and further intended visits followed, which should identify the activity areas of the respondents in the capital. A succeeding question focused on the major activities of the respondents using a four point Likert-scale (1=not important to 4=very important) without a 'have no opinion' category in order to force to give a rating. The used attributes of the item list were retrieved from short interviews during the exploratory phase.

A following scaled attribute list rated the strength of agreement on the single attributes using a five point Likert scale (1=agree strongly to 5=disagree strongly). This measure should additionally cover the attribute-based perception. A further advantage is the possibility to retrieve image attributes that respondents were not conscious about in the moment of the free elicitation, but might be important to him. The used attributes were retrieved out of short interviews from the exploratory phase. A 'have no opinion' category was included in order to consider visitors less familiar to the city and who are not able to assess all attributes. This scaled question was located further behind in the questionnaire in order not to influence the former free elicitation of impressions through predetermined attributes.

A following scaled attribute list served to determine the importance of services and satisfaction with these services using Likert-sacles (1=not important to 4=very important and 1=poor to 4 excellent). A 'none answer' category was avoided in order to force a rating. All items were generated from exploratory email-survey. The following questions focused on demographic data.



Fig. 3.2.2.1: Left - interview situation at Casa Manila; right - interview location Fort Santiago (photos Jung 2006)

I pre-tested the questionnaire in the field before the main survey. According to 12 pre-tests no significant comprehension problems could be detected. I observed that some respondents refused or were not able to draw a sketch map. I decided that a collage would also be allowed in order to get richer results from respondents unable to draw sketch maps. Three assisting interviewers were familiarized with the questionnaire and trained to conduct the survey before and during the pre-tests. Strict attention was given to the conduct of associative questions. In case of refusal to answer, respondents were not forced to answer by asking the same associative question again. The interviewer had to continue with the next question without returning to the former question. The pre-test phase uncovered that the length of the questionnaire could be an issue to receive a high denial rate. To bypass this problem, only tourists obviously having a break during sightseeing (e.g. in a café) were approached. This further enhanced a relaxed and calm interview situation and denial rate could be minimized.

With regards to my visitor survey I hoped for the good will of the hotel representatives in order to conduct my survey in a face to face manner on their premises. Unfortunately, most

hotel representatives, except one (guesthouse), denied the conduct of interviews in their hotels due to the right of privacy of their guests. They instead offered to me to post my survey forms in the rooms and leave it to the guest whether to fill it out or not. Due to the fact that several questions in the survey demanded a spontaneous answer which had to be answered without helping devices or persons, I could not accept to leave the survey forms with the guest alone. Only a known guesthouse owner allowed me interviews within the guesthouse. But they would have been mostly from the same clientele (backpacker), which would have caused a bias in the survey. My counter measure was to conduct the survey at several pre-chosen tourist attraction spots in the cities of Manila and Makati in order to get the equal chance in questioning visitors of all travel modes, accommodation types and social levels.

Interviews were conducted at the visitor spots (i) Casa Manila, (ii) Intramuros, (iii) Fort Santiago, (iv) a guesthouse and (v) Rizal Park in the City of Manila. In the City of Makati (i) Greenbelt Mall, (ii) Glorietta Mall and (iii) Ayala Museum were chosen for interviews. The locations were visited during different days of the week and different times of the day. The selection of respondents happened randomly. To qualify for the survey the respondents had to comply to at least one of the following criteria: (i) international leisure visitors, domestic leisure visitor and non-resident of Manila, domestic excursionist (daytrip) and non-resident of Manila. The interviews were conducted mainly in English and in a few cases, in German.

In case to encounter visitors with limited skills in English, I had translated versions of the survey form in Chinese and Korean. This measure left the chance to be more flexible. The English version of the survey form was translated by a Chinese and a Korean native speaker. One trained Korean and Chinese interviewer could conduct some interviews while approaching travel groups during sightseeing. But the will of travel agencies and tour guides to give permission that interviewers could approach the travel groups, was very limited.

In total, 301 visitors were approached by the interviewers with 213 respondents allowing an interview, which correlates with a response rate of 74%. All interviews were conducted in face to face modus which ensured that particularly the sketch mapping was done without auxiliaries.

3.2.3 Evaluation of visitor attractions

Referring to major visitor attractions, the study pursues the targets of the inventory/ characterization of the attraction spectrum and the sensorial evaluation of the experience environment (tangible and intangible) at selected visitor attractions. The methodological approach follows the ‘attraction analysis’ and/or ‘staging analysis’¹⁷ (cp. MÜLLER & SCHEURER 2004:24ff. SCHÖBER 1995:28ff.). These authors recommend the method in order to examine on a macro scale entire holiday villages or holiday regions. In contrast, this study examines visitor attraction within the urban setting on a smaller spatial dimension.

¹⁷ Inszenierungsanalyse

My intension was to evaluate the visitor attractions through experiencing them in the role of the visitor. A systematic participatory observation on selected visitor attractions in the city was used. The procedure uses the personal savouring in situ of attractions' setting and experience environment. The systematic observation approach ensured a standardized observation focus by the different attraction testers (cp. KOCH 2004:88). In unstructured approaches, observations are left to the arbitrariness of the observer. This could lead to a bias of observations through selective perception. A structured method solves the problem by giving detailed guidelines on which context the observation should be focused on. An urban destination offers an extensive variety on attraction settings (e.g. museums, zoos, botanical gardens, historic city centres). In this study, a structured observation guideline had to meet the requirements to cover this diversity. In order to realize it, an extended previous knowledge about the different settings in Metropolitan Manila was needed.

In order to identify, inventory and pre-characterize major visitor attractions I participated in guided city tours incognito as a tourist during phases one and two. During the tours, I observed the different attraction settings and behaviour of visitors. Tour guides' verbal expressions were recorded with a tape and later transcribed and analysed in order to gain deeper knowledge about visited attractions. In total, I participated in eleven guided city tours of different operators in the City of Makati and the City of Manila. Through participation in the tours, I could gain an extensive knowledge and overview over the attraction spectrum in the city. Ten complementary travel guide books partly or fully focusing on Metropolitan Manila were analysed using frequency analysis.

Additionally, an extensive literature review on visitor attractions and guided city tours brought a deeper understanding of the types, functions and effects of visitor attractions and guided city tours (MC KERCHER ET AL. 2005:539ff.; ECOMONOU 2004:30ff.; MENSCHING ET AL. 2004:9ff.; LEIPER 2004:304ff.; PAGE 2003:230ff; PAGE & HALL 2003:108ff.; BITGOOD 2002:461ff.; MANNING 2002:388 ff.; PACKER & BALLANTYNE 2002:183ff.; TEO & YEOH 2001:97ff.; CHANG 2000:223ff.; GOULDING 2000:261ff.; PETERS & WEIERMAIR 2000:22ff.; SWAARBROOKE 2000:417ff. & 1995:3ff.; SCHMEER-STURM 1993:468ff.; SCHOBER 1995:10ff.; FALK & DIERKING 1998:11ff.; GEVA & GOLDMAN 1991: 177ff.; LEIPER 1990:367ff.; SHELBY ET AL. 1989:269ff.; GUNN 1997:43ff.; LEW 1987:553ff.).

The experience from city-tours and literature review led to the design of a structured protocol (cp. appendix. C.) for the systematic observation at selected visitor attractions through three different observers. All observers were familiarized with the observation guide in a pre-test phase. The pre-test showed no obvious comprehension problems for the observers. The observers visited the sites independently. During the field work, in total 60 sensorial assessments at 20 visitor attractions were conducted.

The single observation was spatially differentiated into attractions' periphery (outer-scenery) and actual attraction areas (inner-scenery). Observation focus in the periphery concentrated on the surrounding environment and entrance areas in particular on the signposting, cleanliness,

feeling of safety, structure and organization of the surrounding areas. In the inner scenery observations aimed at experienced atmosphere, variety of stimuli and activity opportunities, the routing of visitors, experienced confidence and comfort level. Besides behaviour of other visitors and social interactions with staff or other visitors were observed and noted. All observations were recorded in standardized observation protocols. An extended photo documentation supported the observation protocols.

3.3 Data processing and interpretation

Private and public stakeholder interviews

Qualitative data analysis is the process of organizing and categorizing on the basis of themes, concepts or similar features based on text-based data (JENNINGS 2001:194; NEUMANN 2002:457). In order to prepare the data analysis the taped in-depth interviews were transcribed by the author thoroughly. My transcription gave me the opportunity to review the context of the interview on auditory and visual way and ensured a better control of data and transcript quality. For further analysis, the approach of RITCHIE & SPENCER (1994:173ff.) provided a useful tool to scrutinize interview transcripts. With their ‘framework’ approach invariably unstructured data on verbatim basis, like transcriptions of interviews can be structured, categorized, explained and mapped. The ‘framework’ approach involves a systematic process via shifting, charting and sorting interview material, according to key themes and issues. The method follows four steps: familiarization, identifying thematic framework and indexing, charting and interpretation.

Step 1. According to RITCHIE & SPENCER (1994:178ff.) a familiarization with the material before further processing is indispensable in order to become an overview of the data range and diversity. For this purpose I immersed myself into the data through (i) my own data collection activity (all in-depth interviews were conducted by the author), (ii) my own transcription activity while listening to the tapes, (iii) read and reread the interview transcripts several times, and (iv) studying observational post interview-protocols. The post interview-protocols included observations about the venue, the interview atmosphere, pre- and post informal interview talk, general behaviour of the interviewee and demographic data about the interviewee.

Step 2. In order to identify the thematic framework, I used the key themes from my theme list which were derived from the exploratory phase (cp chapter 3.2.1) with focus on the research objectives of this study. The theme categories are namely ‘urban tourism’s meaning for the stakeholders’, ‘perceived intensity of links’, ‘perceived quality of links’ and ‘perceptions on the tourism planning and development’. But I also stayed open towards emergent issues raised by the respondents themselves in order to extend inductively the key-theme framework if a patterning of particular views occurred. The thematic framework was systematically applied to the data in textual form. The entire data were read, reread, indexed and annotated according to the thematic framework in the textual sequences at the margins of the transcripts. The

appropriate index reference was not set without judging the meaning and significance of the data with regards of their contextual situation within the interview. Patterns of associations within the data, if a single sequence contained a number of different themes, were highlighted.

Step 3. After applying the thematic framework to all relevant interviews the data were extracted out of the original context and rearranged according to the appropriate thematic reference. The grouping of the single data charts followed up for each key subject area and entries made for several respondents on each chart. For example, the chart for ‘continuity of links’ was divided into ‘regular’, ‘irregular’ and ‘no links’.

Normally, each passage of annotated text is studied and will occur in a distilled summary of the respondents statements. But I decided for a ‘copy and paste’ approach for further analysis of the textual chunks so that the original text is usable as source for interpretation and not a summarized abstraction.

Step 4. The further interpretation of the data was thoroughly conducted through review of charts and research notes, comparing and contrasting the respondents perceptions, searching for patterns and connections and searching for a structure within the data. With my study objectives referring to the stakeholders in mind, I mapped and interpreted the range and the nature of the phenomenon’s under investigation.

I chose the framework method because of its flexibility in applying it to an rich amount of verbatim data and structure it according to key-themes but also leaving the door open for new occurring issues in the interview texts.

Visitor survey

With regards to the sketch maps and collages, the analysis was processed by using the approach recommended by SON (2005:279ff.) with the category system of PEARCE (1977:206) but ignoring map orientation and accuracy of location. The given categories by the authors were used and scored by frequency from the maps. Categories used were landmarks, districts, edges and paths which are based on the definitions by PEARCE (1977:206).

Sketch maps represent each individual’s attempt to externalise the perceived environment. Hence, a sketch map is idiosyncratic (cp. chapter 2.4.2). However, a wide range on research seems to suggest that maps provide valuable insights into the way individuals develop knowledge about their environment. Unfortunately, there is no way of telling how accurate each map represents the drawer’s perceived image. Usually sketch maps are analysed by focusing on its common features. Hence, idiosyncratic elements of maps are filtered out by focusing on the main features only. The practice of generalizing is not free of problems. For example, a church can be seen as a landmark but can also be seen as a place of worship, which is a meeting place and classifies as node in the category system of LYNCH (1960:72). Despite these difficulties, numerous studies show that the generalization with a simple count of common features is a valuable way for the analysis and was adopted in this study.

The analysis of elicited descriptive attributes followed the method of RITCHIE & ECHTNER (1993:5ff.) and REILLY (1990:22ff.). The responses were coded into similar categories, and frequencies of the various types of responses were recorded. Likert scale related questions not related to visitor satisfaction were analysed through recording the frequencies.

With regards to satisfaction level of the visitors, an importance-satisfaction analysis was processed recommended by JOPPE ET AL. (2001:252ff.) and LEEWORTHY & WILEY (1996:2). In order to evaluate the satisfaction level of visitors, the framework of the importance-satisfaction analysis was conducted using the four-quadrant presentation (cp fig. 3.3.1). The four quadrants are created by first positioning the importance measurement on the vertical axis and the satisfaction measurement on the horizontal axis. An additional vertical line is placed at the mean score of all 10 items used in the satisfaction scale. Another horizontal line is placed at the mean score for all 10 items used on the importance scale. Both lines form a cross hair. The cross hair allows the interpretation as to the ‘relative importance’ and ‘relative satisfaction’ of each item. The four quadrants provide a simple and easy-to-interpret summary of the results. Scores in the upper left quadrant are relatively high on the importance for the respondent but relatively low on satisfaction. This quadrant is labelled with ‘concentrate here’. Scores in the upper right quadrant are of high importance and relatively high on satisfaction and is labelled with ‘keep up the good work’. Scores in the lower left are of low importance and low on relative satisfaction which is labelled with ‘low priority’. Lastly, scores in the lower right quadrant are relatively high on the satisfaction but low on importance. This quadrant is labelled with ‘possible overkill’. Statistical calculations referring the mean values, standard deviations and standard errors were processed with SPSS 14. The survey used four point Likert-scales (for importance 1= not important to 4=very important, for satisfaction 1=poor to 5=excellent)

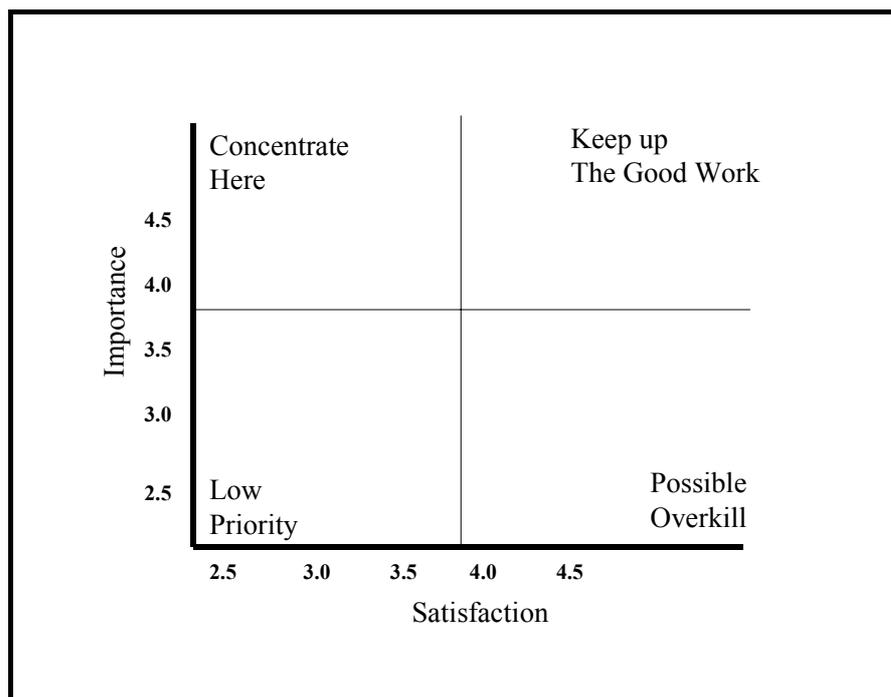


Fig. 3.3.1: Exemplary template of an importance-satisfaction matrix (after LEEWORTHY & WILEY 1996:2)

4. Metropolitan Manila's tourism market and attraction resources

This chapter presents findings with regards to Metropolitan Manila's tourism market and attraction resources. Firstly, it will focus on the composition of the visitor arrivals, the identification of the major visitor-generating regions, the domestic visitor flow, the market segments, accommodation sector structure and its spatial distribution. Secondly, the focus will be on the inventory, characterization and spatial distribution of visitor-attraction resources.

The results are drawn, *inter alia*, from my own qualitative in-depth interviews with hotel management representatives and from my participation in several guided city tours. Furthermore, relevant results have been derived from examined and analyzed secondary sources like travel guide books and partly unpublished statistics from the DoT and my own Internet surveys.

4.1 Profile of the tourism market

A major finding is that accurate statistics on tourism flows and tourism figures of importance to Metropolitan Manila's economy are difficult to obtain, or do not even exist. Although tourism flows at national level are statistically monitored, the tourism influx specifically for the NCR is not included in statistical surveys. Hence, an exact picture of the size of the tourism market with regards to the number of urban visitors at international or domestic level cannot be given. Furthermore, the economic contribution made by tourism to the economy of the capital cannot be given due to a lack of statistics. Figures on the average expenditures in Metropolitan Manila per visitor are not available. Unfortunately, statistical gaps in developing countries are often the rule rather than the exception, and represent a major obstacle for field research as discussed in chapter three. Nevertheless, with the help of available unpublished secondary sources, combined with my own interviews with hoteliers, trends of the tourism market shall be outlined here.

International visitor arrivals in the Philippines reached 3.4 million in 2008¹⁸, of which some three million travellers entered the country via Ninoy Aquino International Airport in Metropolitan Manila. The average length of stay in the metropolis was 3.05 nights (DoT 2008). International visitors arrive mainly from Korea (19.5%), followed by the U.S. (18.4%) and from Japan (11.4%). This suggests that except for the U.S. travellers, the short-haul market is the dominant generating region as seven neighbouring Asian countries are among the top 12 arrival sources. The further composition of the international tourism arrivals regarding to the top 12 ranks is summarized in the following figure:

¹⁸ Department of Tourism 2008

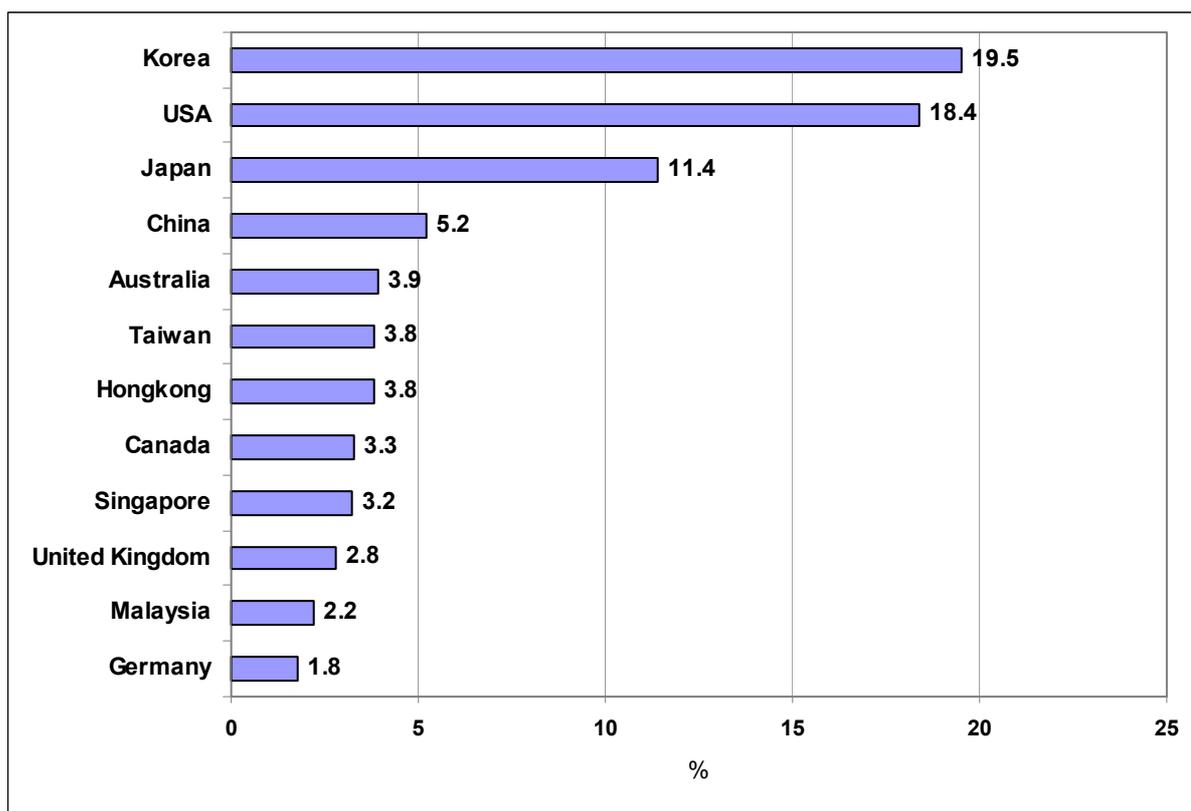


Fig. 4.1.1: International visitor arrivals 2008 from the top 12 countries of origin (source: DoT 2008)

At least an examined household survey conducted by the DoT in 2006 could give some information about domestic visitor flows towards the capital. With the help of this small bit of relevant data, a tendency of domestic tourist flows can be outlined.

The household survey suggests that the capital is a target region of one fifth of the respondents. At least 21% of all respondents travelled into the metropolis (DoT 2006), which makes it the number one destination in the country. Most of the respondents resided in Metropolitan Manila at residences of friends or relatives, or lodged in other than hotels provided by their employers/clients. The average stay was reported with four days. The major expenditures involved mainly costs for accommodation, shopping, food and beverages.

Due to missing statistics about the market segmentation in Metropolitan Manila by official authorities, I had to bridge this gap by including the theme into the in-depth interviews with the hoteliers. Herewith, I was able at least to characterize trends of the market segments in the metropolis. I was not allowed to review hotel own statistics due to confidentiality.

The interviews reveal that there is a domestic and a international market for the hotels in the metropolis (cp. tab. 4.1.1 and 4.1.2). Both leisure and business tourism exist in the market. With regard to leisure tourism, a distinction can be made between the general leisure traveller, package tourism, wellness tourism, golf tourism and gambling tourism. The interviews further suggest that package tourism comes mainly from neighbouring Asian countries like Korea

and Japan. According to the interviewees, a new and growing market is seen in the package traveller from China. In the leisure segment, the trend is directed towards the short-haul market rather than catering to the long-haul market. Furthermore, De Luxe hotels¹⁹ cater to the high-end or luxury standard traveller focusing on the wellness or golf segment. Package tourism is targeted more by hotels with lower standards (First Class/Standard). Some hotels see a niche market in the domestic (weekend) visitor and offer specific packages including wellness and sightseeing activities as well as family oriented programs. Another group focuses predominantly on the gambling traveller, offering in-house casinos.

According to the interviewed hotel managers, the MICE market represents a major market in the metropolis. Some of the hotels focus more on the business traveller than the leisure traveller. Particularly, the five star facilities prefer the business traveller. The reason for this strategy is seen in economic issues. The leisure market is not seen as providing a desirable cost-benefit ratio. One hotel management representative of a five star facility states:

- [...] der Markt hier in Manila, die Raten sind so niedrig, dass wenn wir in den leisure tourism Sektor gehen würden, die Raten weiter nach unten gehen würden. Das heisst der Corporate Markt ist von den Preisen wesentlich attraktiver als der leisure market'.(HM-8 lines 26-32).²⁰

Focus segments for the five star hotels are, on one side, international corporate business travellers. On the other side, international corporate meetings, conferences and seminars turn out to be important markets for the bigger and high-class hotels. They cater to a lower extent to the domestic MICE market. This is more the domain of the lower class hotels which target more the domestic seminar, conference and convention market.

The interviews suggest that hotels in the City of Makati prefer and cater to the business traveller segment and hotels in the City of Manila cater more to the leisure segment. That underlines the assumption that the business travellers seek the close distance to the corporate world in the CBD of Makati. In contrast the hotels in the City of Manila seem to be able to create a more attractive hotel environment for the leisure traveller, for example with casinos and other popular entertainment facilities.

¹⁹ The DoT uses an own national category system for hotel standards. The Philippine categories are comparable to the star categories of the Deutscher Hotel- u. Gaststättenverband (2008) as follows: De Luxe = five star, First Class = four stars, Standard = three stars and Economy = two stars.

²⁰ Translation from German: '[...] the prices are that low in Manila, that if we would go into the leisure market. The prices would be even lower. That means the corporate market is more attractive for us than the leisure market (own interview; HM-8. lines 26-31).'

Hotel location	Interview	Hotel standard	Main market segments catered to (summarized responses)
City of Manila	HM-1	Standard	MICE tourism, mainly seminars for private sector entities domestic market, one day seminars or several days seminars with overnight stay
City of Manila	HM-2	Standard	MICE tourism mostly domestic, international convention and conference market to a lesser extent only if clients can be attracted for the hotel
City of Makati	HM-3	De Luxe	Business traveller segment is the main target to a lesser extend leisure tourists (1/5 of the whole business)
City of Manila	HM-4	De Luxe	Leisure segment, gambling tourism
City of Manila	HM-5	De Luxe	Leisure segment (70%), predominantly domestic to a lesser extent internationally business travellers (30%)
City of Makati	HM-6	De Luxe	Business traveller segment, conferences and company presentations, leisure tourism is subordinated, wellness and golf tourism
City of Manila	HM-7	De Luxe	Leisure segment (70%), gambling and wellness, particularly domestic market business segment (30%)
City of Makati	HM-8	De Luxe	MICE (90%), corporate meetings
City of Manila	HM-9	First Class	Leisure segment, mostly domestic market (weekenders/short-term stay/family oriented), wellness and international package tourism from neighbouring Asian countries MICE, conventions and corporate travellers (35%)
City of Makati	HM-10	De Luxe	Business travellers (80%), to a lesser extent leisure travellers, and if leisure than high-class or luxury standard
City of Makati	HM-11	De Luxe	Corporate travellers leisure segment 25% of whole business
City of Manila	HM-12	Standard	Leisure segment, package tours mostly from Japan and Korea
City of Manila	HM-13	First Class	Leisure segment (50%), business traveller & conventions (50%)
City of Manila	HM-14	Economy	Fully on leisure segment

Tab. 4.1.1: Hotel market segmentation, as stated by interviewed hoteliers (source: own interviews)

4.2 The hotel sector - structure and spatial distribution

Examined secondary sources from the DoT indicated in total 79 hotels in the metropolitan area of which 72 are accredited by the DoT and seven are not accredited by the DoT but statistically listed (DoT 2008). The accredited hotels alone offer 13,390 available rooms. An additional 549 rooms are contributed by the seven non-accredited hotels. An own conducted intensive Internet survey revealed the surprising result that obviously the tourism market in the metropolis is not entirely monitored by the DoT. Additionally, 48 hotels could be retrieved through the Internet survey which is more than one third (37.8%) of the hotels in the market. These hotels are not listed in the statistics of the DoT. Unfortunately, due to missing statistics in the Internet links, their room contingents could not be determined.

Of the accredited hotels, 25% are ranked as De Luxe hotels (cp. tab. 4.2.1). Further, 11.1% are accredited as First Class hotels, 52.8% are Standard hotels and 11.1% are Economy hotels. The De Luxe hotels (58.6%) own the largest room share, followed by the First Class (26.3%). Standard and Economy hotels hold respectively 12.5% and 2.7% of the room-share. This emphasizes that the room contingent is dominated by De Luxe and First Class segment.

	De Luxe	First Class	Standard	Economy
Market share (%)	25	11.1	52.8	11.1
Room share (%)	58.5	26.3	12.5	2.7

Tab. 4.2.1: Market share of hotel categories and rooms DoT accredited hotels (source: DoT 2008; n=72)

Looking at the entire metropolis the City of Manila provides most of the De Luxe and First Class hotels (30.7%) followed by the City of Makati (23.1%). The City of Manila offers almost half (47.8%) of the metropolitan wide accredited Standard and Economy hotels. In contrast, the City of Makati provides 23.9% of hotels of lower standards. The figures suggest that the City of Manila caters to a greater extent to the Standard and Economy market than the City of Makati.

The average occupancy rates of De Luxe, First Class and Standard hotels in 2007 and 2008 show figures above 70% (cp. table 4.2.2). The highest occupancy rates are reported for the First Class hotels followed in 2007 by the De Luxe hotels and in 2008 by the Standard hotels. Behind, are the Economy hotels with occupancies slightly around 60%. The higher occupancy rates of the upper class hotels suggest that visitors in Metropolitan Manila seek more the premier segment of the accommodation sector. Between 2007 and 2008 a decrease in average occupancy rates is visible for the De Luxe and the First Class categories. A loss between 3.5% and 2.5% can be calculated. The lower class segments are not affected to this extent. The figures suggest that the higher class segments seem to be affected by the beginning of the global financial crisis during last quarter of 2008.

	De Luxe	First Class	Standard	Economy
Occupancy rate 2008 (%)	70.8	73.9	71.8	62.7
Occupancy rate 2007 (%)	74.3	76.4	72.1	63.0
Difference between occupancies 2007 & 2008 (%)	-3.5	-2.5	-0.3	- 0.3

Tab. 4.2.2: Average occupancy rate 2007/2008 DoT accredited hotels after hotel categories (source: DoT 2008; n= 72)

The accommodation sector’s spatial distribution can be characterized through a significant clustering within the NCR (fig. 4.2.1). The majority of all 127 hotels are concentrated in the cities of Manila and Makati. The City of Manila owns the leading hotel cluster (37%) of all hotel facilities. The City of Makati offers a share of 31.4% of the hotel supply. Other cities have only marginal market shares headed by Quezon City (15%).

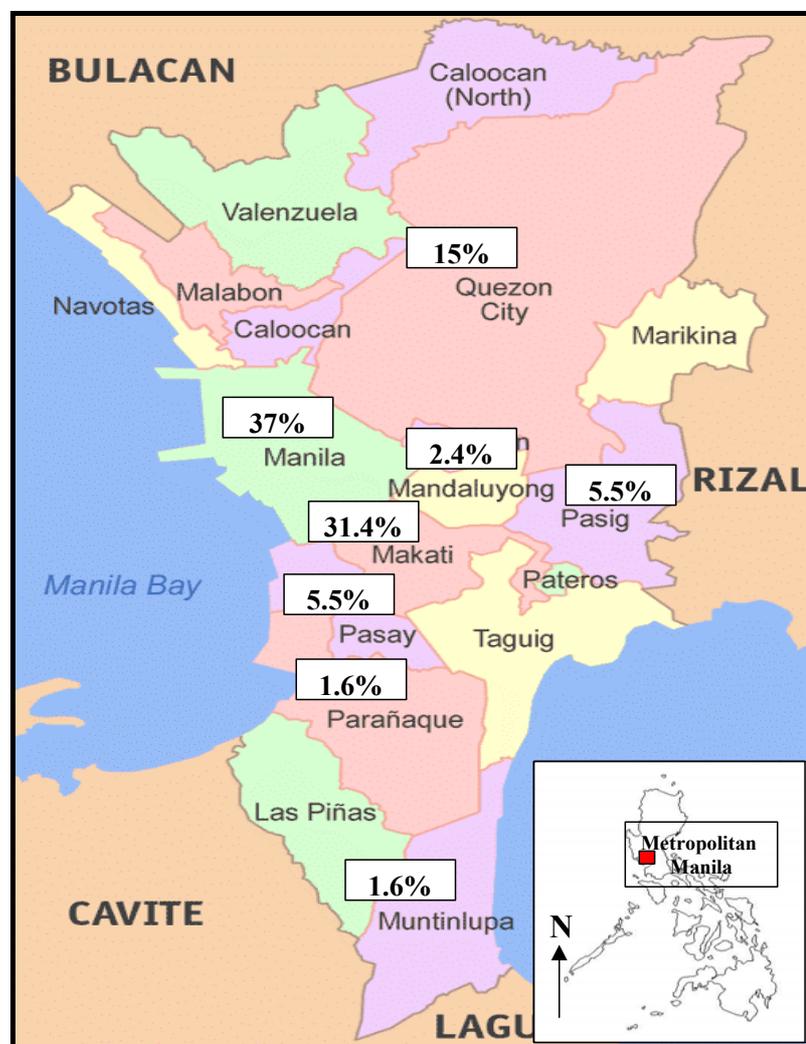


Fig. 4.2.1: Spatial distribution of hotels in Metropolitan Manila (source: own survey/cartography T. Jung; n=127; w/o scale)

The distribution reveals that the City of Manila and the City of Makati are the core areas for the accommodation sector. Other cities participate to a lower extent in the tourism market or do not participate at all.

4.3 Inventory of visitor attraction resources

Travel guide literature and visitor attractions

During the examination of travel guide books it became apparent that specific guide books solely covering Metropolitan Manila are rarely published. Only four travel guide books are specifically focused on the capital. Two guide books are concerned with the entire metropolis. The remaining two aim on the historic city centre Intramuros alone (cp. tab. 4.3.1).

Author/Year	Title	Content coverage
BARREVELD, D.J. (1999)	Manila – Guide to Asia’s most exciting capital	whole metropolis
JAVELLANA, R.B. (2003)	Intramuros in & around – an interactive guide	historic city centre
MANAHAN, J.P. (2001)	Street-Bound: Manila on foot	whole metropolis
TORRES, V.C.Z. (2005)	Ciudad Murada- A walk through historic Intramuros	historic city centre

Tab. 4.3.1: Overview of available travel guide books about Metropolitan Manila (own market survey, alphabetical order)

Further published travel guide books refer to the entire Philippines. These sources include chapters devoted to the NCR (cp. tab. 4.3.2). The market offers the following eight sources:

Author/Year	Title
DALTON, D. (2004)	The Rough Guide To The Philippines
DORAI, F. (ed.) (2005.)	Philippines – Insight Guides
HICKS, N. (2005)	The Philippines
HIDALGO, A.A. (2000)	Store Hours- Philippine Shopping Malls
KING, D. (2002)	Philippines Travel Companion
PETERS, J. (1997)	Philippines
ROWTHORN, CH. ET AL. (2003)	Philippines-7000 islands, endless possibilities
TAN, A. (2004)	Travel pack Philippines

Tab. 4.3.2: Overview of available travel guide books covering the whole Philippines (own market survey; alphabetical order)

Additionally, two documents of the Department of Tourism could be examined to characterize the capital’s visitor attractions (cp. tab. 4.3.3) of which one is unpublished but of value for this study:

Author/Year	Title
Department of Tourism (ed.) (1999b) -unpublished	The Tourism Framework Plan for Metropolitan Manila & The Urban Renewal Tourism Development Plan for Central Manila-unpublished
Department of Tourism-NCR Regional Office (ed.) (2000)	Metro Manila Heart & Soul

Tab. 4.3.3: Overview of documents from the Department of Tourism (own market survey)

The examination referring to the frequencies of information space devoted to visitor attractions in Metropolitan Manila in published sources (cp. tab. 4.3.4) indicates that information about existing visitor attractions is mainly focused on the City of Manila. In average 78% of given information space is occupied by information about attractions in the City of Manila followed by the City of Makati (9%). Information given about attractions in all other 15 cities of the metropolis sums up to only 6% in average. In total, five guide books do not emphasize any attractions in other cities of the NCR, except the cities of Manila and Makati. Three guide books mention attractions in the City of Manila only. Particularly, Intramuros as the historic city centre is the main objective of two guide books. MANAHAN'S (2001) guide book provides little information for the City of Makati. This source is a specific guide for walking tours with some tours far off the mainstream visitor tracks.

Author/Year	Number of pages attractions entire NCR (n)	% of pages attractions City of Manila	% of pages attractions City of Makati	% of pages attractions in other cities of the NCR
Barreveld, D.J. (1999)	21	85.5	9.5	5.0
Dalton, D. (2004)	17	76.5	12.0	11.5
Dorai, F. (ed.) (2005)	16	81.5	12.5	6.0
Hicks, N. (2005)	8	87.5	12.5	not mentioned
Javellana, R.B. (2003)	151	100	not mentioned	not mentioned
King, D. (2002)	6	50.5	33.5	16.0
Manahan, J.P. (2001)	216	61.5	4.5	34.0
Peters, J. (1997)	8	87.5	9.5	3.0
Rowthorn, Ch. et al. (2003)	7	100	not mentioned	not mentioned
Tan, A. (2004)	10	90	10	not mentioned
Torres, V.C.Z. (2005)	71	100	not mentioned	not mentioned
Mean value in % (n=11)	---	78	9	6

Tab. 4.3.4: Quantity of information space about visitor attractions in Metropolitan Manila (own survey, alphabetical order)

Inventory of visitor attractions

Based on the results of scrutinized guide books and DoT documents, 61 visitor attractions could be identified with different frequencies of citations displayed in tab. 4.3.5:

Rank	Visitor attraction	Frequencies of citations												Spatial type	
		1	2	3	4	5	6	7	8	9	10	11	12		
1	Intramuros														P/A
2	Fort Santiago														P/A
3	Rizal Park														P/A
4	Chinatown														P/A
5	Malacanang Palace														P/A
6	Manila Cathedral														SA
7	San Augustine Church/Museum														SA
8	Casa Manila														SA
9	Museo Pambata														SA
10	National Museum														SA
11	Ayala Museum														SA
12	Paco Park														P/A
13	Quiapo														P/A
14	Cultural Centre of the Philippines														P/A
15	Rizal Shrine														SA
16	Manila Bay														P/A
17	Metropolitan Museum														SA
18	American War Memorial														P/A
19	Chinese Cemetery														P/A
20	Planetarium														SA
21	Malate Church														SA
22	Quiapo Church														SA
23	Manila Zoo														P/A
24	Binondo Church														SA
25	Metropolitan Theatre														SA
26	Remidios Circle														P/A
27	San Sebastian Church														SA
28	Escolta														P/A
29	Bahay Tsinoy Museum														SA
30	Greenbelt Mall														P/A
31	GSIS Building														SA
32	Coconut Palace														SA
33	Orchidarium														SA
34	University of Santo Tomas														P/A
35	Quezon Memorial Circle & Park														P/A
36	Ermita Church														SA
37	Del Pilar Street														P/A
38	Manila Aquarium														SA
39	Quecon City Wildlife Centre														SA
40	Power Plant Mall														P/A
41	Arrocero Forest Park														P/A
42	Museo ng Makati/Poblacion														P/A
43	Central Post Office														SA
44	Divisoria Market														P/A
45	Golden Mosque														SA
46	Bamboo Organ														SA
47	Cartimar Pet Market														P/A
48	Hidalgo Street														P/A
49	Blumentritt Street														P/A
50	National Library														SA
51	National Archives														SA
52	National Historical Commission														SA
53	Manila City Library														SA
54	National Museum of Arts														SA
55	Imelda Marcos Shoe Museum														SA
56	Lopez Museum														SA
57	Lady of the Perceptual Helpchurch														SA
58	Areneta Coliseum														SA
59	Park Univ. of the Philippines														P/A
60	Guadalupe Ruins														S/A
61	Greenhills Mall														P/A

P/A= precinct or greater area (44.3%); SA= single attraction building/monument (55.7%)

Tab. 4.3.5: Frequencies of visitor attraction citations (own survey, n=61)

The 61 identified visitor attractions can be differentiated into spatial categories. One category comprises precinct like attractions (e.g. Chinatown) or larger areas (e.g. Rizal Park), in total 44.3% of all cited attractions. A second category consists of single attractions which are buildings or monuments (55.7%). The buildings harbour mostly museums, galleries, libraries or function as places of the performing arts (e.g. Cultural Centre of the Philippines).

Referring to the frequency of citations in literature and documents, eight visitor attractions are cited in all 12 sources (cp. tab. 4.3.5). These visitor attractions include four precincts or greater areas which are all located in the City of Manila. Namely, Intramuros, Fort Santiago, Rizal Park and Chinatown. In contrast, Malacanang Palace, Manila Cathedral, San Agustin Church, Casa Manila represent the most cited single attractions. Due to their dominance reflected in the sources, these sights can be seen as the must see sights or core attractions.

Additionally, often cited single attractions are ranked between 9-11 with the Museo Pambata, National Museum (City of Manila) and Ayala Museum (City of Makati). At least nine citations could be identified in cluster 12-22 of which ten sights are located in the City of Manila and one in the City of Makati (American War Memorial). This cluster shows six precincts. Seven sources mention Manila Zoo and Binondo Church as single attractions (23-24). Below rank 25 all attractions are cited in less than 50% of the scrutinized sources.

The following figure provides a visual overview of the eight most frequently cited sights:

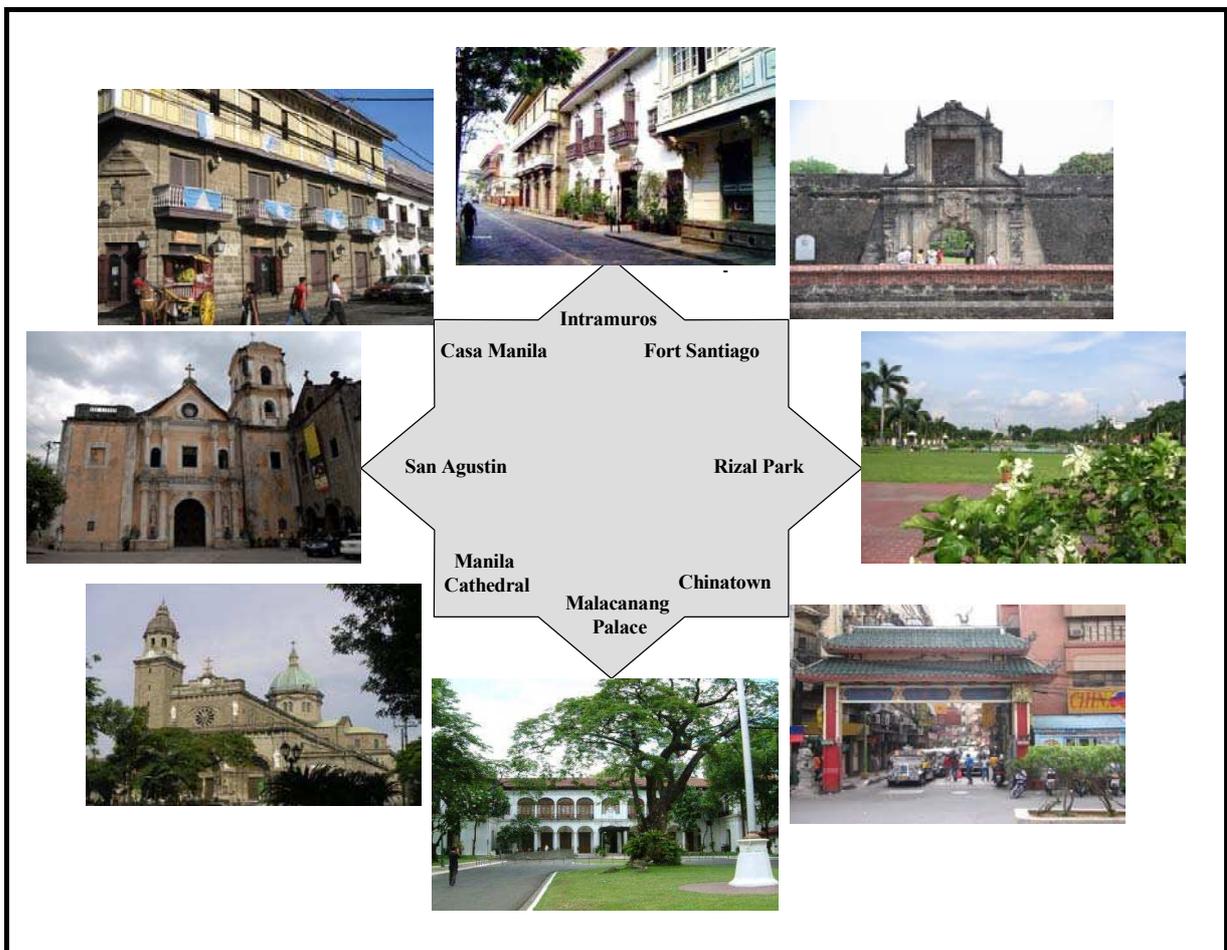


Fig. 4.3.1: Visual overview of Metropolitan Manila’s mostly cited visitor attractions (own draft; photos Jung 2006/2007)

Character of visitor attraction resources

The results from participated guided city tours and examined secondary sources reveal that the metropolis offers attractions of different character. This fact can be explained through the influence of different styles during historical epochs the capital went through, but also through developments of a modern city offering education, entertainment and consumption opportunities. In general the built heritage of different colonial epochs is a significant attraction category. Most important are the Filipino-Spanish and Filipino-Chinese heritage, which are core elements with the historic city centre Intramuros and Chinatown (cp. fig. 4.3.1). Both are dating back to the Spanish colonial period²¹. Additionally, the heritage of the American period²² left resources with its remains of Art Deco architecture in the City of Manila, particularly in Escolta Avenue (cp. fig. 4.3.2). Moreover, the monuments of the Marcos era contribute to the diverse character of the visitor attractions, particularly with the Cultural Centre of the Philippines (cp. fig. 4.3.2). It serves as an extraordinary architectural monument and simultaneously as a place for the performing arts.



Fig. 4.3.2: City of Manila Cultural Centre of the Philippines-left; Art Deco building Escolta- right (photos Jung 2007)

Attraction resources are enriched by natural features like the Manila Bay and virtually natural features in the form of man-made parks and botanical gardens (e.g. Rizal Park). Further, Manila Aquarium and the new Ocean Park project support the diversity of the attraction spectrum in the metropolis, featuring an aquatic environment. Numerous shopping facilities as attractive and extensive shopping malls, enhance the spectrum of visitor attractions (e.g. Mall of Asia, Glorietta Mall - cp. fig. 4.3.3, Greenbelt Mall).

²¹ After the victory of the Spanish conqueror Legazpi over Radjah Suleiman III in 1571, Manila was ruled by the Spaniards until 1898 with a short interruption through British occupation between 1762-1764. (source: Abinales & Amoroso 2005:56 ff.).

²² The American period lasted from 1898 to 1946, interrupted by the Japanese occupation between 1942 and 1945 (source: Abinales & Amoroso 2005:119 ff.).



Fig. 4.3.3: City of Makati Glorietta Shopping Mall-left; City of Manila National Museum-right (photos Jung 2006)

Several museums offer exhibitions about Filipino history and culture (National Museum, cp. fig. 4.3.3), fine arts (Ayala Museum, Metropolitan Museum) and science (Museo Pambata, National Museum).

Beside the tangible attractions the intangible attractions like festivals and nightlife entertainment must not be overlooked. Particularly, festivals like ‘Araw ng Manila’ (Manila Day) in the City of Manila or the ‘Caracol’ festival (cp. fig. 4.3.4) in the City of Makati draw visitors into the capital. Additionally, numerous processions like the procession of the Black Nazarene at the Minor Basilica of Quiapo or the Grand Marian procession (cp. fig. 4.3.4) in Intramuros are important events for tourism in the metropolis.



Fig. 4.3.4: City of Makati Caracol Festival-left; City of Makati (Intramuros) Grand Marian procession Intramuros-right (photos Jung 2006/2007)

Spatial distribution of visitor attraction resources

Based on scrutinized secondary sources, the City of Manila and the City of Makati are the central areas of attraction supply for the tourism market in the metropolis. The remaining cities play an inferior role with regards to promotion of visitor attractions and supply of attraction resources. The majority of the present visitor attractions (75.4%) are located in the

City of Manila (cp. fig. 4.3.5). The City of Makati owns 9.8% of listed visitor attractions. Quezon City, Marikina, San Juan, Pasay, Las Pinas possess a small share of published sights. Moreover, points of interest for visitors in the remaining cities are not published in available secondary sources.

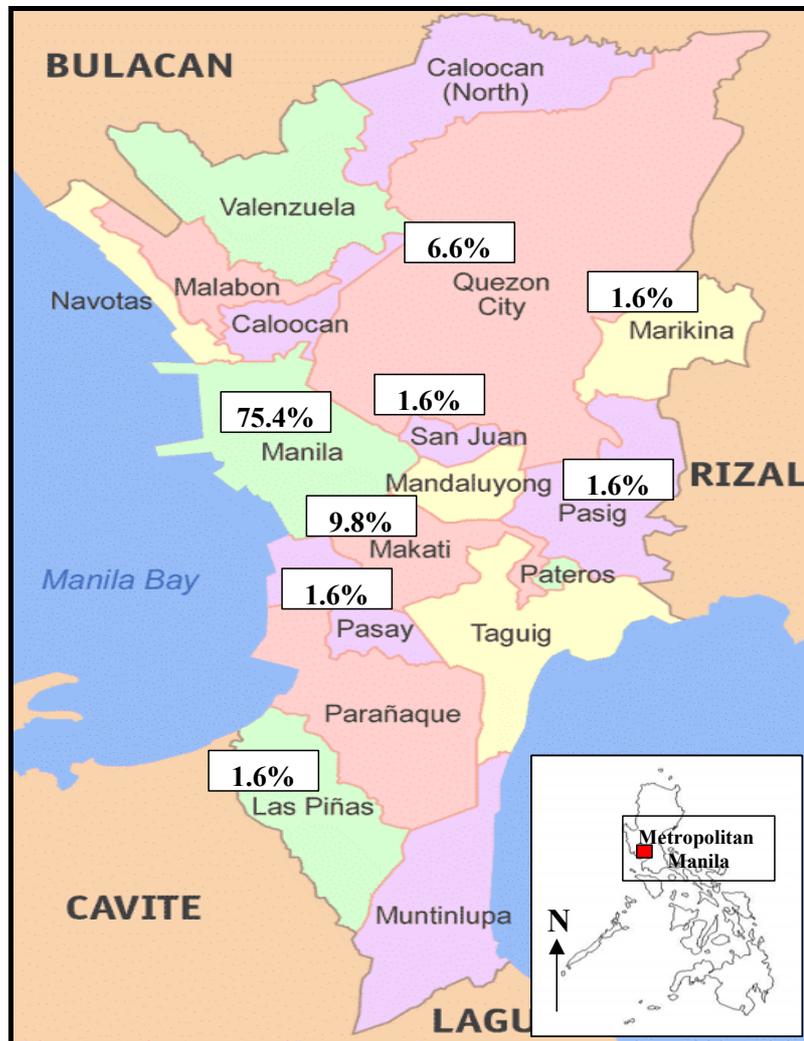


Fig. 4.3.5: Spatial distribution of visitor attractions in Metropolitan Manila (source: own survey; cartography: Jung; n=61; w/o scale)

With focus on the core areas of visitor attraction supply the City of Manila and the City of Makati possess a clustered spatial distribution of attraction resources within their territories. The spatial concentration of visitor attractions in the City of Manila shows a significant relation to the historically older and central districts with Intramuros, Binondo (Chinatown), Ermita, Malate, Quiapo and San Miguel (cp. fig. 4.3.5). The area of the Cultural Centre of the Philippines represents an exception. The centre was founded on a younger reclamation area in the Manila Bay. The younger and peripheral districts do not promote visitor attractions in available literature sources. Based on results of examined sources, the core attractions in the City of Manila are: Intramuros, Chinatown, Fort Santiago, Malacanang Palace, Manila Cathedral, San Agustin Church and Museum, Casa Manila and Rizal Park.

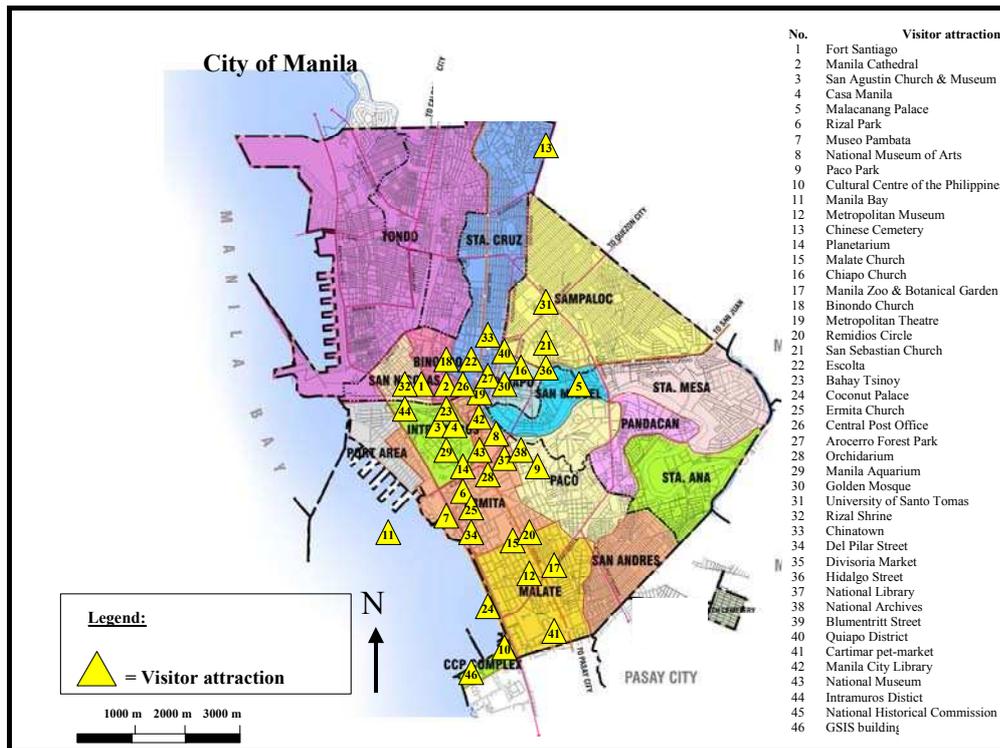


Fig. 4.3.6: Spatial distribution of visitor attractions in the City of Manila
 (sources: own survey from guide books, DoT, participations in guided city tours, basis map district map City of Manila from urban planning office, thematic cartography: Jung)

The core visitor attractions in the City of Makati are concentrated in the historically older districts Poblacion and Guadalupe Viejo as well as in the two younger districts Urdaneta and Fort Bonifacio (Post Proper South Side, cp. fig. 4.3.7). Other districts of Makati do not offer noticeable visitor attractions except the entertainment area in the district of Burgos.

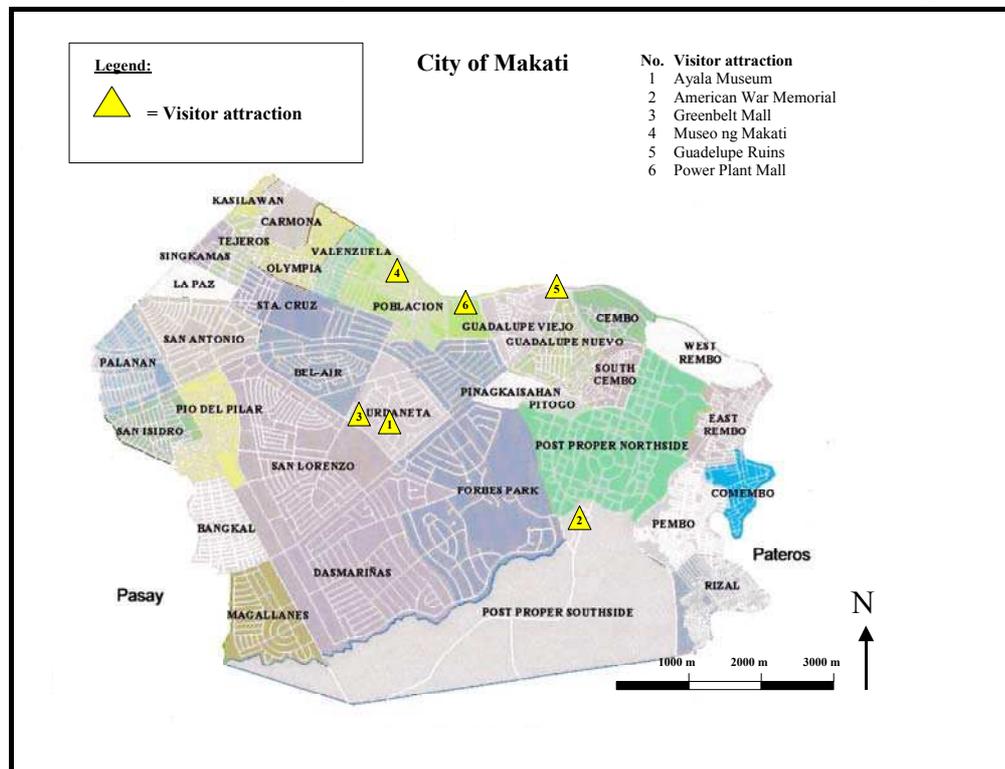


Fig. 4.3.7: Spatial distribution of visitor attractions in the City of Makati
 (sources: own survey from guide books, DoT, participations in guided city tours, basis map district map City of Makati from urban planning office, thematic cartography: Jung)

Guided City tours- inventory, character and spatial distribution

Results about the character and distribution of guided city tours as an important tourism resource in the metropolis were drawn from my own participatory observation during city tours and the examination of promotional materials available in the market. In order to identify the major target areas of guided city tours I participated incognito in ten city tours. Furthermore, the tours were taped and transcribed in order to analyse the contents of the tours. Tour itineraries of an additional eight tour operators were examined in order to identify the target area in the metropolis, and characterize the content of the tours. The following table 4.3.6 shows the given themes (if any) and target areas of guided tours participated or identified as offered by operators:

Tour-Theme/Name	Tour-Area			participated during field survey
	City of Manila	City of Makati	other cities	
'If these walls could talk'	•		-	p
'All the way down to Chinatown'	•		-	p
'The North Bank'	•		-	p
'Living la vida Imelda'	•		-	p
'Evangelista que Linda'		•	-	p
'Chinese Cemetery Halloween Special'	•		-	p
'Power, palace and a shot of beer'	•		-	p
'The big Binondo food wok'	•		-	p
'Mounts, magnates & mausoleums'	•		-	p
Intramuros sightseeing tour	•		-	p
City tour	•	•	-	p
'Chinese Connection'	•		-	o
'Cultural (de) Tour of Manila'	•		-	o
Walking tour - Nakpil Street	•		-	o
'Tramvia' - Roxas Blvd. by night	•		-	o
Manila City Tour Operator A- no theme	•	•	-	o
Manila City Tour Operator B- no theme	•	•	-	o
Manila City Tour Operator C- no theme	•	•	-	o
Manila City Tour Operator D- no theme	•		-	o
Σ	19	5	-	-
p= participated o= offered in the market				

Tab. 4.3.6: Spatial distribution and themes of guided city tours (own survey, n=19)

As shown, 19 recent tours include visitor attractions in the City of Manila (cp. tab. 4.3.6). Only one tour visits sights in the City of Makati. Four tours offer a mixture of sights in both cities. Visitor attractions in other cities of the metropolis are not targeted at all.

Referring to the contents of the participated tours, the observations suggest that the tours are subject oriented. One major subject is the history of the colonial past during the Spanish as well as the American epochs (cp. tab. 4.3.7 and 4.3.8). Particularly, the socio-cultural context and the impact of the colonial past on the Filipino society are illustrated. A major aspect is regarded to the architectural features and the urban development of the historic city centre Intramuros, Binondo-Chinatown and San Miguel. A further focal point is the wide variety of

sacral buildings (e.g. Manila Cathedral, San Sebastian Church) and their architectural features and history. The tremendous impact of the World War II events in Manila emerge in any tour. Especially, the descriptions about total destruction of the historic city centre Intramuros during the war reveal the brutality of war incidents in the Pacific war theatre as well as the irretrievable loss of historic-cultural goods as one tour guide stated:

- ‘Ironically, even we were occupied by the Japanese this is not a Japanese bomb, this is an American bomb, falling out of an American airplane onto the formerly American City of Manila. After the WWII Manila became the second most destroyed allied city in the world after Warsaw. The only difference was that Warsaw was bombed by the enemy[...] but we were bombed by our allies. And what they called collateral damage or friendly fire, between the Japanese Army and the American Army that was not even ours to start with. In the deliberation of Manila we lost 100,000-150,000 civilians’. (own survey; P.O.-Intramuros, tour ‘If this walls could talk’, lines 452-459).

But contemporary historic-political aspects, urban development and architecture are referred also to, like the Marcos era (cp. fig. 4.3.8) or the urban development of the CBD in Makati.



Fig. 4.3.8: Incognito tour observation (tour ‘La Vida Imelda’- group photo in front of Coconut Palace built during the Marcos era; photo Jung 2006; author front row left)

Further, important contents view on the socio-cultural context of the Filipino-Chinese community, history, traditions and architecture are presented including interactive experiences like local food tasting, traditional food preparation, market shopping and the experience of traditional medical practices and spiritual activities in Chinatown and Quiapo (cp. fig. 4.3.9 and 4.3.10). Important cemeteries, like Chinese Cemetery or La Loma, are visited in order to illustrate the different burial traditions and mausoleum architecture between Chinese and Filipino communities. Tour guides with a modern approach refer further to contemporary issues of the megacity Metropolitan Manila. Issues with regards to urban sprawl, the urban poor, overpopulation and its consequences as well as environmental degradation are illustrated. In particular, visits with the guides at overpopulated informal settlements in Binondo-Chinatown or strolls through residential areas of social lower classes like barangay Bangkal in the City of Makati enhance the visual impression of contemporary issues of megacity development.



Fig. 4.3.9: City of Manila - tour guides with visitor groups (left: visitor group at wet market around Binondo Church-tour: ‘All the way down to Chinatown’; right: tour guide and visitor group in front of San Sebastian Church in San Miguel tour: ‘Power, palace and a shot of beer’ (photos Jung 2006)

With regards to the style of information transfer during guided city tours, two general types can be distinguished. One type is the typical hop-on and off tour using a vehicle to connect the different sites. During these tours a tour guide overwhelms the participants with a verbosity of pure historic facts, dates and names. A critical reflection of the contents is neglected. The guides recite a memorized text in an instructive way which is not flexible, referring to specific wishes and interests of groups or group members during the tours. In contrast, another style is practiced by more innovative city guides using a modern approach of information supply. They prefer to walk the tours with their groups. The guides also integrate an interactive and experiential approach stimulating all senses of the participants. For example, spiritual rites like the flower offering for the ‘Black Nazarene’ in Quiapo Church are practiced by the participants. Or sacrificial offerings are burnt at Chinese Cemetery and the Chinese Temple in Chinatown (cp. fig. 4.3.10).



Fig. 4.3.10: City of Manila - tour guides with interactive approach - left: Visitor group at Quiapo Church getting introduced to the candle light offering procedure before practicing - tour: ‘The North Bank’, right: Visitor group practicing paper money offering ceremony at Chinese Cemetery tour: ‘Mounts, magnates and mausoleums’ (photos Jung 2006)

The advantage of this innovative form of information supply is the more holistic experience of the attraction sight and socio-cultural traditions. The guides slip into the role of a moderator while involving the participants in a conversation rather than confront them with purely historic facts without reflections on the content. The use of anecdotes additionally enhances the processing of complex information. Further, these guides involve critical reflections and modern themes of mega urban issues in their tours like urban decay, pollution, overpopulation, heritage conservation and urban sprawl. The visit of areas with informal settlers during the Binondo-Chinatown tour bridges the gap between history and contemporary issues of urban development. Or statements about the decay of the inner city in Manila enhance the understanding of contemporary urban developments in a megacity. For example, during the tour ‘If these walls could talk’ the guide stated:

- ‘And that is why downtown Manila is in a slow death since the last 60 years and nobody has noticed [...] we have now the walled Dasmarinas, Forbes Park, Alabang. All of those gated communities surrounding Manila’. (own survey, P.O. Intramuros, lines 516-520).

The following table 4.3.7 summarizes the itineraries and contents of guided city tours:

Tour name/theme	Itinerary/content
‘If these walls could talk’	Manila Cathedral-Casa Manila-San Agustin Museum- Plaza San Luis. Content: Socio-cultural, historical and architectural development of Intramuros in the Spanish/American epochs. Contemporary conservation and preservation aspects are discussed.
‘All the way down to Chinatown’	Binondo Church-Ongpin-Yuenco-Salazar-Pippin Streets-Escolta-Pasig River-Carriedo-Bustos Street-Quiapo Church. Content: Socio-cultural and historical development of Binondo-Chinatown. Historical tour in the Chinese-Filipino context about spirituality and believes. Contemporary urban development, urban poverty and daily street life can be experienced.
‘The North Bank’	Escolta, Santa Cruz Church, Rizal Ave., Quiapo Church, Quiapo market. Content: Architectonical and historical aspects of Binondo, Santa Cruz and Quiapo in the Spanish / American periods. Political and socio-cultural context of Escolta, the former CBD. An interactive experience in Quiapo district explores traditional healing traditions and spiritual believes. Issues of the Philippine society and Catholicism are included.
‘Living la vida Imelda’	Walking tour through the CCP, National Theatre, Philippine International Convention Centre, Coconut Palace. Content: Historical and architectural developments during the Marcos era and the political and social role of Imelda Marcos.
‘Evangelista que Linda’	Free Itinerary- designed as a flee mart tour through one of the emerging neighbourhoods in Manila Bangkal (Makati). Content: Interactive and experiential shopping tour through a flee market of a barangay.
‘Chinese Cemetery Halloween Special Tour’	Chinese temple at the cemetery, tour over the Chinese Cemetery and La Loma Cemetery. Content: Different burial traditions and burial monuments of the Confucian and Catholic societies in the Philippines.
‘Power, palace and a shot of beer’	San Sebastian Church, Mendiola Street, Benedictine Abbey Church, Legarda Mansion, Malacanang Palace, San Miguel Church. Content: Historic events and architecture during the Spanish period. Particularly, the design of San Sebastian Church. The tour leads through San Miguel district (American epoch) with an interactive experience of local food tasting.
‘The big Binondo food wok’	Plaza Calderon, Binondo Church, Ongpin-Yuenco- Salazar- Juan Vincente Streets, Chinese Temple, Escolta. Content: Socio-cultural context of Binondo-Chinatown. Special focus are the relation between Filipino-Chinese population and Spanish, Chinese lifestyle, livelihood patterns, wedding traditions and architecture. An interactive experience in different Chinese restaurants (food tasting/food preparation) and Chinese pharmacies (traditional Chinese medicine).
‘Mounts, magnates & mausoleums’	Chinese temple at the cemetery-tour over the Chinese cemetery. Content: burial traditions of the Filipino-Chinese society and architectural styles of burial monuments during different epochs.
Intramuros sightseeing tour	Palazo de Gobernador-Beataria-Mac Arthur marker-Baluarto-San Agustin Church-Casa Manila-Fort Santiago-Rizal Shrine. Content: history and architecture of Intramuros, liefwork and destiny of the national hero Jose Rizal.
City tour	Forbes Park-Global City-American War Memorial-Reclamation Area- Roxas Blvd.-Rizal Park-Fort Santiago- Manila Cathedral. Content: Cross section of the capital’s development and history, CBD development and history, events during World War II. The tour leads further back into the Spanish epoch with aspects of its architecture, historical events, and socio-cultural context.

Tab. 4.3.7: Itineraries and content character of participated guided city tours (own survey)

4.4 Summary

The major aim of chapter four was to outline the profile of the destination with regards to its tourism market and visitor attraction resources. The foci of attention were the market segmentation, the structure of the hotel sector and its spatial distribution. Further focal points were the inventory, spatial distribution and characterization of the attraction resources. Conclusively, the following findings can be outlined to give answers on the sub-questions formulated in chapter 2.6:

What is the profile of Metropolitan Manila's tourism market?

- Metropolitan Manila is a target destination for international inbound and domestic travel. The short-haul markets of Korea, Japan and China are the main sources. The major long-haul markets are the United States of America and Europe.
- The main domestic travel flow is directed towards the capital. Domestic visitors prefer to stay at residences of friends or relatives.
- Leisure tourism and business tourism frequent the hotel sector in Metropolitan Manila.
- Identified market segments for the leisure segment are sightseeing tourism, package tourism, wellness tourism, golf tourism and gambling tourism.
- Generating regions for package tourism are foremost Japan, Korea and China. Package travellers from China are seen as a new and growing market in the capital.
- The general trend in the leisure segment is focused on the short-haul market rather than catering to the long-haul market.
- A niche market is seen in the domestic (weekend) visitor seeking specific family oriented packages with wellness and sightseeing.
- De Luxe hotels cater more to wellness and golf tourism at luxury standard and hotels with lower standards cater more to the package and gambling tourism.
- Hotels in the City of Manila cater more to the leisure segment.
- Main market in the business traveller segment are corporate meetings and conferences.
- De Luxe and First Class hotels focus foremost on the international MICE market and on the corporate business traveller rather than the leisure traveller. The domestic MICE market is more the domain of hotels with lower standards.
- Hotels in the City of Makati prefer to cater to the business traveller segment.
- In total the NCR offers 127 hotels of which only 79 are statistically recorded by the DoT and only 72 are accredited by the DoT.
- Statistically recorded hotels by the DoT offer 14,449 rooms.
- The majority of accredited hotels are smaller Standard Class hotels. De Luxe and First Class hotels operate with larger facilities and own the main market room share.
- The spatial distribution of hotels is clustered within the NCR. Most hotels are located in the Cities of Manila and Makati representing the core areas of the hotel sector.

Which are Metropolitan Manila’s visitor attraction resources?

- In total 61 attraction points can be identified which are differentiable into attraction precincts, larger areas (e.g. parks) and single attractions (e.g. monuments). The core attractions are: Intramuros, Fort Santiago, Rizal Park, Chinatown, Malacanang Palace, Manila Cathedral, San Agustin Church and Casa Manila.
- Metropolitan Manila’s attraction resources show a diverse character which are mainly of cultural origin (cp. fig. 4.4.1). The built heritage of Filipino-Spanish and Filipino-Chinese origin is complemented by a diverse set of historical or contemporary attraction resources and natural features.

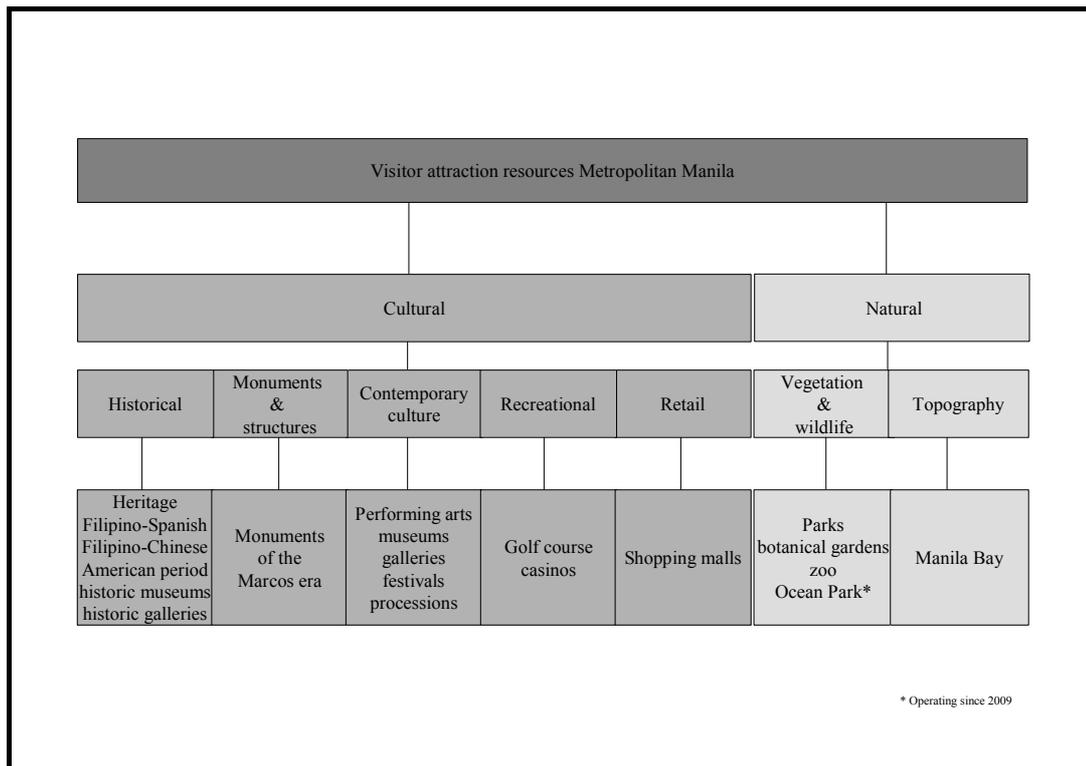


Fig. 4.4.1: Character of Metropolitan Manila’s visitor attraction resources (own draft, own survey using the categories of WEAVER & LAWTON 2006b)

- The Cities of Manila and Makati are the core areas of visitor attraction resources for the tourism market. The spatial distribution of attractions is clustered within their territories and relates in the City of Manila significantly to the historically older and central districts.
- Major target of guided tours is the City of Manila. Only a few tour operators visit the Cities of Manila and Makati in one tour. Other cities in the metropolis are not visited at all.
- Guided city tours are subject and content related to history, impact and social-cultural context of the Spanish and the American colonial periods in Metropolitan Manila or the specifics of the Filipino-Chinese community. Additionally, some contemporary tours reflect political coherences and problems of mega-urbanization.
- Two types of information supply are used. One type represents more the old fashioned method with a tour guide reciting memorized texts with an overwhelming volume of facts leaving no room for the specific interests of the participants. In the other type the tour guides act as moderators in conversation style while incorporating anecdotes and interactive sequences involving the participants.

5. View at the supply side

As outlined in chapter 2.3 urban tourism is best conceived of as an interrelated system in which different types of complementary and competing individuals, organizations, multiple sectors with an array of public and private linkages create a tourism stakeholder field. Hence, tourism planning and development is shaped by the interacting stakeholders influenced by the values of the socio-cultural and political context it is practiced in.

This chapter presents results from in-depth interviews with tourism stakeholders in Metropolitan Manila from the public and private sectors. The illustration will focus on the identification of tourism stakeholders, the meanings they attach to the term urban tourism, the nature and extent of their relationships and their approach in tourism planning and development. The results of chapter four emphasize that currently, the core areas of Metropolitan Manila's tourism market and attraction resources concentrate in the Cities of Manila and Makati. Therefore, the study focuses particularly on the private and public tourism actors in these core areas.

5.1 Mapping the stakeholders

In order to identify the tourism stakeholder field in the metropolis expert conversations were analysed referring the question: 'Who is directly involved in tourism in the city?'. This approach follows the opinion of HALL (2000:53) who distinguishes between directly and indirectly involved actors or sectors in tourism. Indirectly involved actors are not immediately related to tourism or are not readily identified as part of the tourism industry like, for example food retailers. The scope of the present study takes a view only on directly involved public and private stakeholders in Metropolitan Manila.

Public-sector

Due to the fact that Metropolitan Manila is the capital, the national government is perceived as a direct key-stakeholder in city tourism by the respondents (cp. tab. 5.1.1). Several responsible units could be identified. Firstly, the Regional Office for the NCR, which is responsible for tourism development in the metropolis. Secondly, the Office of Product Development and Research, normally acting on nation wide tourism activities, is also directly acting in order to contribute to tourism product development. Thirdly, the Intramuros Administration (Office Tourism and Promotion) owns an exceptional position. As a national government unit and subsidiary of the DoT, it is responsible for tourism and heritage conservation in the historic city centre even though Intramuros is under the jurisdiction of the City of Manila. Fourthly, the respondents perceive the Philippine Convention and Visitor Corporation (PCVC) as one of the key-stakeholders in the metropolis, which is acting also on the national level. The PCVC is the marketing arm of the DoT and is responsible for promotion and organization activities for conventions in the NCR, and in the Philippines as a

whole. An independent regionally acting tourism authority at metropolitan level appears to be missing.

The expert interviews suggest that the different city administrations are perceived as stakeholders in tourism. With regards to the local government units, the interviews suggest that the cities own tourism offices are particularly perceived as key-stakeholders. They are acting often combined with the urban development and planning offices. The tourism offices, if existing at all, are perceived more as the marketing and promotion arm of the respective cities tourism rather than the responsible authority for planning and development of tourism projects. The interviews suggest that the mayors' offices are related to licensing, permitting of tourism operations/entities as well as taxation.

Private sector

Nationally operating associations in the private sector are perceived as further key-stakeholders in tourism of the capital. Particularly, associations representing the tour operators, hotels, catering sector, marketing sector and the travel agency market are frequently mentioned by the respondents. All mentioned associations and tour operators are responsible for the entire Philippines as well. An association acting exclusively for the tourism sector in Metropolitan Manila cannot be identified. Further, the managerial representatives from the accommodation sector, the city-tour operators and travel agencies were perceived as key-actors in the tourism system. The visitors are often mentioned as directly involved key-stakeholders by the respondents.

The drawn list of stakeholders from the expert interviews shown in table 5.1.1 refers to organizations/entities rather than individual players in the tourism system of the metropolis. Characteristic for Manila's tourism system seems to be the high diversity of the stakeholder field in different scales and hierarchies. In general, it can be emphasized that the most important stakeholders of Metropolitan Manila's tourism system are organizations and groups listed below in table 5.1.1:

Hierarchical scale	Type of stakeholder	Key-stakeholders
National	Government Department of Tourism	Regional Office for NCR Office of Product Research & Development Intramuros Administration (Office Tourism & Promotion) Philippine Convention & Visitor Corporation National Parks Development Committee
National	Private sector (tourism) associations	Philippine Tour Operator Association Hotel & Restaurant Association Philippines Hotel Sales & Marketing Association National Independent Travel Agency Association Women in Travel Association
Regional (metropolitan level)	missing	missing
Local	Government Local Government Units	Mayors office Tourism and Cultural Affairs Bureau ¹ Museum and Cultural Events Dep. ² Urban Planning and Development Dep. ¹ Urban Development Dep. ² Flagship Project Office ¹
Local	Private sector (tourism)	Hotels & guesthouses (Management) City tour operators Travel agencies
International/domestic	visitor	----

Tab. 5.1.1: Summary of key tourism stakeholders (¹City of Manila only; ²City of Makati only, own survey)

However, the initial identification of stakeholders is a limited exercise. Mapping the key-stakeholders does not deliver the character of the relationships between the actors nor does it reveal the quality of the cooperation amongst them. Further, the specific meaning of urban tourism to each of the actors or actor groups/organizations cannot be derived. Particularly, these inter-organizational or inter-personal characteristics are important for our understanding whether tourism development in the city is seen and practiced as a viable tool.

5.2 The meaning of urban tourism for the stakeholders

As discussed in chapter two, tourism takes place in an economic and socio-cultural context which applies also to urban tourism. Hence, (urban) tourism has economic, socio-cultural and environmental consequences. The contemporary understanding of (urban) tourism includes economic, socio-cultural, environmental and even experiential dimensions. Urban tourism is also characterized through the involvement of numerous and diverse actors (cp. chapters 2 and 5.1). In order to achieve a viable destination development, it is important that concerned tourism stakeholders share common meanings and goals for tourism with regards to the mentioned dimensions. This chapter will refer to respondents' understanding of the term urban tourism.

In general, interviewed stakeholders from the industry, associations, local government and national government attach different meanings to the term urban tourism. A consensus among the respondents could not be found. Apart from the mostly economic meanings, ideas on socio-cultural aspects and experiential issues are stated. To a very limited extent, environmental aspects are expressed. Only one respondent gave urban tourism a broad holistic meaning covering all dimensions. The following compilation will draw a detailed picture of stakeholders' different statements about urban tourism.

Private sector

The respondents of the accommodation sector used the notion of urban tourism foremost from the perspective of the economic vitality and the provision of economic profitability. For example, representatives of the hotel management regard urban tourism mainly as an instrument which ensures the long-term profitability of their house-own amenities and products. The hoteliers do strongly focus on the economic growth of their own facility only, but do not express notions on a long term growth of the tourism industry or tourism development as a whole in the city. Their major understanding of urban tourism lies in the intention to create an exclusive in-house product, offering all needed amenities at the hotel premises in order to maximise the own profitability and keep the guests within the hotels most of the time. They state during the interviews:

- 'If I think about tourism in Manila I must say that it is only operating my location and my services. It's only my product. I can not see more'. (HM-5 lines 25-27).
- 'Our guests should basically stay in the hotel increasing the profit. That's why our intention in city's tourism is to have a complete life style-orientated product offering the casino, spa, fitness, dining options within the hotel'. (HM-7 lines 199-203).
- 'Urban tourism is that we want to keep the business in the house here. We do not advertise other activities outside in the guest rooms just only our own amenities or activities in the house (HM-10 lines 492-496).'

- ‘My understanding of tourism in the city is to give them our exclusive five star experience to cater them in our house-own exquisite restaurants and facilities. We do that our way in using our own resources’. (HM-3 lines 44-47).
- ‘We see tourism here in Manila as resort tourism because our house is a resort sanctuary in the city and our clientele recognizes us as such. [...] So we prepare here special weekend packages to cater families, couples, groups of friends who just want to relax. We want that they cocoon themselves in one of our rooms and use our 24 hours services in our very nice spa centre, gaming rooms and slot machines, bars and restaurant. And then we have our convention centre’. (HM-9 lines 122-133).
- ‘Tourism here in Manila is for me the opportunity to have a living through my business and generating an income out of my guesthouse’. (HM-14 lines 25-28).

Remarkably, some economical oriented hoteliers see in urban tourism only the business traveller. These hoteliers do not see any meaning in the leisure segment. They state:

- ‘There is nothing to offer in Manila. I mean for the leisure traveller. That’s why for us tourism here in the city is more or less business travel’. (HM-1A lines 425-427).
- ‘For me urban tourism is mostly related to business travel into Manila. Actually, our market is not really on the leisure guests’. (HM-2A lines 14-16).
- ‚Generell für unser Hotel hier, da wir im Business Geschäftsviertel der Philippinen sind, verstehen wir im Tourismus hier hauptsächlich den Business-Tourism und weniger das Leisure-Segment. In Makati konzentriert sich mehr oder minder alles auf das Business-Segment’. (HM-6 line 136-141).²³
- ‚Lass mich sagen Tourismus in Manila ist für mich 90% business properties. Der Markt hier in Manila, die Raten sind so niedrig, dass wenn wir in den leisure tourism Sektor gehen würden die Raten weiter nach unten gehen würden. Das heißt der corporate Markt ist von den Preisen wesentlich attraktiver als der leisure market’.²⁴ (HM-8 lines 26-32).
- ‘Urban tourism is business travel. We are anyway only looking at the business traveller market. I would say 80% of our guests is business group. We are not tapping the leisure market’. (HM-10 line 496-499).

And even a denial of tourism in the city is existing among tourism industry representatives. This view was expressed by a general manager of a five star facility. The respondent did not see any perspective or meaning in urban tourism in the whole country:

²³ Translation from German: Generally, since we are located in the main business district of the Philippines our understanding of tourism is the business tourism and to a lesser extend leisure segment. In Makati everything is more or less related to the business segment.

²⁴ Translation from German: Let me say 90 % of the tourism is business properties. The rates are low in Manila. If we would go into the leisure tourism segment our rates had to drop further. It means that the corporate segment is more attractive than the leisure market.

- ‘My feeling is that city tourism doesn’t exist in this country basically. In order for city tourism to happen we have to clean the city up and improve the infrastructure’. (HM-11 lines 364-367).

Respondents from tourism associations express mainly the economic side of urban tourism but raise also socio-cultural issues. The responses suggest a broader focus on economic vitality of the local businesses and communities. This includes statements about long-term goals of sustainable income generation, employment opportunities and educational issues in order to sustain the viability of the city’s tourism. Environmental meanings are reflected in the answers. The improvements of infrastructure as a consequence of tourism development which are perceived to be beneficiary for the community. The statements from the association leaders underline the broader meaning:

- ‘Tourism here in the city is a beneficial resource of making dollars. The average foreign tourist spends a minimum of thousand dollars during his holiday. A big portion of it could be generated here in the city and benefit the tourism industry in Manila. Besides tourism in the city means improvements. For example at the Roxas Blvd. a lot of changes and improvements are reached already only through tourism activities or the infrastructure development which brings in tourists and is good for the people.’ (Assc.-2 lines 105-117).
- ‘Tourism in Manila for me is an instrument elevating the lives and the business of my members in getting income and investment resources. Tourism brings skills for the people. Like we are focusing on business development, on marketing on how to make more money, on the same time I would like to help them to be very good professionals, being a part of this industry. We are all stakeholders that’s why my leadership, my administration is really focusing on training and education. You know when you lack education then you cannot benefit from the tourism in Manila. [...] City’s tourism means also to me beautification programs in the streets and livelihood opportunities for the people who are not in the agency market’. (Assc.-3 lines 60-72 and 258-261).

Interviewed tour operators set the experiential dimension as their main meaning in city tourism. Both centre the culture and heritage in their statements:

- ‘ The meaning in tourism in the city is to show places of cultural and social interests in Manila. From my point of view I’m centred on cultural. To find and show the beauty of Manila beneath many layers’. (OP1-2. lines 41-45).
- ‘I guess that goes to experience. Number one, the food I offer at the tours I would like the people to experience the food and recommend to the people[...] I want to give value. I mean cultural value in terms of value and experience. To give them more in depth cultural experience with regards to people who join the tour and not just giving

a standard very (commodified) type of Manila experience'. (OP-2 lines 757-760 and 954-959).

Public sector

Representatives of the national authorities have no broad and consensual view of tourism in the city. First and foremost, the meaning in tourism is seen in the source for foreign exchange. But in contrast to the hoteliers, the economical perception of governmental representatives towards tourism is not narrowed on distinct tourism businesses only. The statements emphasize a wider approach which includes economic aspects for the tourism industry in the capital as a whole. They say:

- 'Manila's tourism brings us investments. And we feel that we have the responsibility for the city's tourism and protect and foster those investments. Tourism in the city is a driving force for economical wealth'. (NGOV-2 lines 40-45)
- '[...] tourism is, actually, you can consider it prime to the economy because a lot of business is generated from tourism [...] of course in a city like ours where other people who come from other countries and those people usually bring in dollars of course this will improve our economy. It's really mostly economic'. (NGOV-3 lines 43-51).

One respondent from the national government extended the economic view into the cultural context. The historic urban design and the urban heritage resources emerge in the response as an important, viable resources and meaning for tourism:

- 'In my opinion urban tourism is, let me say, income generation on the basis of the historical design and resources of Manila but not that much based on the new built resources. Urban tourism generates out of the own beauty, quality and character of the different styles of the heritage like Chinatown or Malate with its old American and Spanish heritage resources'. (NGOV-6 lines 5-9).

In this response the meaning is not related to the performing arts or museums/galleries but more directed to what PAGE & HALL (2003:154) define as the 'folk and popular culture', focusing on the architecture and ethnic life styles. Both are becoming commodities and packaged to tourists.

Two other respondents from the national government emphasize only the importance of experiential meaning of urban tourism to them. Particularly, the assurance of a memorable experiential richness is the major meaning of tourism to them. The importance of a satisfying and participatory activity via a meaningful involvement with people and (historic) places is emphasized in their statements:

- 'For them (visitors; T.J.) to have a significant memorable stay in the city. Because the journey would be nothing if they don't experience the place. Wherever you visit a place you want to experience the place how it is. Experience the people, the places, and appreciate the people and their culture' (NGOV-3 B line 179-185).

- ‘Because people do not go just to an area just because of its history city or culture, it has to be coupled with activities. [...] They don’t go there to see just a museum but something that will interact. That’s why a museum sometimes became a living museum. So that people can see and feel again what is in the particular time frame of former times. So when you go to a city they not only present you with the hotel and food but also the ethnic people performing there sounds and dances and learning how to play the musical instruments, so that’s what we are trying to achieve right now. So that if you go to Intramuros you interact with Intramuros right now’. (NGOV-4 lines 82-98).

During the field investigation, local government representatives did perceive tourism in the city only from the economical dimension and state:

- ‘In my personal opinion in tourism the economic factor is the key-factor in Manila’. (LGOV-1 lines 90-91).
- ‘Well, in any country tourism is one of the major dollar earner. Tourism in the city is like in any other countries or cities. It's one of the major dollar earner so to say the combination of investments and facilities in the market’. (LGOV-2 lines 79-83).
- ‘Basically our city government is oriented towards financial investors. This city is known as the financial capital of the country so more of our tourism is towards the financial aspect and investments. The reason why we have six five star hotels in the city is just a side effect of being the centre for let me say investment tourism’. (LGOV-4 lines 14-19).

Further, the context of general urban development and community related meanings were reflected in the responses, in so far that tourism would be a result of general and overall urban development. In other words, tourism would develop as a side product if infrastructure and socio-economic conditions for the residents would be improved and elevated by the city governments development activities. Obviously tourism is not a consciously set target of the respondents even though they are also responsible for tourism in their respective city. They express:

- ‘For me tourism in the city is connected to the city’s development. So basically if we improve the place through city development that will bring in the tourists’. (LGOV-3 lines 377-379)
- ‘I think it’s a matter of starting really to develop an area like the historic Intramuros. So we would like to see developing the tourism potential coming out of the city’s development. And not really focusing only on the development as it as an isolated tourism centre. [...] Just to develop Intramuros only as a tourism spot, it would be a dead spot, a tourist dead spot’. (LGOV-5 lines 366-377.).

- ‘The land-use ordinance by the city should incorporate basic tourism opportunities for the city. We recognize them as historical overlay zones including historical heritage sides and protecting them. That will bring tourists by itself’. (LGOV-5 lines 789-795).
- ‘Well basically all the projects of the urban planning office lead to tourism, you know beautification and all of that. Not only for tourism, but also for the local constituents for the community’. (LGOV-1 lines 294-297).

Remarkably, only one interviewee from local government gives urban tourism a broad holistic meaning. The response includes economic, socio-cultural and experiential dimensions as well as quality aspects of services and educational and employment perspectives. This broader view differentiates the respondent clearly from other representatives, in paying attention to economic and socio-cultural viability, balancing the interests of actors, and improvement of infrastructure. He states:

- ‘First tourism brings investments facilities like convention centres. But it’s not just only the economic aspect. It’s also the social side and development. I mean that kind of things, like that tourism improves infrastructure and brings more participation of private and public sector in our city like our newly started Tourism and Festival Foundation joining the sectors. Tourism means also to deliver high quality facilities, well trained staff for excellent services to the tourist. I mean, tourism gives the people a chance for a good training and jobs in the hotels and gives the tourists what is expected not only what is expected but what is best we can offer. But it must be feasible without exploiting our resources’. (LGOV-6 lines 670-682).

The following tab. 5.2.1 summarizes the different categorized meaning dimensions given by the respondents:

Dimension	Economic	Socio-Cultural	Experiential	Environmental
Response categories	Providing long-term profitability of the own facility Continued growth of own business Generation of foreign exchange Ensuring growth of city's travel agency market Continued growth of city's tourism market Increase of investments in tourism facilities	Providing long-term employment opportunities Providing tourism related educational opportunities Providing improved infrastructure for communities Elevation of life quality	Meaningful interactivity with places, culture and people Memorable experience Satisfactory experience Experience of history & culture	Improvement of infrastructure & beautification
Hoteliers	+	-	-	-
Association representatives	+	+	-	(+)
Local government representatives	+	-	-	(+)
National government representatives	+	-	(+)	-
Tour operators	+	-	+	-
	+ = mentioned by all respondents	(+) = mentioned not by all respondents	- = not mentioned	

Tab. 5.2.1: Summary of respondents meaning dimensions and key-perceptions of urban tourism (own survey)

5.3 Characteristics of stakeholders relationships

As shown in chapter 5.1, a wide and fragmented network of stakeholders in the capital's tourism exists. The engagement of different actors suggests that actions are taken by not only one actor but at least two or more actors work together. Urban Tourism literature points out that a sustainable approach in tourism development is becoming indispensable in order to protect resources and achieve a sustained growth (cp. chapter 2). Central pillars of sustainability are seen in continuous links, continuous and equal participation, and cooperation and power sharing between the stakeholders concerned. Discontinuity and inequality leads to the exclusion of actors, and the domination of elites leading the decision making process for their own good. In the following, the focus will be on the aspects of stakeholders perceptions on continuity of their relations, the character of their relations with regards to participation, cooperation and power-relations. Due to the fact that Metropolitan

Manila is the capital, national as well as local authorities participate in its tourism system (cp. chapter 5.1). The intra-governmental links between the national and local agencies are of specific interest in the present study. Further, the inter-sector links between actors of the public sector and private sector entities are of specific interest, as they interact in the capital's tourism system.

5.3.1 Continuity of government links

With regards to the existence and continuity of links, not all respondents from national tourism authorities claim to have links to local government units. The respondents who claim to have links, describe the continuity of links to the local authorities as unsteady. Referring to the question of whether they had regular and task oriented meetings focused on tourism with representatives of the local authority, the interviewees state:

- 'There is not really a continuity on consultations with the city governments and my department'. (NGOV-2 lines 628-630.).
- 'We do not cooperate or meet with the LGU's very often. Also not often with the City of Manila [...] no regular meetings'. (NGOV-3 lines 606-608, 646).
- 'Sometimes I go my way and discuss it with the city mayor in particular, or with the senator, or the particular political responsible'. (NGOV-4 lines 490-492).
- 'Let me say there is from time to time some communication to the LGU's'. (NGOV-6 lines 63-64).

The statements suggest that sporadic meetings or few joint ventures are the rule in the relationships between the two public sectors rather than regular links. Links seem to exist if ever occasionally and are not really related to specific tourism tasks as the tourism officer from the national government states:

- 'Actually, I think the first time we ask Manila's tourism for help was to ask their brass band to participate in our event here. There are meetings with them when we invite their band. There are not many other meetings'. (NGOV-3B lines 600-604).

On the other side, the respondents from the local government units confirm to have links to the national authority. The tourism responsible from the City of Manila perceive also the continuity of links to the national tourism authority as of sporadic nature:

- 'Well, the DoT occasionally we deal with them in certain projects like baywalk but not constantly'. (LGOV-1 lines 415-416).
- 'We have not met with the DoT regularly in the last several months'. (LGOV-2 lines 448-449).
- 'I have some contacts to the DoT but I see seldom people from DoT. For me it's more important to coop with the hotels'. (LGOV-3 lines 324-326).

The responsible for tourism in the City of Makati confirm to have links to the national tourism authorities. The interviews reveal that the relationship is built on an irregular basis with sporadic consultations. They express:

- '[...] we have some sporadic working relationships with the DoT (LGOV-4 lines 413-414).'
- 'There are contacts to the DoT but not regularly'. (LGOV-6 line 553).

5.3.2 Character of government links

Representatives of the national authority who have links to the local government perceive disturbances and difficulties in the cooperation with LGU members. Further, they perceive difficulties in participation in Metropolitan Manila's tourism system as well as felt power unbalances. Particularly, the cooperation between the national agencies and the City of Manila, as the most important tourism area, seems to be difficult.

This becomes evident through a felt powerlessness, exclusion and inequality by the respondents from the national tourism authorities. The perception of exclusion and powerlessness gets obvious in the statement of a respondent from the national government responsible for tourism planning in the metropolis:

- 'You know the mayors are kings in their own kingdoms. There is no compromise with LGU. By law it is ok, but since the devolution I think personally they have too much say. The DoT is blocked by the authority of the mayors when it comes to implementation. [...] Due to their local power we could not implement the new ideas'. (NGOV-6 lines 13-15, 20-21).

This power position of the mayors given by law is seen by the respondents as the main reason leading to a missing will within the LGU for cooperation with national tourism authorities. LGU's power position is based on the Local Government Code²⁵ which is commonly mentioned by the interviewed tourism officers from the national government as a major obstacle for a more cooperative relationship:

- 'They (LGU; T.J.) can do whatever they want. Because of the devolution of power we don't have enforcement. All we can do is try persuasion.' (NGOV-2 lines 118-120).
- 'They see themselves on the same level as the DoT. Before devolution it was different'. (NGOV-6 lines 246-247).

According to the national responsible for the main tourist attraction Intramuros this power-play of a mayor is heightened in the City of Manila due to the fact that the city administration

²⁵ Local Government Code 1991: The policy declaration of the LGC 1991 guarantees the territorial and political subdivisions below the national government a genuine and meaningful autonomy in order to attain their fullest development as self-reliant communities. It leads to a system of decentralization which gives the local authorities more power, authority, responsibilities and resources (the author; source;The Local Government Code of the Philippines Book I- Title One- Basic Principles, Chapter 1; Section 2)

tries to regain the full administrative power over the historic city centre. The historic city centre is currently under the administration of the Intramuros Administration which is a sister agency of the DoT. The DoT is currently entitled to rule over issues on tourism and heritage conservation within Intramuros, Fort Santiago, Rizal Park and Paco Park. In contrast, the City of Manila controls only the public utilities (cp. fig.5.3.2.1).

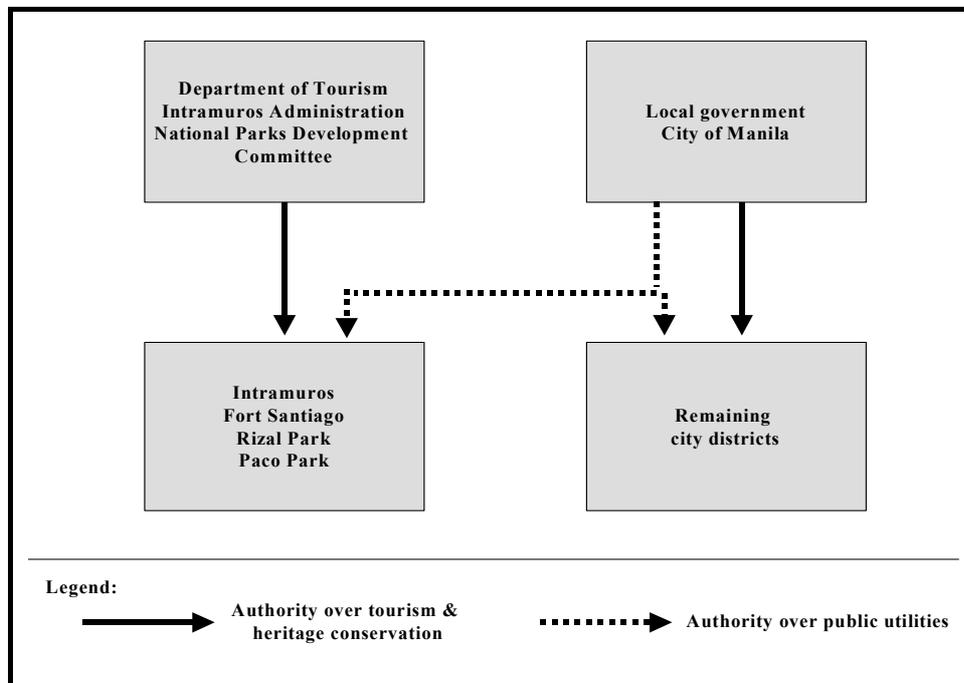


Fig. 5.3.2.1: Distribution of authority over tourism and heritage conservation in the City of Manila (own draft; own survey)

This confliction leads to a tensed situation in relationships and cooperation between both administrative levels. The respondents of which one owns the rank equivalent to an undersecretary and the tourism officer express at the time of the field-survey:

- ‘He (the mayor; T.J.) is very vocal about the situation and wants to have transferred the (Intramuros; T.J.) Administration over to the City of Manila. There is a pending bill in congress for the transfer of the (Intramuros; T.J.) Administration to the City of Manila. [...] This mayor has expressed his aversion and he desires to take Intramuros back. He wants to prove that it would be better that Intramuros should be given back to the City of Manila. So his way of doing that is withhold any support. So how can we improve relations if that is the mindset. It has to be an attitude change’. (NGOV-3 lines 179-183, 688-696).
- ‘We have a district which is totally political with Manila with all the barangays and the councillors and the City mayor who wants Intramuros to be part of the City of Manila. This are the things we have to deal with and its pressuring and affecting our relationship’. (NGOV-4 lines 448-454).

The responses suggest that the quality of relationships and cooperation between national and local authorities depends on the individual attitude of the single cities’ political leader. A

central role in the relationship between national and local authorities seems to play the current mayor's attitude and his will to cope with national officials. This becomes more evident referring to statements given by a national tourism official responsible for Metropolitan Manila who is exposed to different mayors in the metropolis. The interviewees state:

- 'The mayor of Marikina supports our plans. Personally said, these mayors at least are willing to coop with us. [...] We worked together with Makati and worked out some plans. We from the DoT wanted to promote it as first class shopping district. But the mayor and the administration intervened and did promote it as a business centre and family oriented district'. (NGOV-6 lines 38-39 and 79-82).
- 'The mayor of the City of Manila hindered the whole master plan because he had his own plans. They have always their own short term 3 year plans'. (NGOV-6 lines 27-29).

The interviews suggest further that one group of interviewees from the national authorities perceive to be treated with less appreciation towards their work for city's tourism through local officials and state:

- 'You know when we turn our plans over to the LGU they don't do anything about it and it just lies on their desk and then they wait for funding, you know, but we took the initiative in doing'. (NGOV-2 lines 642-647).
- 'Actually, we are supposed to work with them together because the mayor is a member of the board of administrators. But the mayor is ignoring us'. (NGOV-3 lines 675-678).
- 'Here in the city they think they are equal to us as national government unit because they have given the power by law. That makes it very difficult for us to be accepted and appreciated in our work'. (NGOV-6 lines 235-236).
- 'I am a mayor but not really a mayor. Short of being a governor but not really a governor. And handling five barangays with lots of people, lots of institutions. A big boss but not really a big boss because I have to report to the board with the mayor of the City of Manila in it.' (NGOV-4 lines 431-437)

On the opposite respondents from the City of Manila do also perceive a complicated cooperation with the national agency as they say:

- 'Well, the City of Manila when ever we find a project beneficial to both of us we meet with them. But you know it's really hard to work with the national government'. (LGOV-1 lines 362-365).
- 'As a planner I have to look into their plans. Often they make very complicated plans what we wanted is a very simple plan'. (LGOV-2 lines 254-256).

According to the respondents from the City of Manila the reason for the complications is seen in the condescending attitude towards them by the national authorities. Further, they perceive

the exaggerated move by the DoT towards a retention of power referring to tourism in the metropolis. The respondents express:

- ‘They (DoT/IA; T.J.) are trying to protect their own turf and the mentality. Especially to underline it’s a national government. And they do not want to interfere with us referring on their mentality. They want to show that they are powerful’. (LGOV-5 lines 400-406).
- ‘I don’t think they (DoT; T.J.) care about us. I mean they are too busy to prepare their own plans they have forgotten about the LGU’. (LGOV-2 lines 223-225).
- ‘Because people at the DoT are too proud. They never work as a team. It’s I, me and myself meaning the DoT will not deal with the City of Manila. They will just do it on their own because they think that the mayor of Manila is incumbent or I am better than him because I am national but that’s not true’. (LGOV-3 lines 500-505)’

Additionally the respondents feel excluded from equal power over important tourism areas in the city. This perception of exclusion is founded in the loss of full administrative and executive power over Intramuros and they claim to be the rightful owner of the historic city centre. The administrative exclusion and lost ownership is perceived as frustratingly annoying and emotionally affecting as the interviewees state:

- ‘Now Intramuros is run by a national agency the Intramuros Administration. It was stripped from the City of Manila that affects me personally and we would like to have it back (LGOV-2 lines 149-153).’
- ‘We have to get it (Intramuros; T.J.) back. That was the silly decision of Imelda Marcos. Why should you separate it from Manila. It belongs to Manila. She took away the nice places. They (DoT/IA; T.J.) were not able to really do justice to Intramuros. Do you see those things which were converted into restaurants and canteens. That’s not the way it should be.[...] You know I was born and raised in Manila so I consider as part of Manila. And when I see it dirty I get mad [...]’. (LGOV-3 lines 239-246 and 265-267).’
- ‘What saddens me is, it (Intramuros; T.J.) is not been taken care of as it should be. It is not under the City of Manila. [...] I believe that it should been taken care of by the City of Manila. Because we are the stakeholders of that area. [...] And we are the proper agency that should develop it’. (LGOV-5 lines 323-340).

Two respondents require the exclusion of the national tourism agencies from power at all and demand control over the historic city centre:

- ‘LGU should develop its own programs. And not be reliant on the national government. [...] For one we said that the local government is autonomous. [...]they (DoT/IA; T.J.) have no business approving our plans. [...] We base that right on the Local Government Code and the constitution’. (LGOV-2 lines 175-177, 496-503).

- ‘They should loose their power and give it to the local government. They have other things to consider in terms of national problems instead of taking care of that old city like Intramuros’. (LGOV-5 lines 420-424).

In contrast to the City of Manila the tourism responsible of the City of Makati express to have more distant links to the national agencies without being disturbed by issues of power-relations and political constraints. A closer look into the character of the contacts between the City of Makati and the DoT reveals that it is limited to the provision of informational and promotional materials rather than task related meetings or links. The respondents underline here also that the city government signs mainly responsible for themselves and claim that the national government has hardly any stake in tourism related issues in their city. They state:

- ‘Basically they accommodate our programs with flyers, so if ever we have events they try to promote it also along with the other events of the country’. (LGO-4 lines 416-419).
- ‘You know our city government is very competitive. We can handle tourism related tasks. So there is no need to ask the DoT for jumping in’. (LGOV-4 lines 564-566).
- ‘If we can take care about ourselves we don’t involve them (DoT; T.J.)’. (LGOV-6 lines 542-543).
- ‘We ask them (DoT; T.J.) for materials and they give us materials. We got information materials especially a month ago we hosted an international seminar [...]’. (LGOV-6 lines 558-561).

The following table 5.3.2.1 summarizes the findings regarding continuity and character of public tourism stakeholder links in Metropolitan Manila:

	Perceived key-characters of links
Respondents national government	Irregular linking with local governments Only partial involvement or exclusion in tourism issues within the city territories Non-appreciative by local governments Unbalanced in power Unequal to local governments Predominated by local governments Ignored by local governments
Respondents local government	Irregular linking with national government Only partially involvement or exclusion in tourism issues particularly at core tourist attractions Unbalanced in power by perceived deprivation at core attractions Independent and autonomous from national tourism authorities Superiorly dominated by national tourism authorities

Tab. 5.3.2.1: Summary of the perceived key-character of inter public sector links (own survey)

5.3.3 Continuity of inter-sector links - private sector's view

All interviewed private sector representatives expressed to have links to the responsible government agencies both on national and on local level. The responses from hoteliers, association leaders and operators suggest that the continuity of the links to the public sector is perceived as unsteady. None of the respondents confirmed to have regular meetings or consultations with representatives from the authorities. The respondents from the tourism industry express that the rule is sporadic consultations or visitations based on irregular events or incidents:

- 'What is actually happening right now in the meetings of the HSMA and the PhilToA that DoT people will just be around if they are actually invited'. (HM-2A lines 412-415).
- 'When we address certain things then the government people meet us but not regularly'. (HM-4 lines 212-214).
- 'Man trifft sich schon ab und an. [...] Man trifft sich doch unregelmäßig mit dem Tourismusbüro'.²⁶ (HM-6 lines 628-634).
- 'When the hotel opened we did only a courtesy call to the office of the mayor. That was the only contact [...]. With the DoT is not a direct contact. So we do have a private sector representative from the association dealing with the DoT'. (HM-7 lines 401-407).
- 'Wie gesagt es gibt wenig meetings mit dem DoT. Die kommen hin und wieder zu diesen Hotel und Restaurant Association Treffen, aber es ist nicht so, dass da jeden Monat zwei Treffen mit dem DoT sind, um Probleme zu besprechen. Die machen ihren Kram und lassen die Hotels alleine machen'.²⁷ (HM-8 lines 755-761).
- 'No, No, only if there is an issue. Only if there's a security issue they (LGU; T.J.) are calling meetings.[...] But this is very rarely by the way'. (HM-10 lines 196-200).
- 'In the moment there is very little contact and little organized activity with the DoT or also with the LGU'. (HM-11 lines 338-340).
- 'Only in the moment there is an ongoing beautification meeting once a month in this area with the LGU. But that is only in the moment like that. With the DoT meetings are not enough to be very honest'. (HM-12 lines 566-570).
- 'They (DoT; T.J.) call me up sometimes because of tours for them and I call them up also. [...] I see him (LGU tourism officer; T.J.) now and then, but he also let me do what I want to do'. (OP-1 lines 99-100, 319-320).

²⁶ Translation from German: 'You meet now and then. One meets with the tourism office from the city on irregular basis'.

²⁷ Translation from German: 'Considered by itself there are few meetings with the DoT as I said. They visit this meetings of the Hotel and Restaurant Association. But it is not like that there are meetings twice a month with the DoT in order to talk about problems. They do their own things and leave the hotels with their own activities alone'.

- ‘Sometimes they (DoT; T.J.) invite me. When they want to have me as a resource person. [...] I haven’t actually worked hand in hand like one on one personally with the LGU’. (OP-2 lines 333-334, 459-460).

5.3.4 Character of inter-sector links - private sector’s view

The private sector respondents commonly characterise the relations to the local authorities through their general support for the business operations of the hotels. An approach by the city governments of an intentionally active cooperation on future tourism development in their respective cities is not perceived by the industry representatives. The interviews suggest that local authorities are only interested in tax income generation, permitting issues for business operations, and the control of security and safety measures. Private sector actors stress this narrow minded issue or event oriented attitude by the LGU as the main character of the links during the interviews:

- ‘The relationship is only limited. When they (LGU; T.J.) come here for accreditation purposes. [...] they have to see the facilities, whether we can still operate based on what we actually offer [...] like security facilities for our guests. [...] LGU people just come here or send their representative to check the fire exit or what ever or the safety but no other issues are being discussed’. (HM-2A lines 311-316 and 331-334).
- ‘Local agencies they don’t really affect us as far as taxes are concerned’. (HM-5 lines 235-237).
- ‚Wir haben Kontakte durch unser public-relations office zum Tourismus office und dem Mayor aber meist nur bei speziellen Anlässen. Die haben da mal so ein New Years Eve Event gemacht. Jedes Hotel sollte teilnehmen. Jedes Hotel hatte da einen Stand mit Essen. Dann wurden alle Hotels eingeladen und es wurde diskutiert’.²⁸ (HM-8 lines 818-825).
- ‘They assist us in needs such as police assistance and fire department assistance’. (HM-9 lines 259-261).
- ‘Only if there is an issue. Only if there’s a security issue they (LGU; T.J.) are calling meetings.’ (HM-10 lines 196-197).
- ‘But I don’t know that they (LGU; T.J.) look into a specific draw of tourism here. Not really. The tourism police gives us advices from time to time’. (HM-11 lines 517-520).
- ‘[...]they only invite us to participate in their fund raising projects. That’s all’. (HM-12 lines 632-634).

²⁸ Translation from German: We have contact to the city’s tourism office and the mayor’s office via our public relation office but only if special events take place. Once they organized a super New Years Eve event. Every hotel should participate with own food stalls. They invited all hotels and this issue was discussed.

- ‘In the moment there is only an ongoing beautification meeting once a month in this area’. (HM-13 lines 484-485).
- ‘The meetings with the city hall are only when it comes to facilities, buildings that are suited for tourism’. (HM-14 lines 181-183).

The attitude of the LGUs seems to lead to a felt neglect among private sector representatives. They miss an acknowledgement of the tourism industry’s further needs which go beyond simple issues on operation permits and taxation. The respondents perceive that the city administration uses its political power on fields of city development other than tourism. This becomes obvious in the following expressions of two presidents from the biggest tourism associations:

- ‘I’m very sad and very disappointed with the city government of Manila. I know that local government is now becoming a very powerful component of the Philippine government because of the Local Government Code. They were empowered to do such like in terms of governance, of business, of social services even health. [...] Never in my presidency in my association being the biggest travel organization I been not given the chance to have a coordination meeting with the tourism department of the City Hall of Manila, or even to the vice mayor, or to the mayor of Manila. When ever they have projects in terms of festivals or promoting the city government of Manila I never had any knowledge or invitation that the private sector should be involved or should be invited’. (Assc.-3 lines 321-343).
- ‘In Metro Manila you have to wait. Most of the time we as an association we get turned down.’ (Assc.-2 lines 633-635).

It is stressed further that an informal and politically motivated appointee system brings no tourism professionals into tourism related offices, which leads to an uncooperative atmosphere and the lack of tourism experts in the capital’s tourism governance. An association president states:

- ‘The ones who are manning the tourism offices of the different cities of Manila, they were just appointed. They are not travel or tourism luminaries or personalities. They are friends of the mayor or friend of the wife of the mayor. You know Philippine government setting is too complicated. We have reached out not only to the City of Manila, but even with other cities of Metro Manila but our idea of having a culture of tourism was not even given a chance by the city governments’. (Assc.-3 lines 348-359).

With regards to their relation to the national tourism authority, private sector respondents express that the character of links is very much limited to promotional issues only. They perceive a support or an interest for the private sector only in connection with private sector’s support for promotional projects for which the DoT is not able to raise funds and provide staff or venues. According to the interviewees, the agency approaches their hotels only in cases of

financial constraints. They argue that the private sector would only be interesting for the DoT in order to solve the agency's financial bottleneck. They say:

- 'For example they (DoT; T.J.) only come if they want to attend a trade fair of course they need our support by joining them. To make a pavilion so DoT can not pay for that so we cover the costs [...] or they ask us to come up with raffle prizes. We provide the raffle prize in form of accommodation. [...] I don't really like that paying. The government should normally cover everything to promote the Philippines and Manila.' (HM-5 lines 128-142).
- ‚Ja, die kommen nur zu den internationalen Hotels, wenn Sie was finanzieren müssen. Das DOT schaut hier seine Finanzen zusammenzubekommen. Aber sie fassen das ganz falsch an. Das überschattet unsere Beziehungen'.²⁹ (HM-6 lines 495-500).

Other hoteliers perceive a disturbed relation to the DoT, and even mistrust the national authority. In particular the respondents emphasize the weak or missing support from the national government with regards to the hotel businesses and the promotion of the destination. The industry actors characterize the actors from the DoT as ignorant towards the private sector's interests and needs, slow moving in the working process, uncommitted and unprofessional. They express:

- 'Because the government has not done really something for Manila's tourism, like for example Disneyland in Hong Kong that's what I'm saying'. (HM-1A lines 240-243).
- 'We are not actually relying on the national governments program. [...] It's so disappointing because you can not go to their office (DoT; T.J.) as an individual person. Because nobody will listen to you [...] people working in the government they are actually slow movers. Whenever you go there people are just talking, people are just eating it's so disappointing, they are not updated, they don't even really realize that the public is actually paying their salaries'. (HM-2A lines 223-224, 288-290, 449-454).
- 'We address the problems to the DoT. But you know first they react upon and there is action against but after the first attempt by the DoT units it stops. After a week or two the addressed problems will come back to its original size. We are having problems with that'. (HM-4 lines 155-160).
- 'Government and DoT are not really helpful for the tourism industry here in the city'. (HM-5 lines 212-214).
- ‚Es wäre einfach schön, wenn das DoT einfach ein wenig mehr Initiative ergreift. [...] aber vielleicht sind auch die falschen Leute dort. Die einfach diesen Antrieb nicht haben, die einfach diesen 9 bis 5 Job machen und ob ich jetzt hier das Land verbessert

²⁹ Translation from German: 'Well, they visit the international hotels only if they have to finance something. The DoT tries to organize the needed funds here. But they do it the wrong way. That casts a damp over the relationship'.

habe in den acht Stunden oder nicht macht überhaupt keinen Unterschied in meinem Gehalt. So ist das'.³⁰ (HM-8 lines 776-786).

- 'I mean what can I do if government aren't listen to people[...]. So I think unfortunately there is sort of beaten out the enthusiasm in generally to get involved and the lobby is sort of beaten out the people over a period of time because nothing happens. [...] So I think unfortunately government is not listening. Government has it's own agenda it'll do what it thinks is right to do [...]. I hate to be negative, but it's the reality'. (HM-11 lines 776-790).
- 'Not enough support (from DoT; T.J.) to be very honest. Because of the lack of promotional materials. It's lacking. That's the number one support that should be given to us by the DoT'. (HM-13 lines 563-566).

The felt non-commitment and inefficiency of the DoT leads to the impression of being left alone by the government among the hoteliers as they stress:

- ‚Am Ende ist man immer alleine. [...] Was im Endeffekt herauskommt, da ist man immer alleine. Die Behörden sind nicht besonders effektiv in der Zusammenarbeit mit der Hotelindustrie'.³¹ (HM-6 lines 628-639).
- ‚Die machen ihren Kram und lassen die Hotels alleine machen [...]. Es ist nicht so, dass da wirklich ein Antrieb vom DoT ist. Es wäre hilfreich, wenn das DoT mehr machen würde'.³² (HM-8 lines 760-766).
- 'They do not make follow up activities to keep the problem constantly solved. So we are standing in front of it alone again'. (HM-4 lines 165-168).
- 'They (DoT) just leave me alone. They don't really have the effectiveness as an agency'. (OP-1 lines 97-98).

And even corruption within governmental agencies is expressed as a stressing point in the relationship to the government. The misuse of governmental power through corruption delays new developments from the hotels unnecessarily and leads to difficulties in cooperation between the sectors. Even though corruption occurs as a delicate theme some hoteliers gave frank statements as they say:

- 'I'm talking now of the under the table thing or if not or even perhaps in particular permit issues it is actually involved'. (HM-2A lines 384-386).

³⁰ Translation from German: 'It would be nice, if the DoT would show more initiative. [...] but maybe there are the wrong persons in place. They miss the incentive, they do only the nine to five job and they think it makes no difference whether they have improved the country or not during that time. it will make anyway no difference in their salary. That's the fact'.

³¹ Translation from German: 'In the end you are alone. What adds up in the end you are always alone. The authorities aren't efficient in the cooperation with us as hoteliers'.

³² Translation from German: 'They (DoT) do their own stuff and leave the hotels alone. There's no drive within the DoT. It would be helpful if the DoT would do more'.

- ‚Das Problem in den Philippinen ist, dass Korruption so präsent in allem ist, so dass alles, was mit Behörden zu tun hat, einfach eine ganz langwierige und korrupte Angelegenheit ist. Wir sehen das ja am Airport. Wir haben jetzt gerade diese Sache hinter uns dort [...]. Der ganze Prozess hat zwei-einhalb Monate gedauert [...] wir mussten bezahlen. [...] Auch das DoT war dabei, aber die haben da keine Meinung zu gehabt‘.³³ (HM-8 lines 621-627, 666-679).
- ‚The Asian mentality of. You need something, you pay. We are a public listed company. We really trying to do nothing under the table. And to do business in Manila is sometimes tough. You know everybody expects to get something under the table if you need a permit or something or whatever it is‘. (HM-10 lines 216-222).

5.3.5 Continuity of inter-sector links - government’s view

With focus on the governmental respondents, except one, all interviewees agree to have links to representatives from the public sector in tourism. The interviews underline that the respondents have more irregular links rather than regular purpose oriented links:

- ‚Sometimes we get inquiries here in the tourism office from the hotels. Sometimes they call me‘. (LGOV-1 lines 519-521).
- ‚I can tell that only when we have Manila Day we have touched base with hotels‘. (LGOV-2 lines 630-631).
- ‚We sit with the hoteliers from time to time‘. (LGOV-4 line 770).
- ‚I interviewed some hotels after we finished the baywalk project. But I don’t meet hotel people regular‘. (LGOV-5 lines 1027-1039).
- ‚Sometimes the hotels contact us and ask for our activities so they can tell their guests. They contact us only for their city tours‘. (NGOV-3 lines 868-870).
- ‚Every now and then we have some communication with the general managers of the hotels and the travel agencies‘. (NGOV-4 lines 732-734).
- ‚I have irregular contacts mainly to outbound and the inbound operators from Korea and the bars and restaurants owned by Koreans. They have kind of tiny winy associations. Once they came to the department and asked us to organize one association out of them which is now the Korea Tourism Association of the Philippines‘. (NGOV-5, lines 742-749).
- ‚Only when I am invited I visit these meetings of the tourism associations but that happens not too often‘. (NGOV-6 lines 175-176).

³³ The problem in the Philippines is that the corruption is always present with regards to procedures with authorities. It’s all about lengthy and corrupt procedures. We experience that with the airport. We have just experience such an incident. The whole procedure took two and a half months... we had to pay. Also the DoT was involved but they had no opinion on that.

5.3.6 Character of inter-sector links - government's view

Governmental respondents perceive funding issues as the most important basis in their links to the tourism industry. The tourism industry is sought to support promotional campaigns. Two respondents from the DoT characterize the links as only related to the purpose of fund raising for agency's promotion projects and participation at tourism fairs. The respondents from the DoT emphasize the necessity of the financial support as a major character in their relations:

- 'The funding links us with the private sector. When we have promotional projects they chip in'. (NGOV-1 lines 55-56).
- 'Only when we need them (private sector; T.J.) to be in fairs or trade shows or something like that we need them to participate I mean financially and with staff. Sometimes you need a delegation for a fair. And in fact they appreciate our efforts'. (NGOV-2 lines 965-968).

The respondents from DoT's sister agency IA feel patronized by the tourism industry. The interviewees express to be excluded from funding. They say:

- 'They just give us suggestions how we can improve our facilities. But no funds. The hotels don't give us anything'. (NGOV-3 lines 859-864).
- 'They have only lots of suggestions. They have lots of recommendations that's the industry's interest in us'. (NGOV-4 lines 739-741).

Further, the attitude of the private sector actors to only involve places in their tour itineraries where they are able to receive high commissions afflicts the relations between the sectors. Two representatives of the DoT stress the rigorous practice of private agencies and tour operators to avoid certain locations due to the fact that they cannot expect any commission or rebates:

- 'So they don't really have this interest just for Intramuros. Since we (IA; T.J.) are government agency we don't give rebates or commissions. Because we have been asked about that to give commissions to the tour operators or the tour guides when they bring in guests. But we don't'. (NGOV-3 lines 923-930).
- 'The tour operators and agencies do not easily conform with what we want to promote. Especially Chinese agencies sell this places where they can earn more. It is a problem for us to promote Marikina or La Messa because there they do not get good commissions. The agencies go there where they get high commissions for the visits. They do still their own thing which effects our own promotion activities'. (NGOV-6 lines 166-170).

The interviews with the representatives from the local government units reveal a distant position and attitude towards the private sector but emphasize also the importance of the sponsorship status the industry holds for them. They express:

- ‘[...] we (LGU; T.J.) have different priorities right now. And the hotels are the hotels and they are very much for business right now [...]. Since I have been here they have been doing sponsorships and sometimes provide venues. But we will probably looking towards a stronger relationship’. (LGOV-4 lines 1015-1020).
- ‘[...] we have a food fest and we invited all of the hotels to put up food stalls, hotel food to be sold to a very cheap price and that is how the link is to the hotels’. (LGOV-2 lines 634-637).
- ‘You know there is not really a working together between us (LGU; T.J.) and the industry. The DoT should gather all the stakeholders the hoteliers, the city government, the security forces and so on in the city concerned with tourism. There is no working hand in hand’. (LGOV-3 lines 495-500).
- ‘Well, we have projects and tie-ups with those hotels. Like the Characol festival, the Chinese New Year and some exhibits. They either provide food for these events or they provide the venues’. (LGOV-4 lines 756-760).
- ‘I think they (industry: T.J.) are interested and appreciative to the city government only if they can participate in our activities like in catering the regional food fares. I mean we need them as sponsors’. (LGOV-6 lines 478-481).

The following table 5.3.6.1 gives a summary about continuity and character of links between private and public sector:

	Identified perceived key-character of links
Private sector representatives	Irregular linking only event and /or related to business operations Mistrusting Disturbed by missing interest of public sector in the needs of the private sector leading to no inclusion/no participation in tourism issues No cooperation due to unprofessional performance and lack of knowledge of governmental agencies No support due to ignorance by the government
Public sector representatives	Irregular linking only event and/or related to business operations Reserved attitude towards the private sector (LGU) Mainly sponsorship related Mainly financially related Afflicted by the self-centred attitude of the private sector stakeholders

Tab. 5.3.6.1: Summary of the perceived key-character of links between public and private sector (own survey)

5.4 Characteristics of tourism planning and development

Planning and development processes for tourism involve decision-making in a set of interdependent and systematically related decisions rather than individual decisions. Planning is a purpose-oriented process in which common goals are set and policies elaborated to implement them. According to PAGE & HALL (2003:248) decision-making, policy-making and planning are closely related terms. Contemporary tourism planning seeks the provision of a development with an integrative participatory decision-making and planning process (cp. chapter 2). It should combine social, environmental and economic issues and goals on one side. On the other side it should satisfy the variety of stakeholder aspirations. The planning process mostly involves activities regarding the intervention of governmental actors and policy formation. Hence, planning is also political, due to the fact that it involves societal objectives through contacts of other aspirations and can be conflicting. In other words, a planning process for tourism involves different actors from responsible government bodies. In Metropolitan Manila, national and local government are acting in tourism. The following chapter characterizes the current policy apparatus for tourism and the decision-making and planning approach with regards to the actors involved in Metropolitan Manila's tourism core areas.

5.4.1 Tourism policy

As discussed in chapter 2.3 it is important for the success of tourism development to create and implement a specific and detailed policy only for tourism development integrated into the whole policy set of a city. Hence, this study concentrates on the outline of the tourism specific policies, if existing, in the core tourism areas of the metropolis in order to fathom their character.

The examination of existing and available official sources suggests that specific tourism related policies exist to a very limited extent. Only a few rather general policy documents include sparse sections about tourism planning and development. In general, a consensual policy framework for the whole metropolitan area on tourism does not exist, which supports the assumption that a decision-making process based on consensual tourism policy is not at work. Existing documents have the character of fragmented and incomplete frameworks for tourism planning and development in the metropolis.

Further, no specific statements regarding target groups of customers and desired types of development are clearly defined. The analysis of the documents suggests that the primary concern is the development of physical infrastructure in order to increase visitor arrivals either at international or domestic level. Other goals like socio-cultural or environmental issues are not verifiably or carefully taken into account. A continuous evaluation and monitoring of implementation processes are neither mentioned nor demanded in the documents.

During the time of the investigation the most detailed outline was given by the City of Makati in the 'Makati 21' guideline. This policy document outlines the general development,

objectives and measures for the City of Makati in eight independent chapters. An independent chapter for tourism does not exist but some tourism related policies emerge under the chapter ‘Arts & Culture’. All other chapters did not focus on issues with a direct reference to tourism (cp. tab. 5.4.1.1).

Chapter	policy issues directly focusing on tourism in chapter content
Economic development	existing
Social development	none existing
Protective development	none existing
Arts & Culture	existing
Finance	none existing
Environmental Management	none existing
Physical development	(existing)

Tab. 5.4.1.1.: Appearance of tourism related issues in Makati 21 document (own survey)

In detail tourism related issues in the ‘Makati 21’ document refer to three dimensions:

- Physical dimension
- Informational/promotional dimension
- Cultural/heritage dimension.

The physical dimension of the policy framework refers to the development of landmarks within the city which includes an interlinking of theatres and museums/galleries as tourism centres. It also includes, the enhancement of infrastructure in order to improve the accessibility to city’s landmarks. Lastly, it includes an intensified international promotion and strengthening campaign of local culture (festival, events) and heritage sites.

That the City of Makati is committed to the conservation of heritage for tourism purposes to a certain extent reveals the statement of planning responsible who emphasizes in the interview:

- ‘[...] the heritage zone is part of the strategy and right now it’s the preservation and improvement of our historical landmarks [...]. One of our plans is also coming up with a cultural centre to provide a venue for artists’. (LGOV-4 lines 659- 669).

In contrast, the policy papers from the City of Manila at the time of the field work did not refer directly to tourism planning and development. The framework points on the general physical development with regards to zoning and land-use development of the city in order to enhance the infrastructure, redevelopment of city-spaces and the creation of a pedestrian-friendly environment at specific city areas. A specific policy framework intentionally created for tourism is not existing in the City of Manila.

Beside the limited local policy guidelines, an important policy-framework for tourism on national level is given in the Tourism-Master-Plan for the Philippines (1991). This plan includes few policy related aspects with regards to Metropolitan Manila (cp. tab. 5.4.1.2). With regards to tourism development, only the accommodation policy and transport policy of the master plan refer to the metropolis. The plan requires an enhanced accommodation development outside the NCR in order to decentralize the evident accommodation oversupply in the capital. The transport policy targets on improvements at Ninoy Aquino International Airport in order to guarantee its gateway function as the major hub in the country.

The following table 5.4.1.2 gives the detailed outline over the identified key-aspects referring directly tourism related policy issues in the examined documents:

	Identified key aspects regarding urban tourism
City of Makati (Makati 21 development plan)	<p>Physical dimension: Upgrading & development Developing museums/theatres/galleries into landmarks Enhancement of accessibility</p> <p>Information/promotion dimension: Dissemination of information (walking maps/electronic city map) International promotion of the city</p> <p>Cultural dimension: Strengthening the cultural heritage</p>
City of Manila (Buhay ng Manila-program)	<p>Physical dimension: Development of cityscapes; creation of a pedestrian-friendly environment; redevelopment of the City's open spaces (plazas, parks and playgrounds); upgrading of civil infrastructures (roads, bridges, underpasses, overpasses and utilities)</p>
Tourism Master-Plan for the Philippines	<p>Accommodation policy: Encouraging accommodation development outside NCR</p> <p>Cluster destination policy: Manila as primary gateway</p>

Tab. 5.4.1.2: Key- aspects of tourism policy in the core tourism areas (own survey)

Representatives from the IA and a representative from a LGU acknowledge the lack and inconsistency of a specific and detailed tourism policy. They say:

- ‘Right now we don’t have a detailed tourism policy established. It’s very general. It is our mission statement which was done 10 years ago’. (NGOV-3B lines 625-628).

- ‘[...] we adhere to the general vision of the DoT not a real policy frame considering that we are an attached agency’. (NGOV-4 lines 341-343).
- ‘Makati 21 isn’t a perfect tourism policy base. There is a lot of work to do to create a more detailed frame on tourism planning’. (LGOV-6 lines 270-272).

5.4.2 Character of the planning and development approach

In general, the interviews suggest that there is no single liable administrative body concerned with the planning of tourism in the metropolis. Instead, the planning and development tasks are divided between local and national authorities. According to the respondents, several organizations/institutions at the local level are responsible as well as several departments of the DoT (cp. tab. 5.4.2.1):

Hierarchical Level	Agency	Responsibilities
National Authority (DoT)	National Capitol Region Office	Planning & development of tourism projects (e.g. master-plan)
	Department of Research & Product Development	Development of specific tourism products in the city (e.g. themed city tours)
	Intramuros Administration	Planning and development of tourism products within the historic city centre and heritage conservation
	Philippine Convention & Visitor Corporation	Planning & development of promotion and marketing strategies for MICE tourism
	National Parks Development Committee	Planning & development of tourism related issues in parks
Local Authority	Mayors offices	Planning
	Tourism offices/Offices for Arts & Culture	Planning and development of promotional strategies
	Urban planning and development offices	Planning and development of physical tourism infrastructure

Tab. 5.4.2.1 Overview of responsible tourism planning institutions/organizations (own survey)

The interviews suggest that a purposeful and specific planning and development of tourism is not targeted. Instead the goal is a general urban development for citizen’s benefits which is based more on the visions of the mayor without a greater policy framework. This would also be beneficial for tourism. In the opinion of the responsible tourist numbers will be increased only through general improvement of infrastructure and beautification. They state:

- ‘The mayor when he decides on a project, it’s not tourism related, it is more related to the community. More of the community need than a tourist destination idea. So the mayor is more concentrated on public spaces. So the concept is urban redevelopment which is to resolve the problems of the city faster. Everything starts from development. And that will also bring the tourists on its own’. (LGOV-2 lines 342-350).
- ‘Our goal is the urban renewal and the urban revival of the city. Trying to develop green and open spaces as a beautiful city known before. Known for its spaces, open spaces, the parks, the infrastructure. Let’s say rebuild it to revive it will be sufficient enough for tourism growth’. (LGOV-5 lines 16-23).

Responses further suggest that planning and development of tourism related issues are based more on general guidelines, individual experience and improvisation (on-site/ad hoc planning). Two urban planners express:

- ‘Baywalk for the tourists was done with general planning principles as a guideline’. (LGOV-3 lines 189-190).
- ‘Such urban renewal projects also for the tourists are mostly designed on site based on experience’. (LGOV-2 lines 56-58)

It seems that tourism planning and development within the metropolis is to a lower extent in the focus of the DoT. This is underlined by a statement of a national tourism officer:

- ‘We don’t really believe that we have to promote and develop tourism in Manila very much anymore [...]. People just come you know. It’s very much developed already. And we do want to promote and develop more the other places in the Philippines as well. You know our primary destinations like Cebu, Boracay and so on’. (NGOV-2 lines 784-792).

Particularly, the representatives of the national agency see an unprofessional way local administrations plan and develop their projects. Mostly an overdoing in activity and unaesthetic outcome or design is the undesirable result in their opinion. They say:

- ‘Well on the aesthetic side the Baywalk is nice as compared before. There is life in the place but one problem with the LGU is they tend to overdo certain things. So when they put up all these stalls they could limit it but sometimes they tend to overdo and start to adding more and more things so that you reduce the aesthetic beauty of the place’. (NGOV-2 lines 682-689).
- ‘I don’t think there is a concept what they (LGU, T.J.) do for tourism. I would believe it is unplanned and not carefully studied. I would like that there would be a tourism council with really good people in backing up on things but it’s not like this’. (NGOV-4, lines 566 -570).

- ‘The mayor is so aggressive in development. He prefers always the modern kind of design and development. LGU’s could destroy the character of places and that’s what I am afraid of if these administrations get the power over national monuments and historical places of national rank’. (NGOV-6 lines 56-59).

The individual political agendas of the different mayors and city administrations make it difficult for the representatives from the national agency to underline the importance and advantage of planning and development for tourism. The interviews suggest that the political will, and the comprehension for the benefits from tourism, are missing in the city administrations. These disadvantages are obstacles for the implementation of tourism projects. The DoT responsible for tourism planning within the NCR states:

- ‘For us it’s so difficult because they (the mayors; T.J.) have so many different interests referring to development. For example in Novaliches the mayor was very much focused on the people. It is an area where a lot of people live below or close to the poverty line. So the mayor focused in development more on the elevation of the poverty of the people. For us it was difficult to make clear that tourism can do its own share to elevate the poverty with bringing a decent income for the people. Slowly I must say very slowly the mayor takes into account that tourism development can bring something also for the people. But very often the mayors have their own way of thinking’. (NGOV-6 lines 87-95).

On the contrary, the interviews suggest that local administration representatives take a sceptical stand towards the planning and development skills of the national agency. They insist on their independency in their development efforts. The respondents express that the national agency is too reluctant and aimless in developing tourism areas. Their (LGU) own rapid decision making achieves a more successful outcome. Further, LGU respondents stress that their own quality requirements outpace the more quantity oriented approach of the national agency. They express:

- ‘In terms of development we are saying that the local government can develop better than the national government. If Manila waited for national agencies to develop to say we will not be here where we are being now’. (LGOV-2 lines 166-171).
- ‘To be honest with them, they really don’t have any specific plans. They are doing research only like in the NCR Manila tourism plan’. (LGOV-5 lines 617-620).
- ‘In planning for tourism we take care about ourselves as much as we can. As I said mostly we don’t involve them (DoT; T.J.). If they have plans at all regarding tourism in Manila they should put in their plans’. (LGOV-6, lines 596-599).

Planning officers of the LGU see the reason for the disinterest for planning efforts in Manila by the national agency in the tendency that the DoT prioritises tourism development outside the metropolis in the provinces. A further reason is seen in the fact that DoT’s responsibilities for tourism development are dissipated in too many agencies. They say:

- ‘The national government is pre-occupied in developing the other tourism areas outside of Manila. They are concerned about Boracay, Cebu etc.. What we were trying to say is: ‘Don’t forget Manila because Manila is a historical city by itself’. (LGOV-5 lines 630-636).
- In the Philippines it’s strange, we have a DoT and we have a Philippine Tourism Authority. I think it should be merged. The national effort for tourism is one. The local government effort is another. But the tourism program of the national government is not related to the local tourism’. (LGOV-2 lines 198-204).

The statements suggest further that tourism planning and development for tourism in the metropolis is predominantly a political activity rather than a real development. This is also underlined by the failed tourism renewal-plan for central Manila, since the reason of the failed implementation and development can be seen in the political power-play between the local and the national governments. On the other side the interviews suggest that respondents of both hierarchical levels try to lobby for their own professionalism with regards to tourism planning and development and simultaneously blaming the other side for their unprofessional planning skills, destructive development and overdoing.

5.4.3 Intra-governmental decision-making

The interviews reveal that within the local and national government units the decision-making process follows a top-down approach. An active participatory bottom-up approach to involve the wider stakeholder community in decision making for tourism development including the barangay level of administrations, the residents, national government or tourism industry seems not to be established.

The interviews suggest that from the local government perspective, the central position of the mayors and their councillors are decisive in the decision-making process. They control the decision-making process top-down also in tourism related issues. The mayor and the councillors are the top level of the administrative hierarchy at local level in the metropolis. The respondents of the planning and tourism offices confirm a top down approach and say:

- ‘For one we said the government is autonomous. So our projects are decided by our council and by the mayor’. (LGOV-2 lines 496-498).
- ‘With regards to tourism projects there has to be the Executive Order or the approval of the Council. The Executive Order is given by the mayor. The other side are the councillors’. (LGOV-3 lines 190-193).
- ‘It’s the head of our office or mostly the mayor who is doing the final decisions. For example like the heritage zone and the preservation and improvement of our historical landmarks’. (LGOV-4 lines 582-586).
- ‘In fact the mayor is doing basically the directing. We are basically following what the dream and the vision of the mayor is’. (LGOV-5 lines 100-102).

Comparably at the national level, a hierarchically shaped top-down decision making seems to be the rule rather than the exception. The DoT with the secretary for tourism plays the major role even the DoT signs not directly responsible for the administration of the historic city centre. The responsible from the IA have to follow the decisions of the DoT and the tourism secretary even they feel to have equal rights in the decision making given by law to them. Respondents say:

- ‘It should normally be characterized as brother and sister agencies, sister company or subsidiary. But short of saying if it comes to decision making we are totally under the DoT and the secretary’. (NGOV-4 lines 423-427).
- ‘We are supposed to follow the decisions of the DoT. We could follow our own decisions but we have to follow the DoT’. (NGOV-3B lines 537-539).

5.4.4 Inter-governmental decision-making

The interviews suggest that national government respondents see themselves as excluded by the local agencies from decision-making process in tourism projects outside their own territories of responsibility. TOSUN (2001:610) coined the term ‘bureaucratic jealousies’ for it. This means that a governmental unit may not tolerate any other agency trespassing on what is regarded as their territory. The respondents in the interviews expressed that they perceive to be ill-treated and hindered with regards to joint participation in decision-making for tourism in the metropolis. They say:

- ‘Actually, the DoT has very little influence in the development of these tourism areas in the cities’ (NGOV-2 lines 82-84).
- ‘We (DoT; T.J.) wanted to implement rules and regulations and tools for implementation and monitoring. For the hotels and the tour guides. The devolution of power through the Local Government Code³⁴ is an obstacle for implementation. Due to their local power we can not implement the new ideas’. (NGOV-6 lines 18-21).

The difficulties and conflicts of the inter governmental decision-making process in tourism projects becomes obvious with regards to the responses referring to the development of a tourism redevelopment-plan for central Manila initiated by the DoT which was a joint effort of both government levels since 1999. Until today the plan is not implemented. Responsible from DoT involved in the planning state with regards to a joint decision making:

- ‘First we worked together with them on the master planning. But when it came to the actual implementation of the plan the LGU brought in their own ideas. So they

³⁴ Local Government Code 1991: The policy declaration of the LGC 1991 guarantees the territorial and political subdivisions below the national government a genuine and meaningful autonomy in order to attain their fullest development as self-reliant communities. It leads to a system of decentralization which gives the local authorities more power, authority, responsibilities and resources (the author; source; The Local Government Code of the Philippines Book I- Title One- Basic Principles, Chapter 1; Section 2)

decided by themselves not to implement the plan we agreed before' (NGOV-2 lines 129-134).

- 'Other example is the master plan for tourism in central Manila. The mayor hindered the whole master plan because he had his own plans [...]. During the master plan development the mayor was there and he shared with us his views and we got to the point that we agreed on a common design for the plan. But during he changed the designs by himself based on his own ideas and not based on the common sense with us in the real master plan. You know we agreed to have the Baywalk Spanish-American style and he brought in this bubble lights'. (NGOV-6 lines 27-28, 67-72).

The statements reveal that respondents from the national government perceive to be imposed by the mayor's own decision implementing his own ideas at the end. The treatment by the local authority representatives and their superior attitude towards the national officers leads to personal affection. A national officer for tourism planning in the NCR perceives an unfair treatment and says:

- 'The mayor's attitude is very unfair for us all, this leads to no progress in the whole country and we spend a lot of money for nothing'. (NGOV-6 lines 32-33).

5.5 Summary

Chapter five outlined results from stakeholder interviews which were complimented by secondary data sources. Targets of the chapter were the identification of Metropolitan Manila's tourism stakeholders as well as the characterization of the meanings they attach to the term urban tourism, the nature and extent of their relationships and the current decision making and planning approach of tourism development applied. Conclusively, the following findings can be given to answer the sub-questions formulated in chapter 2.6:

Who are the stakeholders?

- The identified stakeholder field can be connected to the private and the public sector with high fragmentation in different scales and hierarchies in both sectors. The national government with its different agencies and the local city governments are stakeholders in tourism (cp. fig. 5.5.1). An independent regional institution responsible for the whole metropolis does not exist.
- The private sector stakeholder field is a mix of nationally acting tourism associations and locally acting private sector entities (cp. fig. 5.5.2). National tourism associations represent the interests of Metropolitan Manila's private sector entities.

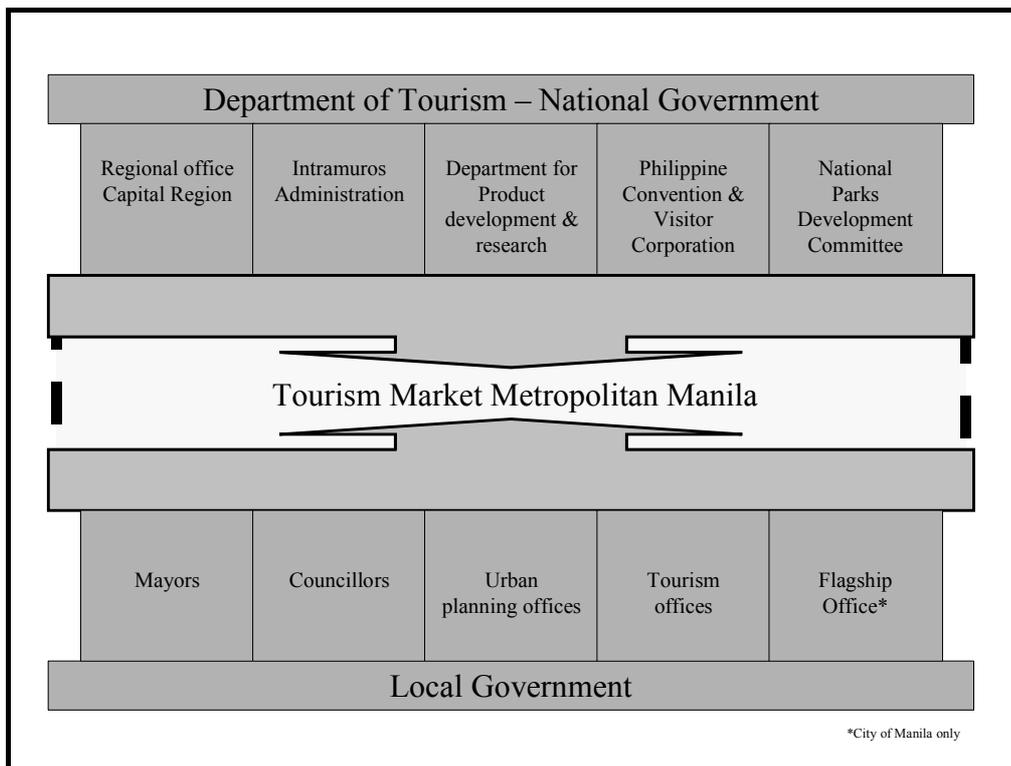


Fig. 5.5.1: Identified stakeholder field-public sector (own survey)

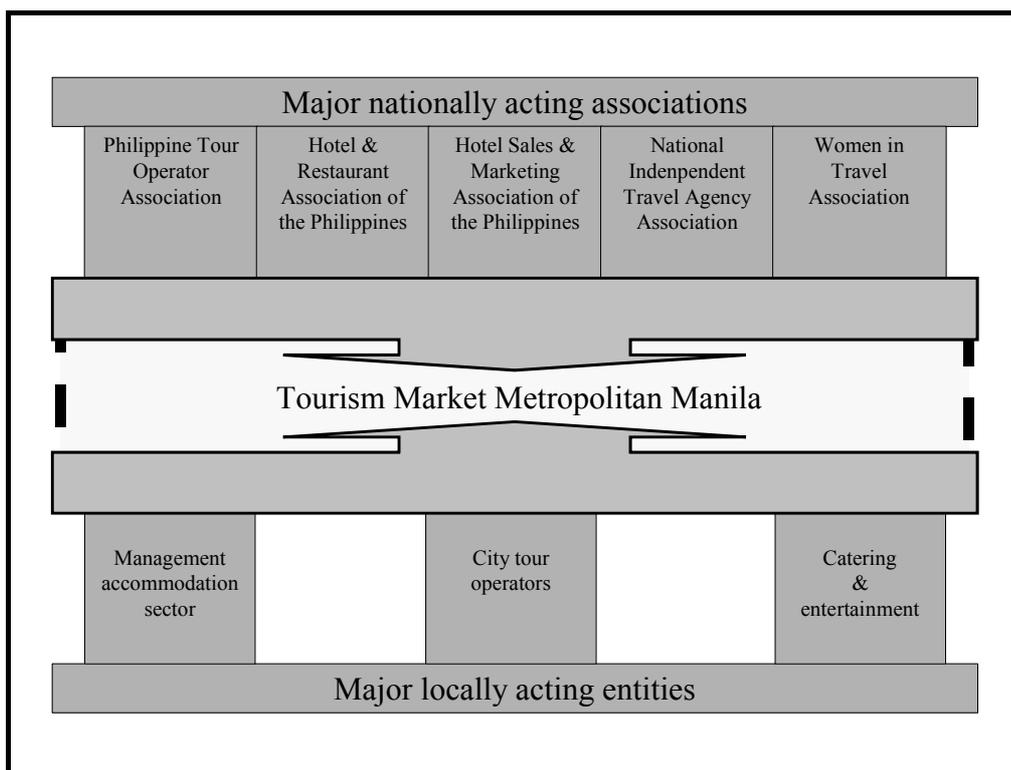


Fig. 5.5.2: Identified stakeholder field-private sector (own survey)

- The visitor is seen as a legitimate stakeholder in the capital's tourism.

What meaning do supply side stakeholders attach to the term urban tourism?

- The term urban tourism is perceived mainly with regards to its economical meaning. A consensual holistic meaning including also socio-cultural, experiential and environmental goals is not commonly expressed.

- Hoteliers perceive tourism in the city very narrow minded from the economic perspective of their own facility.
- The association representatives share basically the economic perspective of the hoteliers but in contrast they broaden their interpretation of urban tourism over Metropolitan Manila's tourism industry as a whole and add socio-cultural meanings.
- The economic importance of urban tourism dominates the responses from the public sector.

What extent and nature do supply side stakeholders relationships have?

- A mutual will by the public stakeholders towards a purpose-oriented, regular meeting culture seems not to be manifested. Linking happens only limited to specific events or promotional activities.
- Both government levels simultaneously characterize their links as difficult.
- National officials feel hindered in participation or even excluded in tourism issues through the local government actors. An ignorant attitude and no appreciation through local officials affect the national representatives. The loss of power through the LGC³⁵ leads to perceived power unbalance and inequality in links to the local authorities through a felt predomination of local representatives in interactions.
- LGU officials are hindered in participation or excluded in tourism related issues at Metropolitan Manila's core attractions which are under the control of the DoT³⁶.
- LGU officials experience that the DoT is acting with a superior attitude affecting their links.
- Private sector representatives confirm to have existing links to the tourism authorities in the metropolis but characterize them as irregular.
- Their links to the authorities are mainly characterized as formal activities regarding to business operations and financial sponsorship for events organized by the public sector.
- Private sector respondents perceive difficulties in the links to both governmental levels caused by government's less interest in specific needs of the tourism sector, uncooperative behaviour, unprofessional performance and lack of knowledge about tourism. This leads to a felt non-involvement in tourism development in the private sector.
- Tourism officials from both government levels have irregular links to the tourism industry. The need for sponsorship is seen as the most important reason in links to the private sector.
- Tourism industry's self-centred attitude on their businesses affects the relationships to the public sector.

How do supply side stakeholders steer tourism development?

- The tourism development is practiced without sufficient tourism policy apparatus. A consensual policy basis which covers the whole metropolis is not designed yet.
- Fragmented and incomplete policy documents exist for the Cities of Manila and Makati with the primary goal of physical development of infrastructure in order to attract tourism while neglecting other perspectives of contemporary tourism development.

³⁵ Local Government Code 1991: The policy declaration of the LGC 1991 guarantees the territorial and political subdivisions below the national government a genuine and meaningful autonomy in order to attain their fullest development as self-reliant communities. It leads to a system of decentralization which gives the local authorities more power, authority, responsibilities and resources (the author; source; The Local Government Code of the Philippines Book I- Title One- Basic Principles, Chapter 1; Section 2).

³⁶ The national tourism authority received the administrative power over the core tourist attractions in the City of Manila (Intramuros; Fort Santiago, Rizal Park, Paco Park) through presidential decrees PD 1616 & 1748 (1979; 1980) under the Marcos regime.

- The tourism planning and development approach is based on obsolete assumptions or happens through ad-hoc decisions and activities rather than planned and goal oriented.
- Decision-making for tourism development is a top-down process.
- LGUs claim their independent power to make own decisions.
- DoT officials see no necessity for tourism development in the capital and focus on the national tourism development.

6. View at the consumer side

Beside the public and private stakeholders at the supply side, the visitor at the demand side is an important part of Metropolitan Manila's tourism system. As outlined in chapter 2.4, the knowledge about visitors motivations, activities and satisfaction level as well as destination image are valuable gauges whether the current representation of the destination is inviting and accommodating. The specific knowledge of the current visitor profile delivers an important tool for further and future tourism development strategies in the metropolis. Hence, the discussion will now turn to the conducted visitor survey of this study. After presenting a demographic respondent profile the discussion will focus on respondents' typology, motivations, activities, perceptions and satisfaction level.

6.1 Demographic profile

One third of the respondents reside in Europe (cp. tab. 6.1.1). Almost one third are North America based, followed by the group of Asian respondents (24.5%). The remaining participants represent Australia/New Zealand (9.4%) and the smallest group descend from South America (1.4%). Almost half of the participants (47.9%) did not visit Manila before, whereas one third visited Manila more than two times before. The majority of respondents (44.6%) are between 21 and 30 years old, followed by respondents between 31 to 40 (20.7%). The sample splits almost equally in female and male visitors with slightly more male visitors (53.0%). Most of the respondents are professionals (73.7%). More than half of the professionals descend from higher qualified occupational groups in executive positions amongst them managers, engineers, physicians and teachers (42.3 %). The second largest category are visitors in non-executive positions (e.g. employees, technicians 32.9%). Other categories are represented by students, retirees or non-employed persons. More than two-thirds are singles (68.0 %).

Gender	Number of respondents	Percentage of respondents
Male	113	53.0
Female	100	47.0
Age		
20 and below	8	3.8
21-30	95	44.6
31-40	44	20.7
41-50	33	15.5
51-60	18	8.5
> 60	15	7.0
Regions		
Europe	74	34.7
North-America	64	30.0
Asia	52	24.5
Australia / New Zealand	20	9.4
South-America	3	1.4
Number of visits in Manila		
1 st - time	102	47.9
2 nd - time	33	15.5
more	78	36.6
Occupation-category		
executive position (teachers, engineers, managers, physicians)	90	42.3
none executive position (employees, entrepreneurs, technicians, workers)	70	32.9
no occupation	12	5.6
students	35	16.4
retirees	6	2.8
Marital status		
married	68	32.0
single	145	68.0

Tab. 6.1.1: Demographic profile of respondents (own data; n= 213)

6.2 Visitor typology

6.2.1 Trip characteristics

Most respondents prefer to travel in a group (70.0%, cp. tab. 6.2.1.1) with group sizes from 2 up to 30 persons. Most of the respondents (86.4%) intend to visit also other destinations in the Philippines. This emphasizes, that the capital serves more as a transition destination instead of the sole target destination. One fifth of the participants lodged in high class hotels (De Luxe or First Class) in the capital. The Standard segment is chosen by 11.3 % and the Economy segment is preferred by 26.3%. The remaining respondents stay with friends and relatives or are daytrip visitors only. The average length of stay in the NCR is 2.8 days.

Travel-modus	Number of respondents	Percentage of respondents
travellers in party	149	70.0
single travellers	64	30.0
Visits of destination within the Philippines		
Visit in Manila only	29	13.6
Visit of destinations outside Manila	184	86.4
Accommodation category		
DeLuxe	23	10.7
First Class	24	11.3
Standard	24	11.3
Economy	56	26.3
Stay with relatives or friends	40	18.8
Daytrip	11	5.2
Don't know the category	35	16.4
Length of stay in the city	average stay in days	
	2.8	---

Tab. 6.2.1.1: Trip characteristics (own data, n=213)

The City of Manila is mostly selected as location for accommodation (55.8%, cp. fig. 6.2.1.1). Almost one third of the respondents (29.9%) prefer the City of Makati. The remaining participants lodge in Quezon City or other cities of the metropolis.

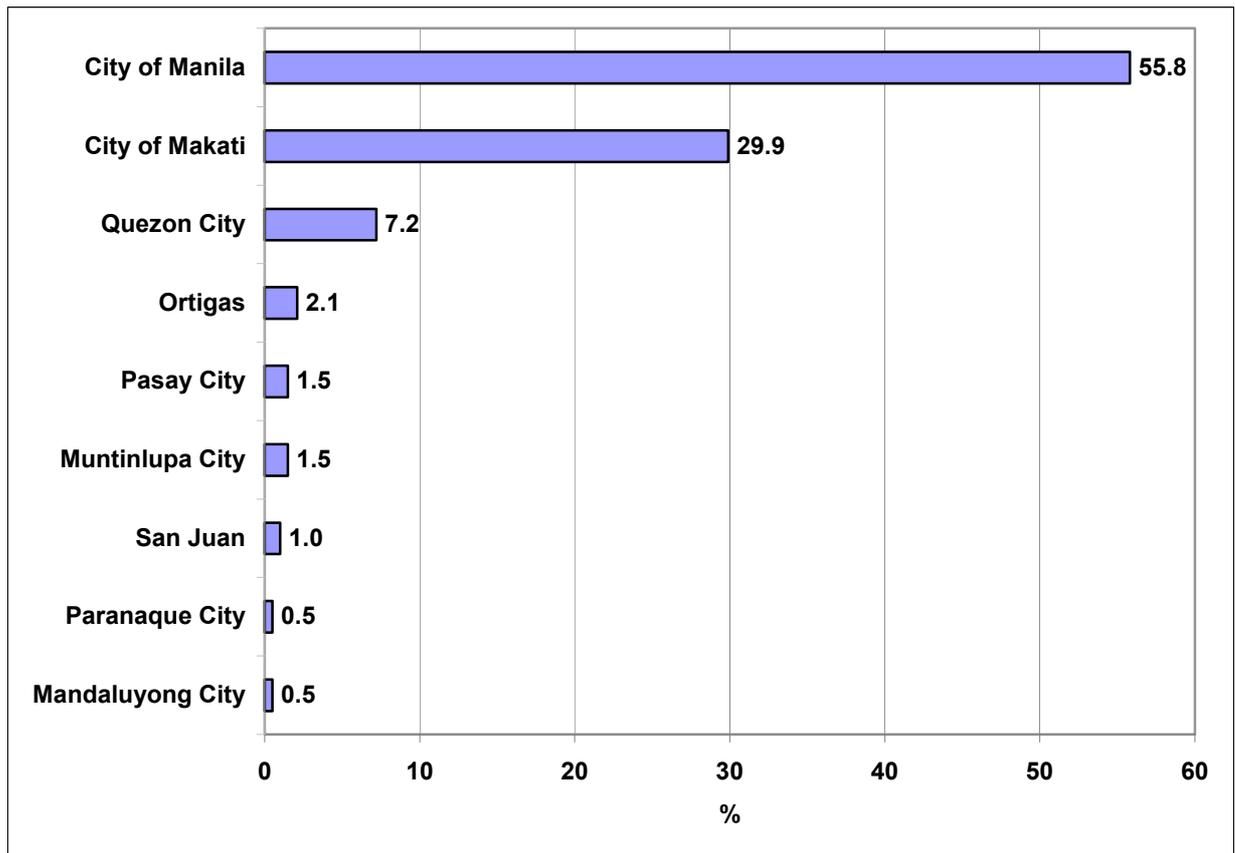


Fig. 6.2.1.1: Distribution of respondents' accommodation within the metropolis (own data; n=202)

6.2.2 Motivational profile and activity preferences

A general understanding of visitor motivation is important knowledge in order to market tourism services and destinations. The advantage of knowledge about visitor motivation is the identification of types of visitors in order to segment and adapt tourism product development, service quality, image development and promotion. Hence, visitors were questioned about their motivations for a travel to Metropolitan Manila .

Respondents most frequently indicate the leisure element as reason for a visit (67.6%, cp. fig. 6.2.2.1). Further, some more than one third of the respondents state sightseeing as motivational aspect (37.6%). Grooming friendships and family relations seems to be also a considerable reason for a visit in Metropolitan Manila. To a lesser extent, shopping, entertainment and museums/galleries are expressed as reasons for a visit in the capital. Apparently, visiting festivals, casino and conventions plays a subordinated role as a driving force. This indicates either an insufficient attractiveness for visitors and/or a weak promotion of the NCR's festival, convention and gambling assets.

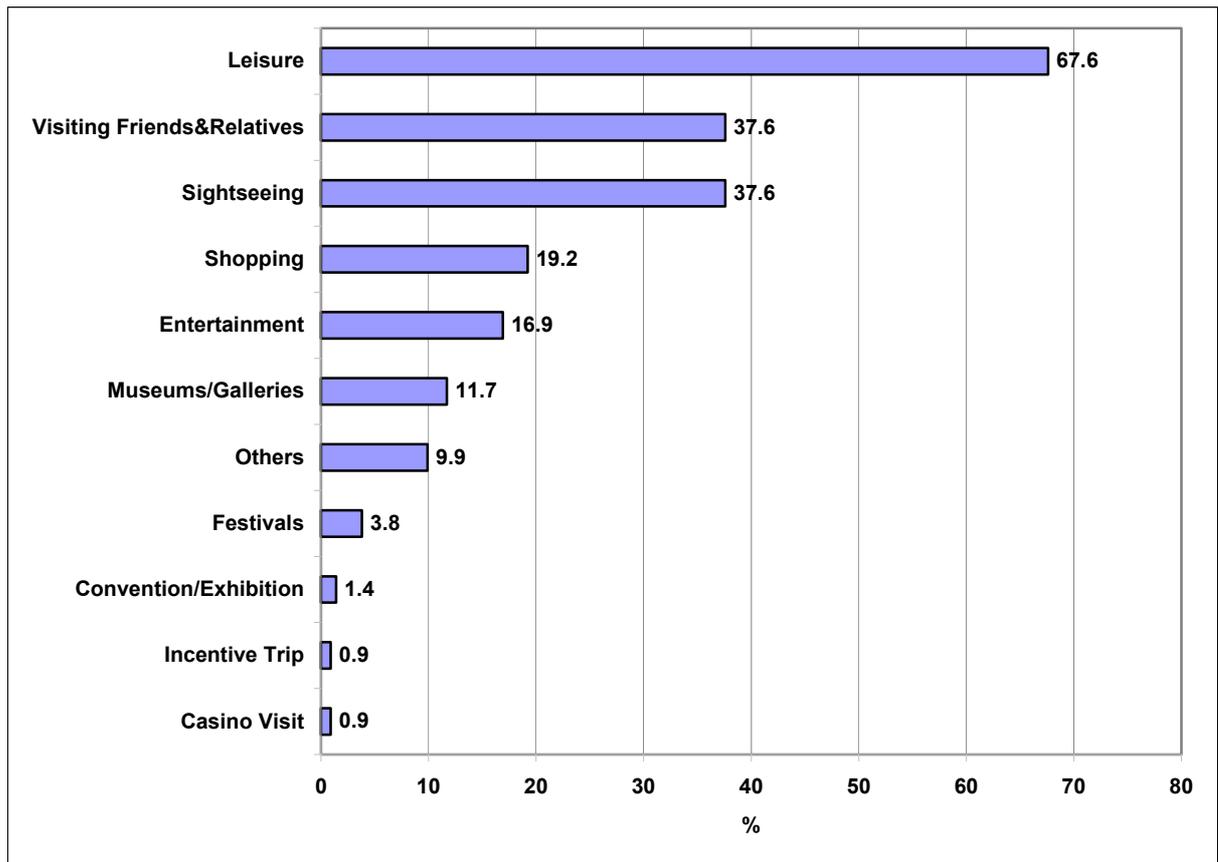


Fig. 6.2.2.1: Reasons for a visit (own data; n=213; multiple answers were possible)

The survey's respondents are generally distinguishable into two groups. One group mentions multiple reasons to visit the capital (56.0%). The other group (44.0%) expresses only a single reason for their visit in Metropolitan Manila. This underlines the assumption of tourism scholars that more travellers are driven by a bundle of reasons to visit a place (cp. chapter 2.3.3.1)

The knowledge about activity preferences of visitors is an important aspect, as it reveals which segments of a destination's activity opportunities are frequently used by the visitor and which are used to a lesser extent. This knowledge will be helpful to streamline the activity opportunities to the needs of the visitors. In order to identify which activities are important for Metropolitan Manila's visitors, respondents were asked to rank a set of given activities with regards to their single importance for each activity. The survey used activity attributes identified during the exploratory phase of this study.

More than three-quarters of all respondents show a notable affinity towards educational activities during their stay in the capital (85.0% cp. fig. 6.2.2.2).

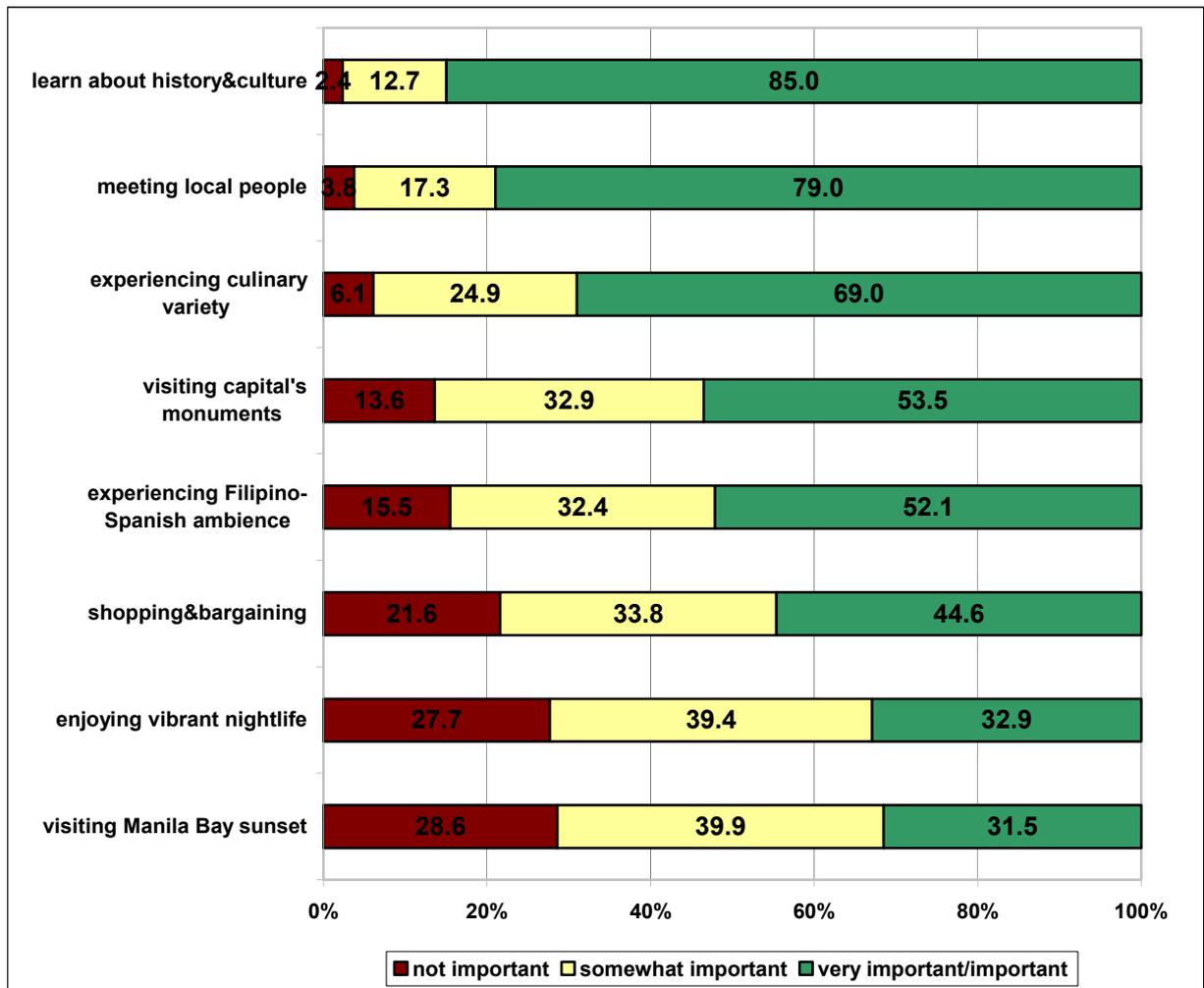


Fig. 6.2.2.2: Respondents' activity preferences (own data; n= 213)

To a considerable extent, respondents agree on the importance of interpersonal contacts to local people (79.0 %). Further activities of notable proportion are related to the unknown and multifaceted cuisine within the host city and sightseeing activities particularly at the capital's monuments. This underlines, that the main activities of the capital's visitors are related to intellectual self fulfilment through learning as well as relaxation and refreshment through common sightseeing activities with focus on the culture and the heritage of the capital. In contrast, activities like shopping or visiting the Manila Bay view at sunset and nightlife activities are clearly less important to the respondents. There is evidence to suggest, that this supply features of the capital's tourism product are lesser frequented by the current visitor.

6.2.3 Activity spaces

In order to identify major activity areas of tourism in the metropolis, it was necessary to receive information about points of interest visitors had already visited but also information about points of interest they intend to visit further during their stay. This provides the opportunity to design a more accurate picture of the distribution of visitor flow within Metropolitan Manila.

Accomplished visits

Referring to visits at points of interest 197 respondents express to have visited attraction areas within the metropolis already. Sixteen respondents do not mention any visited point of interest. Instead, they state locations outside the limits of the NCR. With regards to already visited attraction points, 129 respondents mention having visited attraction sites only in one city within the NCR. Further 68 respondents mention to have already visited attraction points in more than one city of the capital. The respondents gave 653 valid single answers.

The survey suggests that five city areas or points of interest within these cities are already visited by the respondents during the time of the survey (cp. fig. 6.2.3.1). A comparison at city level discloses that the majority of visitors concentrate their visits to points of interests within the City of Manila (84.2%).

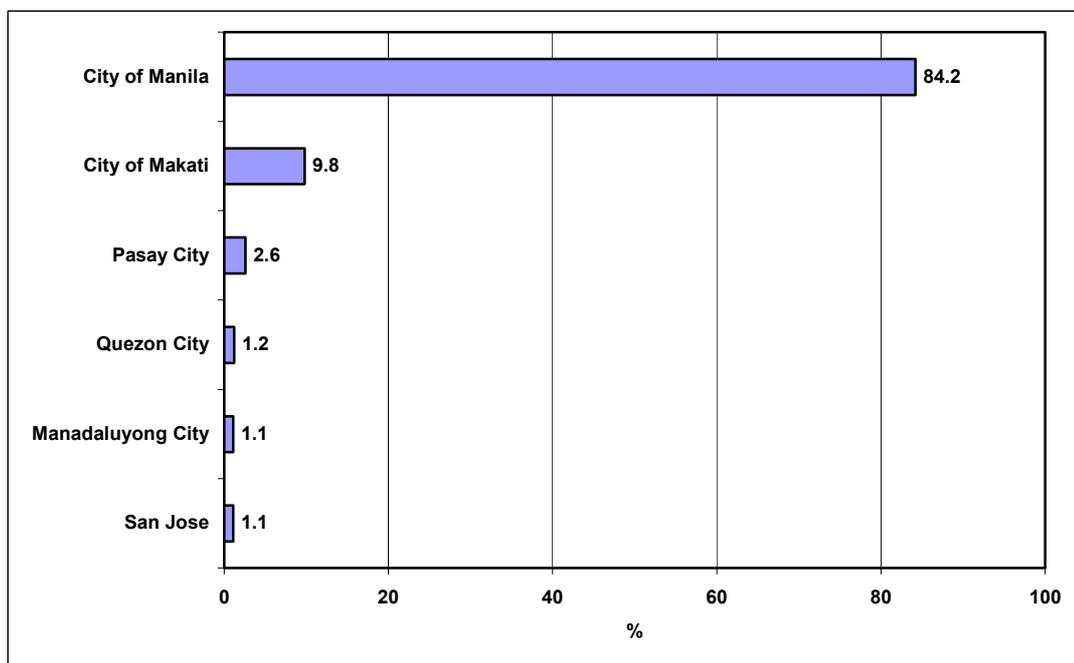


Fig. 6.2.3.1: Accomplished visits at points of interest divided by cities (own data; n=197)

The City of Makati seems to be less attractive for the respondents because much fewer respondents state to have visited attraction points in the City of Makati (9.8%). The survey suggests further that Pasay City, Quezon City, Mandaluyong and San Jose has been visited to a limited extent by the respondents and seem to be not very attractive for a visit. Points of interest visited in the remaining 12 cities of the metropolis were not mentioned at all.

With regards to the City of Manila, the survey discloses further that nine districts or points of interest within these districts were visited by the respondents (see fig. 6.2.3.2). A breakdown to the district level in the City of Manila reveals that more than half (52.9%) of the responses are referring to Intramuros or its attraction points. This emphasizes that the old walled city is by far the core activity area for visitors in the NCR underpinning its status as anchor attraction

in the metropolis. Another attractive district can be seen in Ermita, which is the second most visited area. To a lesser extent, Malate (12.7%) and Binondo-Chinatown (5.6%) are in the focus. Very few respondents mention to have visited points of interest in other districts.

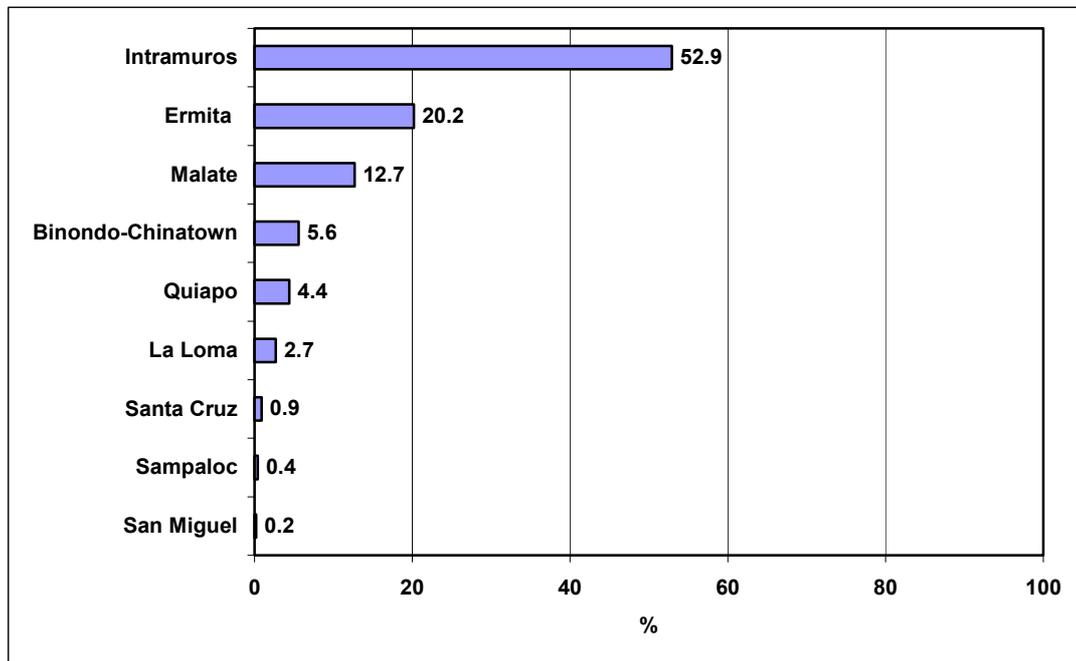


Fig. 6.2.3.2: Accomplished visits at points of interests divided by districts City of Manila (own data; n=197)

In the City of Makati, only three districts or points of interest within these districts are in the focus of the respondents, which are Legaspi (39.1%), Fort Bonifacio (10.9%), and Poblacion (3.1%).

Intended visits

With regards to intended visits to points of interest within the metropolis, 134 respondents express the intension to visit further areas after the already visited attractions. Altogether 75 respondents intend to visit more than one area or point of interest further during their stay and 60 intend to visit only one area or point of interest afterwards. The remaining 79 respondents do not intend to visit any further attraction point within the metropolis. The respondents gave 261 valid single answers.

The survey suggests that six city areas, or points of interest within these cities, are targets of intended further visits by the respondents (cp. fig. 6.2.3.3). The majority of respondents intend to visit further attraction locations within the City of Manila (82.0%) or attractions points in the City of Makati (11.1%). Further cities are target areas to a lesser extent.

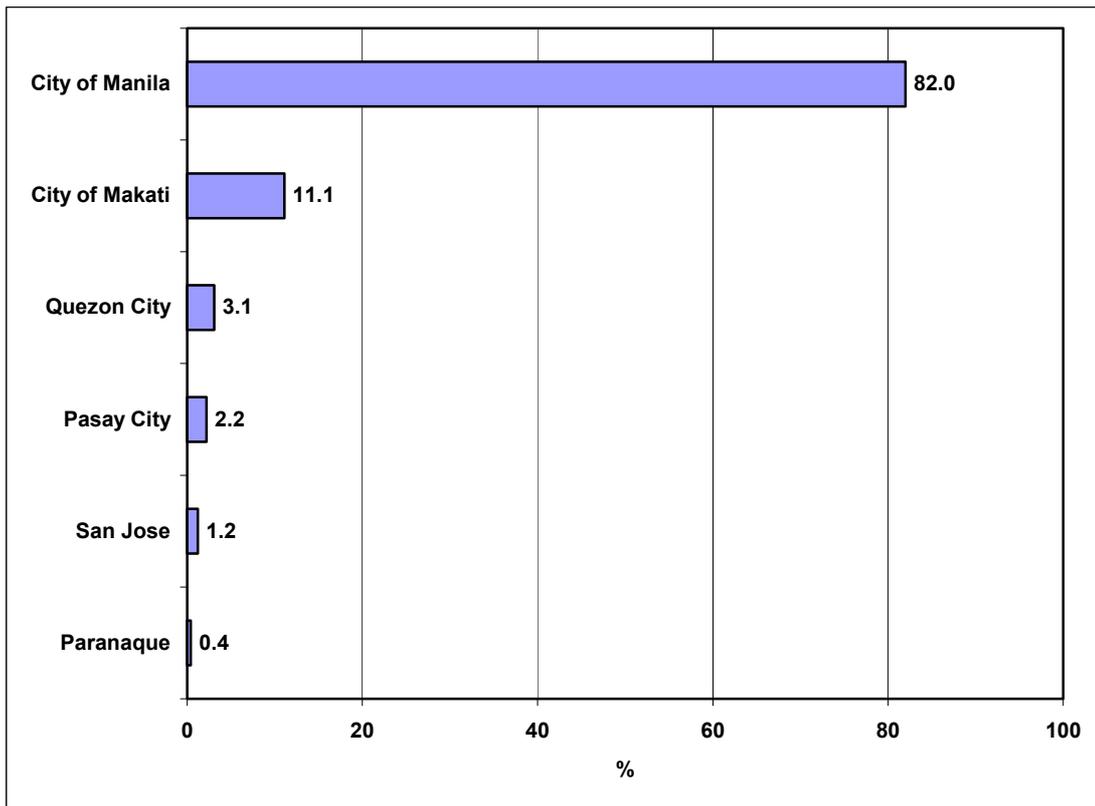


Fig. 6.2.3.3: Intended visits at points of interest divided by cities (own data; n=134)

A break down to district level within the City of Manila reveals that the respondents intend to visit points of interests in eight city districts (cp. fig. 6.2.3.4) mostly in Malate (32.7%), Intramuros (27.1%), and Binondo-Chinatown (14.7%).

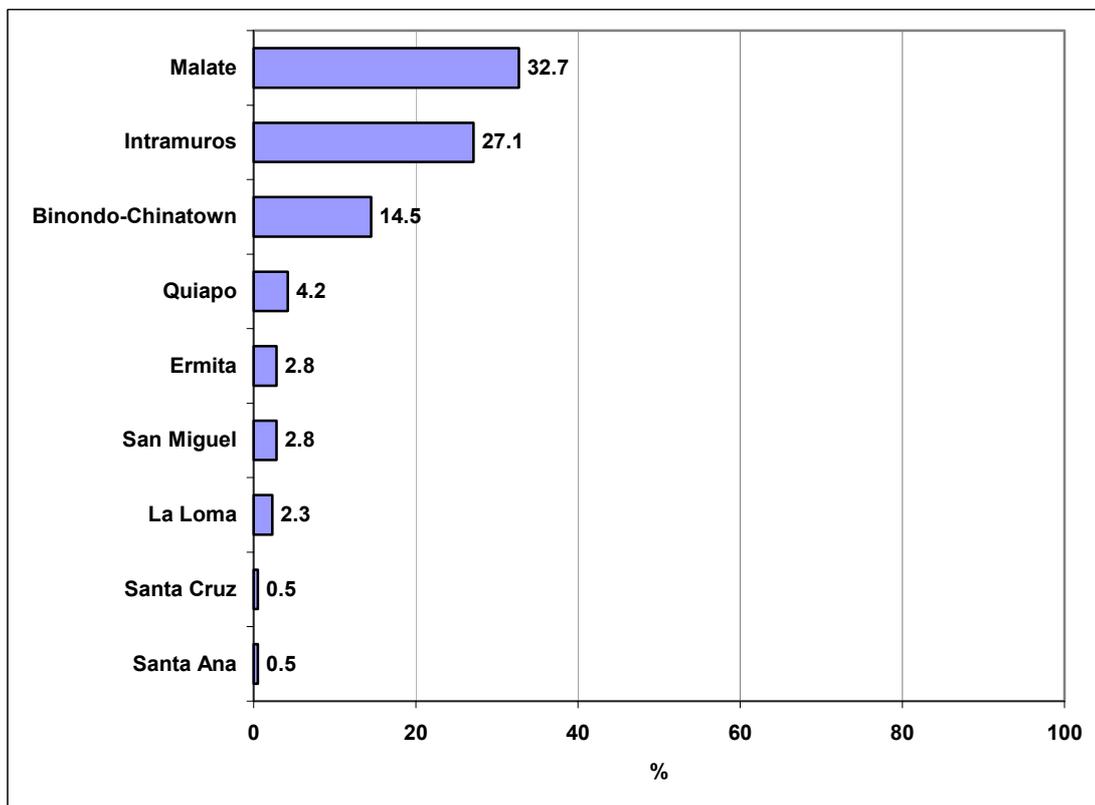


Fig. 6.2.3.4: Intended visits at points of interest divided by districts City of Manila (own data; n=134)

Referring to activity areas of visitors within the NCR, the survey suggests, that the core areas of interest are concentrated within the City of Manila. A secondary core can be identified within the City of Makati. This emphasizes that the current visitor flow is narrowly limited to areas with a distinct density of tourism infrastructure leaving other potential areas for tourism in the metropolis idle (cp. chapter 4).

After identifying the core areas of visitor activities in the capital, the discussion turns now to the visitor's perception of the capital. The following chapter will illustrate results with regards to the uniqueness of the destination and the overall perception of questioned visitors.

6.3 Destination image

As discussed in chapter 2.4.2, destinations are perceived in terms of uniqueness, holistic impressions and single attributes. Unique features are the distinct attractions or must-see sights. Holistic impressions are mental pictures of physical characteristics or general feelings and atmospheres. The attribute-based component is the perception of the destination in terms of pieces of information on individual features. Unique and holistic features are retrieved best through free elicited associations, against which the attribute based perception is determined best through scaled attribute lists (cp. chapter 3.2.2).

Different socio-cultural backgrounds are able to affect perceptions (cp. chapter 2.3.3.2). The survey included respondents from two greater cultural affiliations from Asian and Caucasian origin. Hence, results of Asian and Caucasian respondents are illustrated separately from each other taking the cultural affiliation into account. As Caucasians classified respondents from European countries, North America, Russian Federation, Australia and New Zealand. Respondents from the Middle East were assigned to the Asian group and participants from South America were added to the Caucasian fraction.

Unique features of Metropolitan Manila

Most Asian respondents (94.2%) stated all three attributes referring to unique features. Further 1.9% phrased two associations and 3.8% mentioned one attribute. On average the Asian respondents expressed 2.75 elicited attributes. In contrast, less than two-thirds (61.1%) of the Caucasian respondents expressed all three associations required. More than one fifth (23.0%) answered two attributes and 15.9 % stated one association. In average 2.4 attributes are expressed by the Caucasian respondents.

Most elicited attributes verbalized by the respondents are substantives, and referred generally to the physical attraction elements within the NCR. To a very limited extent, atmospheres or ambience are perceived as unique by either of the respondent groups. The majority of the phrases had a neutral character and did appear neither associated with a positive adjective nor with a negative adjective. After Reilly (1990:22), responses given by at least 5% of the whole

sample can be considered as relevant. Following this assertion, figure 6.3.1 gives an overview of the eleven relevant features for the Asian respondents:

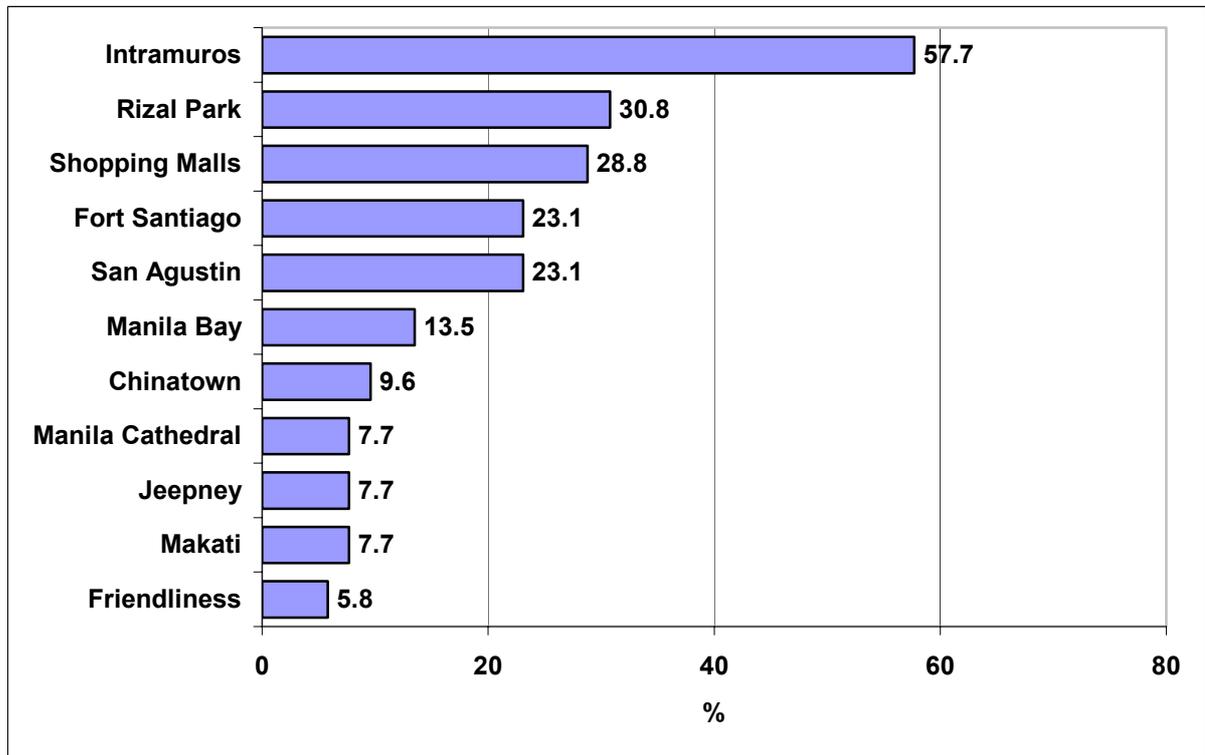


Fig. 6.3.1: Frequencies of distinctive attributes Asian respondents (own data; n=52)

More than half of the Asian respondents view Intramuros as the most unique attraction within the metropolis (cp. fig. 6.3.1). Moreover, one fifth of the Asian visitors see further unique features related to the Spanish-Filipino heritage as they mention San Agustin Church and Fort Santiago. This emphasizes the significant effect, the colonial and Christian features have as unique elements for Asian visitors and can be seen as a competitive advantage of the capital in the regional tourism market. Still one third of the Asian respondents experience Rizal Park as a unique element and almost one third state that the numerous and vast shopping malls are unique attractions. Other attraction points own values of distinctiveness to a lower extent. Manila Bay, the Chinese-Filipino heritage (Chinatown), the Jeepney³⁷ as the icon of the public transport, and features of modernity (Makati CBD) seem to have a certain distinctive appeal on the Asian respondents. Noticeably, only one relevant item refers to an atmosphere. The friendliness is regarded as unique. This indicates, that particular the unique built colonial features fail to emanate an accompanying supporting unique atmosphere.

³⁷ Jeepneys are the most popular and inexpensive means of public transportation in the Philippines. They were originally made from US military jeeps left over from World War II and are well known for their flamboyant decoration and crowded seating. They have also become a symbol of Philippine culture.

Comparably, the Caucasian respondents regard Intramuros as the most unique feature in the metropolis (cp. fig.6.3.2), underlining the importance of the built colonial heritage as a competitive tool in the international tourism market.

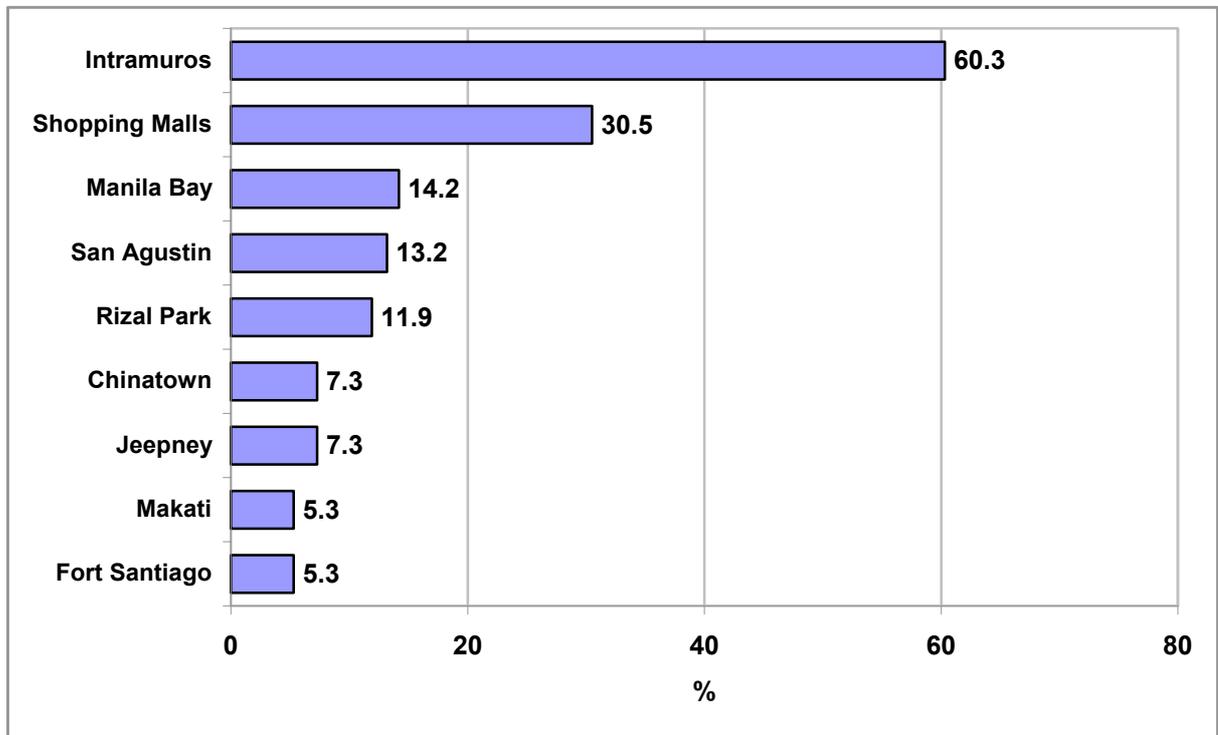


Fig. 6.3.2: Frequencies of distinctive attributes Caucasian respondents (own data; n=161)

Like the Asian respondents, the Caucasian participants experience the numerous and vast shopping malls as unique. Natural features are seen as distinctive as well by Caucasian respondents. But in contrast to the Asian respondents, the Caucasian participants regard Rizal Park to a much lesser extent as a unique attraction point. Instead, Manila Bay seems to be more unique to Caucasian visitors. Further associations by the Caucasian respondents relate also to uniqueness of the Filipino-Chinese heritage within Chinatown and the legendary Jeepney transport system with its colourful and creatively styled vehicles.

Holistic impression about Metropolitan Manila

Most of the Asian respondents were able to give three associations (88.5%). Another 9.1% pressed two attributes and 1.9% stated one keyword. On average, 2.9 associations were stated per respondent. The given associations did not only cover answers with purely tourism related content. The variety of given associations contained socio-cultural aspects, economic aspects and environmental issues (tab. 6.3.1 and appendix D). The majority of respondents preferred to use adjectives as descriptors or judgemental adjectives in combination with nouns (e.g. ‘bad traffic’). The adjectives could be categorized into descriptor categories of which 13

reached more than 5% (cp. tab. 6.3.1). Seven descriptor categories own negative connotations. Five categories are neutral and one category includes positive associations.

	Used descriptor attributes	%
1.	crowds of people, crowded, dense, overpopulated, congested, full, lots of people, overcrowded	53.1
2.	dirty, polluted, sleazy, filthy	40.8
3.	bustling, busy, melting pot, vibrant, lively, full of movement, action, fast-paced	34.7
4.	friendly, friendly people, hospitable, charming people, welcoming people, happy people, friendliness, smile, smiling, warm-hearted	22.4
5.	traffic chaos, heavy traffic, bad infrastructure, traffic congestion, too much traffic	18.4
6.	disorganized, disorder, unorganised, chaotic, unplanned, messy, chaos	10.2
7.	warm, hot, sunny, tropical, steamy, rainy, humid	10.2
8.	dangerous, unsafe, danger, wariness	10.2
9.	huge, large, big	8.2
10.	some history, historic, historical, interesting history, colonial, old	8.2
11.	mixed, multifaceted, complex, mix, cosmopolitan, multicultural	8.2
12.	intimidating, suffering, subtle, heavy, rough, tough, shacking, complicated, sad, hassling	6.1
13.	city of contrast, full of contrasts, contrasts, contradictory, social disparity, contrasts rich/poor, contrasts of extremes	6.1

Tab. 6.3.1: Descriptor attributes Asian respondents (own data; n=52, attribute categories > 5%)

The identified descriptor categories of Asian respondents suggest that rather negative impressions shape the respondent's perceptions. Particularly, impressions referring to issues on mega-urbanization seem to exert a superior effect on the respondents. Associations about overpopulation (53.1%) and untidy condition (40.8%) are the most stated descriptors. Additionally, more than one third of the Asian respondents perceive the capital as a city with a bustling atmosphere. At least one fifth of the Asian respondents perceive the residents as hospitable as the only positive impression given above the 5% margin. Further perceptions are related to the bad traffic situation and disorganized environment. Some respondents express their view about the city with a 'rough' and 'saddening' atmosphere.

Almost all Caucasian respondents stated three associations (96.9%). Remaining 3.1% expressed two associations. On average, 2.9 associations were given from each respondent. In general, associations focused on socio-cultural aspects, economic aspects and environmental issues. Comparably to the Asian respondents, the majority of responses were adjectives as descriptors or judgemental adjectives in combination with nouns (e.g. 'charming people'). The responses could be categorized into descriptor categories of which 12 produced by more

than 5% of the respondents (cp. tab. 6.3.2). Seven descriptor categories own negative connotations. Four categories are neutral and only one category includes relevant positive associations.

	Used descriptor attributes	%
1.	dirty, polluted, sleazy, filthy, seedy	49.7
2.	crowds of people, crowded, dense, populated, overpopulated, congested, full, lots of people, overcrowded, too many people	36.6
3.	bustling, busy, melting pot, vibrant, lively, full of movement, action, fast paced	26.7
4.	warm, hot, sunny, tropical, steamy, rainy, humid	25.5
5.	friendly, friendly people, hospitable, charming people, welcoming people, happy people, friendliness, smile, smiling, warm-hearted	23.6
6.	traffic chaos, heavy traffic, bad infrastructure, traffic congestion, too much traffic	23.6
7.	disorganized, disorder, unorganised, chaotic, unplanned, messy, chaos	16.8
8.	poor, third world, people still live under bridges, underdeveloped, no improvement, developing country	11.8
9.	some history, historic, historical, interesting history, colonial, old	8.1
10.	intimidating, suffering, subtle, heavy, rough, tough, shocking, complicated, sad, hassling	8.1
11.	huge, large, big	7.5
12.	loud, noisy	7.5

Tab. 6.3.2: Descriptor attributes Caucasian respondents (own data; n=161, attribute categories > 5%)

Similarly to the Asian group the negative effects related to mega-urbanization in Metropolitan Manila dominate the perception of the Caucasian respondents. The capital is perceived mostly as dirty and overpopulated. Positive impressions cross the respondent's mind only to a limited extend and refer to the hospitality of local people. Further perceptions are related to the chaotic traffic situation and the overall disorganized environment. It can be noted that socio-economic aspects like urban poverty are mentioned to a lower extent, even though areas like the historic city centre harbour visible areas of informal settlements.

Attribute-based perceptions

Beside free elicitation of associations, visitors were also asked to evaluate 16 defined attributes about the capital from their point of view. On one side, this served to retrieve the attribute based perception. A further advantage is the possibility to retrieve image attributes respondents were not conscious about in the moment of the free elicitation but might be important to him. The survey used attributes identified during the study's exploratory phase.

Most respondents were able to evaluate the formulated attributes on the scaled attribute list according to respondent's degree of agreement or disagreement.

Most Asian respondents agree on the hospitality of the residents (86.5%). Respondents consent to the westernised atmosphere (84.6%, cp. fig. 6.3.3) of the capital and acknowledge its general reputation to offer attractive shopping opportunities. A notable proportion endorse that the NCR is historically interesting and of cultural value. Further considerable consent remains about the cosmopolitan flair and the vibrancy of the nightlife. In contrast, Asian respondents have doubts about the cleanliness and the safety.

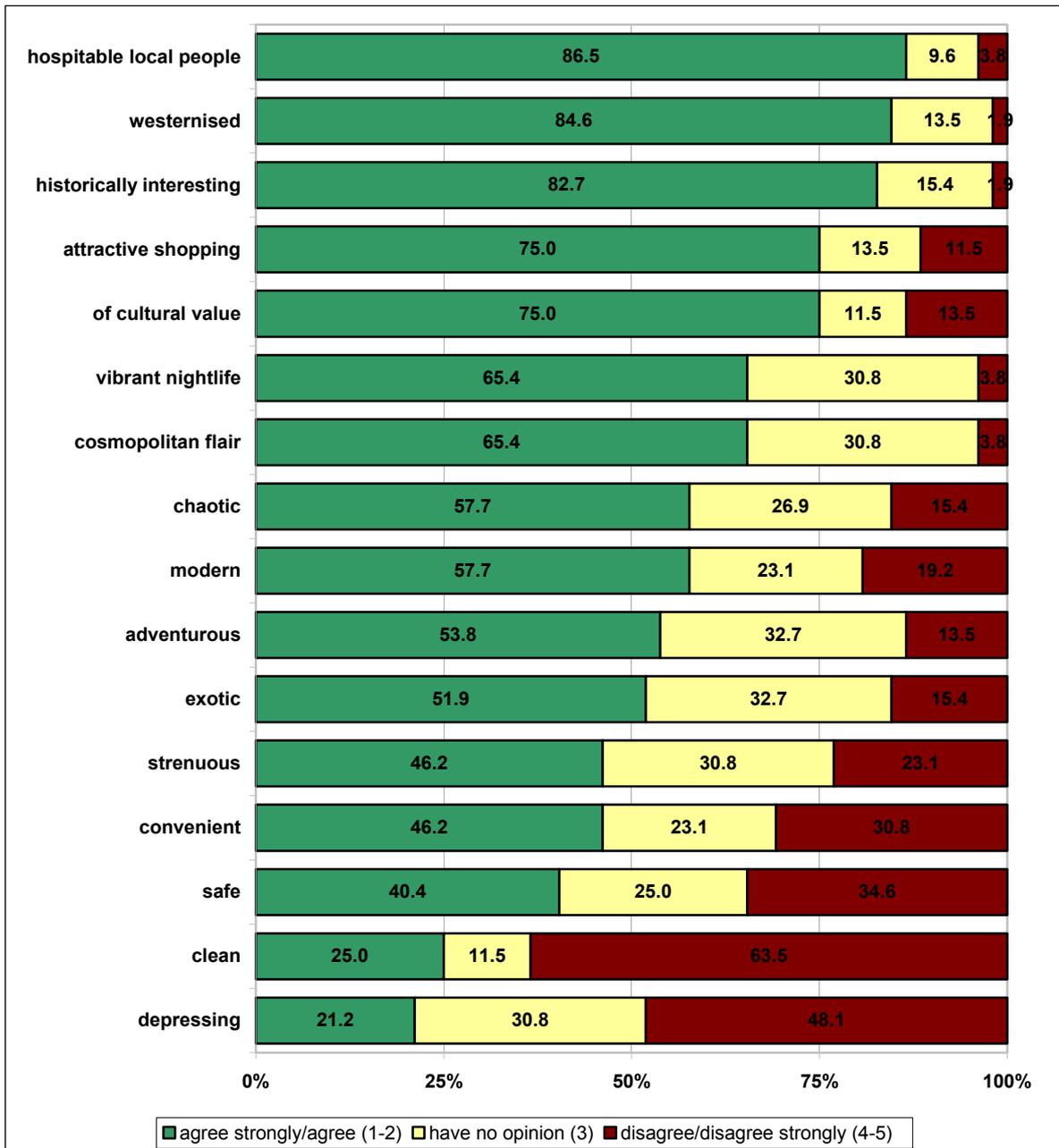


Fig. 6.3.3: Frequencies of consent on image statements Asian respondents (own data; n=52)

More than one third of the respondents disagree that the capital would be a safe place. A considerable number regard the NCR as a modern city but with chaotic environment. More than half of the respondents agree that the capital is exotic. In general, the responses suggest an image of a westernised, historically interesting and cultural valuable city with hospitable populace. On the other side, doubts about cleanliness, safety and chaotic environment are marring positive aspects.

The majority of the Caucasian respondents agreed on the hospitality of the populace in the capital (90.7%, cp. fig. 6.3.4). Considerable consent is expressed on the statement that the NCR is historically interesting and of cultural value. But beside historical and cultural features, respondents agree also that the city is also westernised and confirm to a notable extent the common assumption on Metropolitan Manila being an attractive shopping location.

Apparently, respondents also affiliate Metropolitan Manila with negative impressions. More than three-quarters of the respondents disagree with the statement of cleanliness.

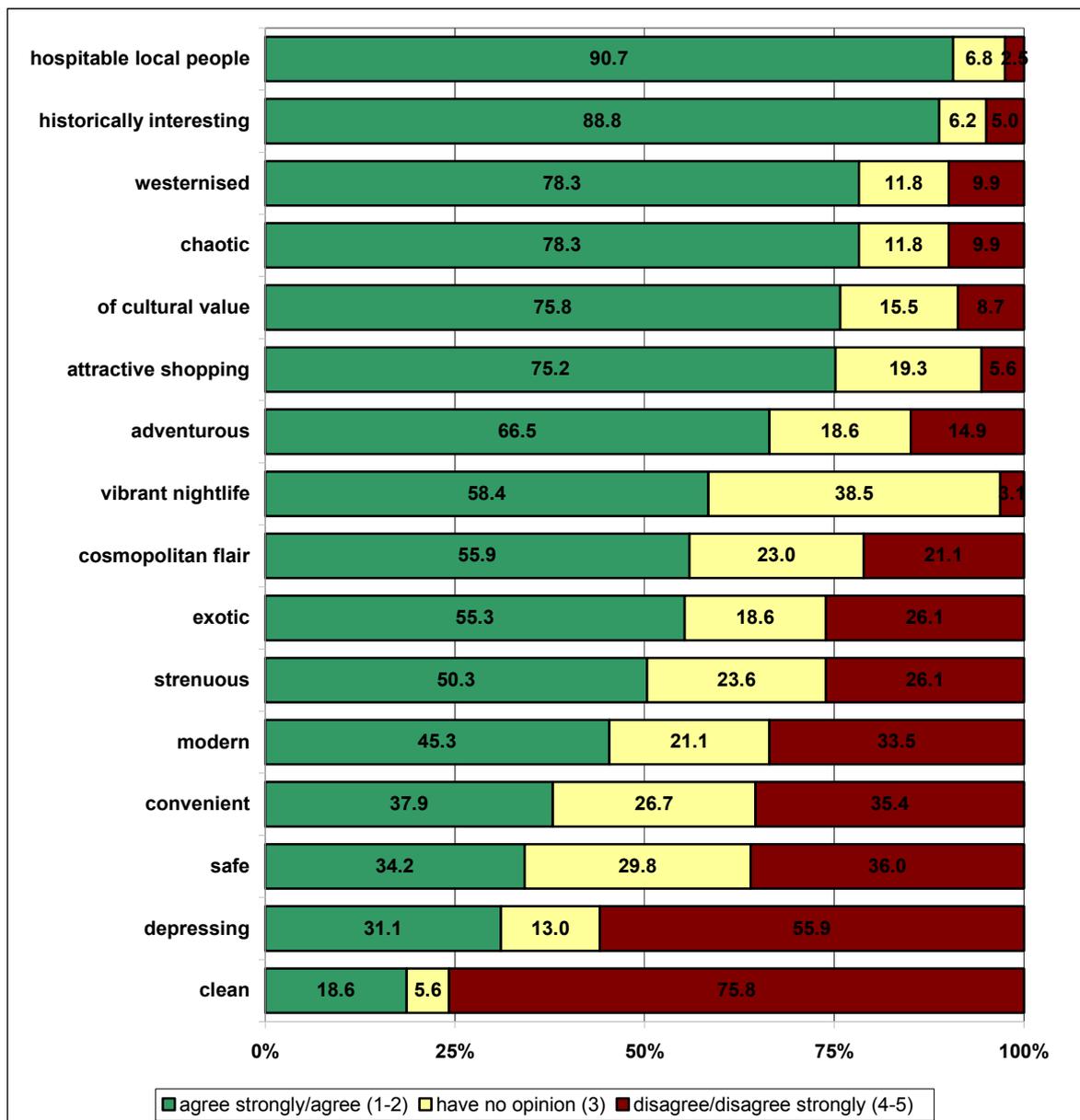


Fig. 6.3.4: Frequencies of consent on image statements Caucasian respondents (own data; n=161)

Further, a chaotic and strenuous environment is acknowledged to a considerable extent. At least one third of participants disagree, that the capital would be safe and convenient.

Spatial perception

Studies on the spatial perception of urban areas are often undertaken by the sketch map technique, which retrieve mental maps from the respondents (cp. chapter 2.3.3.2). The understanding in which way visitors come to know about a destination area has a significant value for the application of promotion and commercial viability of tourist attractions and destinations. The knowledge about mental maps held by visitors is important in order to identify desirable or undesirable locations at a destination, travel patterns and visitor experiences.

The majority of the respondents (87.3%) were able to draw valid sketch maps. Only few respondents (12.7%) were not able to fulfil the task. More female than male participants drew sketch maps. Three main types of sketch maps have been created by the respondents:

- Simply structured sketch maps with spatial reference (districts, areas, landmarks, 58.1 %).
- Sketch maps of higher spatial complexity (districts, landmarks, pathways, edges, 18.2%).
- Sketch maps without spatial reference (purely symbolic drawings, purely text attributes, annotated drawings, 23.7%)

This supports the assumption that visitors at destinations mainly build knowledge about landmarks and districts (WALMSLEY & JENKINS 1992:279). With a time lag, they will gain more complex knowledge about paths through the destination.

According to LYNCH (1960:7; 1985:249), images of a city are highly individualistic, but a basic public or common image exists, which is often similar in very diverse cultures. The public image is represented by the overlap of many individual images. Also KNOX & PINCH (2000:223) argue that specific aspects of imagery of places will be held in common by large groups of people despite different socialisation, experiences and values.

The sketch maps with spatial reference were used to design a common image respondents have about the capital. Hence, the top-15 elements drawn by the respondents were assembled in one map (cp. fig. 6.3.5) referring the two major cultural affiliations of the respondents. The respondents internalised only a very partial and limited spatial image of the capital.

The results suggest that visitors have the most detailed spatial knowledge within the City of Manila in both groups. The results suggest further that spatial recognition within the destination occurs quickly. The spatial knowledge within the City of Manila is still of incomplete nature. Several prominent points of interests are not included in either group. Further, the City of Makati, Quezon City and Chinatown are only drawn as areas without significant landmarks. This suggests that visitors are not completely aware of what the city has to offer. Particularly, museums, galleries, botanical gardens and the Manila Zoo are not among the most frequently drawn elements. This suggests that these facilities are not acknowledged in the local tourism market to the extent possible.

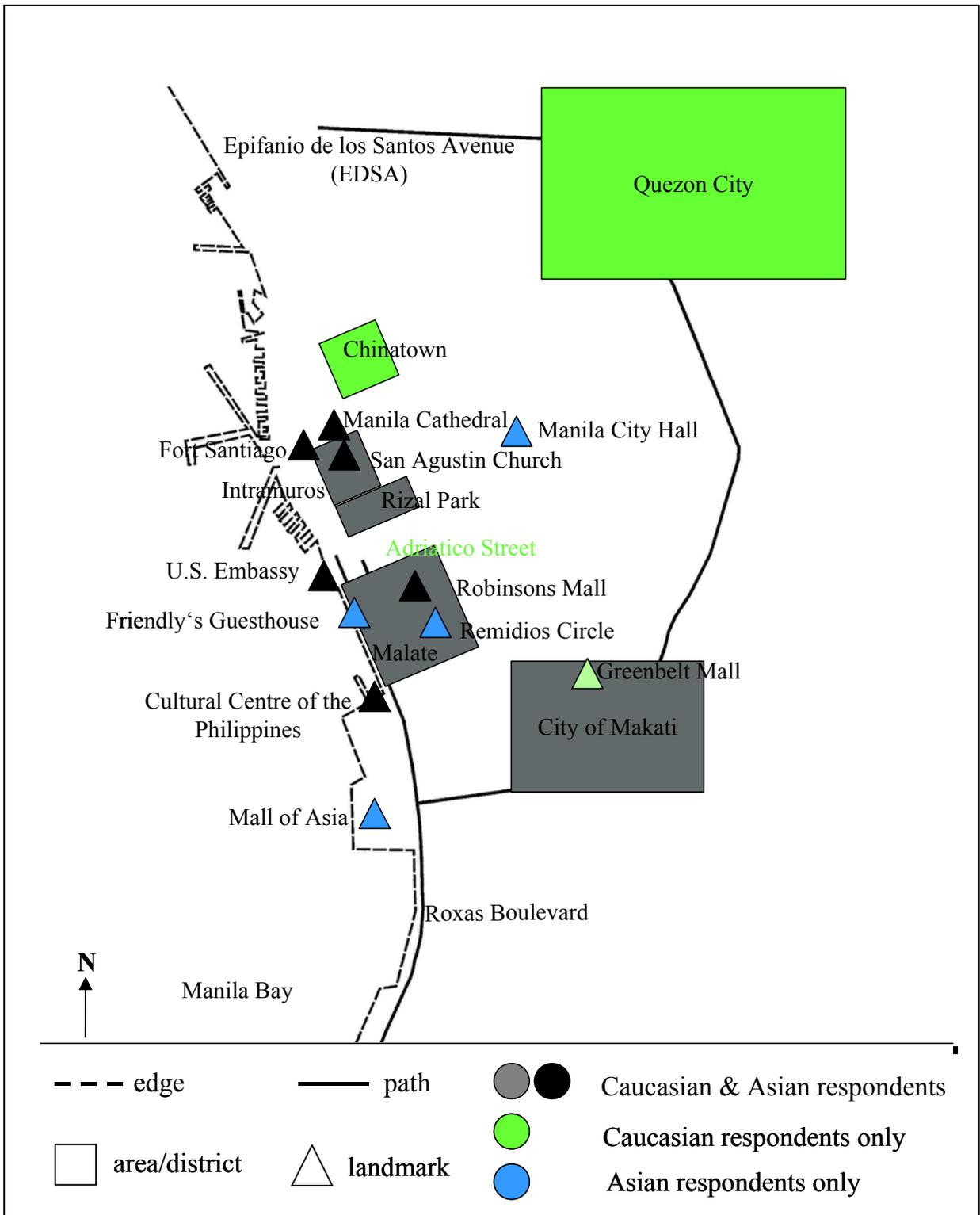


Fig. 6.3.5: Common spatial image of Metropolitan Manila based on respondents top 15 sketched items (own data, cartography: Jung, n=188)

At this point it should not be concealed that the method of the sketch map technique is not unproblematic. Sketch maps are idiosyncratic, partial and distorted images of cities. Substantial factors like time pressure or understanding of the task asked for in the survey were not evaluated. Notwithstanding the results reveal that a common or public spatial perception and knowledge by the respondents exists.

6.4 Visitor satisfaction

Visitor satisfaction is studied in tourism research in particular to evaluate visitor's importance and satisfaction level towards tourist product elements. Referring to consumer behaviour, the satisfaction level affects visitor's intention to return. Increased satisfaction will result in increased return visits to the same destination. The importance-satisfaction attributes in this study were retrieved through a questionnaire during the exploratory phase (cp. chapter 3.1.2).

In order to examine the two different segments regarding the cultural affiliation of the respondents, the importance-satisfaction means are calculated for the sub-samples Asian and Caucasian respondents. The importance-satisfaction grid positions are based on the grand means of each sub-sample. The following importance-satisfaction grid in figure 6.4.1 shows the overall ratings of the Asian group.

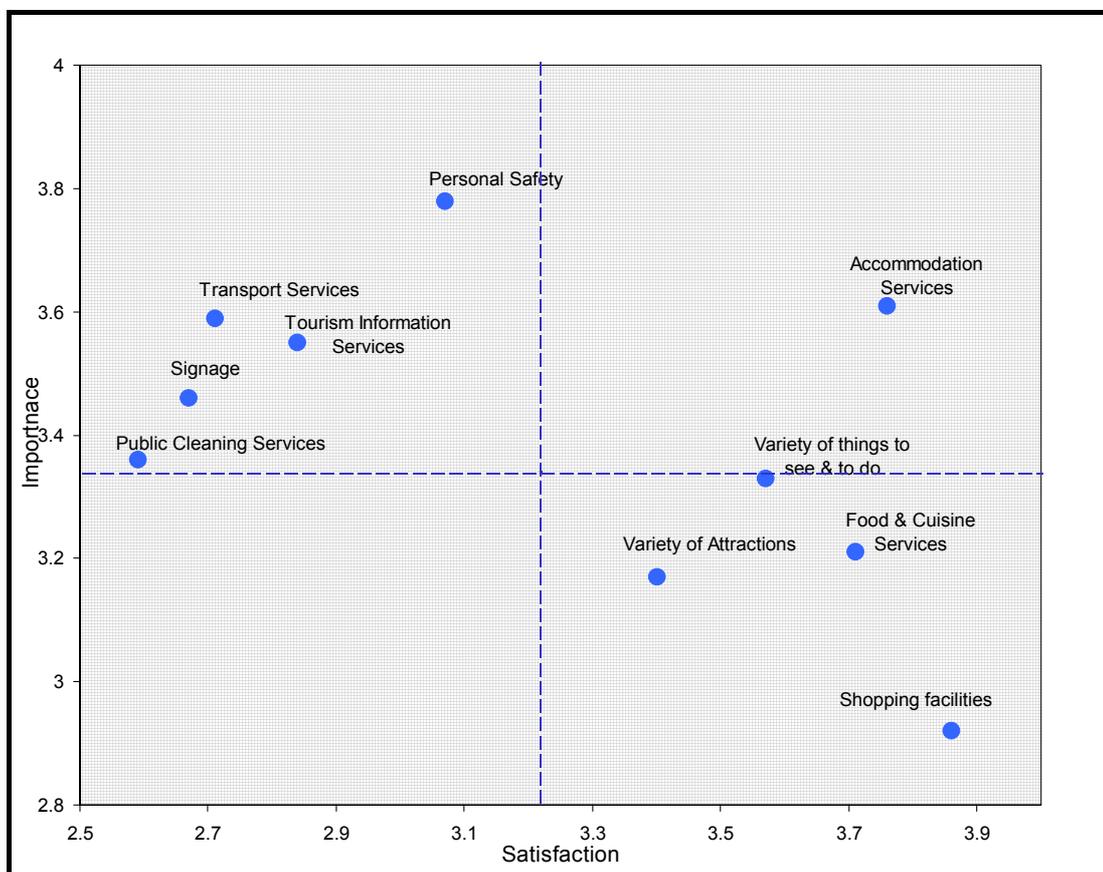


Fig. 6.4.1: Importance-Satisfaction matrix for Asian respondents (own data, n=52)

The Asian respondents rank six items as important (cp. fig.6.4.1). The cross hair is defined by the grand means for satisfaction $X=3.22$ and importance $X=3.36$. Only accommodation services are considered as important and satisfying in the upper right quadrant. In the lower right quadrant variety of things to see and to do, variety of attractions, food and cuisine services as well as shopping facilities are positioned. Five items are seen important but dissatisfying and positioned in the upper left quadrant, which are transport services, tourism information services, public cleaning services, signage and personal safety.

Item	Importance Mean	Satisfaction Mean
Transport Services	3.59	2.71
Accommodation Services	3.61	3.76
Food Services & Cuisine	3.21	3.71
Variety of things to see & do	3.34	3.57
Signage	3.46	2.67
Shopping facilities	2.92	3.86
Personal Safety	3.78	3.07
Public Cleaning Services	3.36	2.59
Variety of attractions	3.17	3.40
Tourism Information Services	3.55	2.84

Tab. 6.4.1: Mean values of importance/satisfaction for Asian respondents (own data, n=52)

The Caucasian group considers eight items as important above average (cp. fig. 6.4.2).

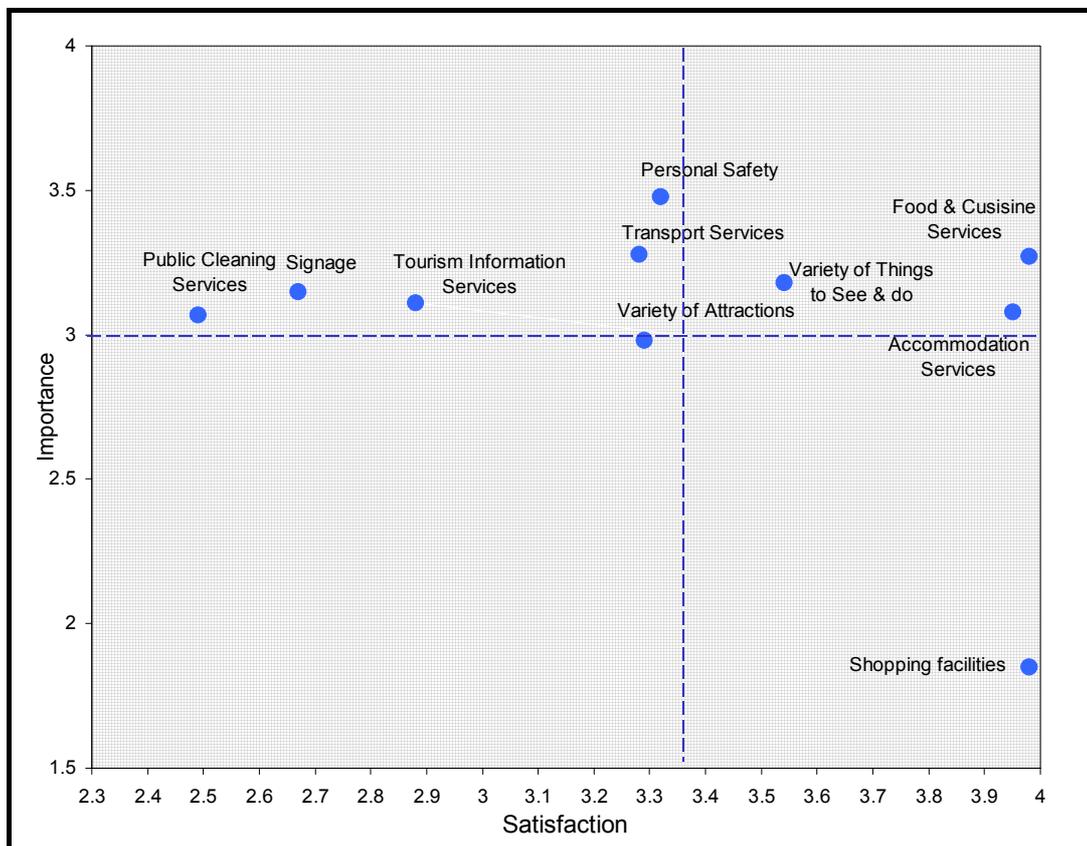


Fig. 6.4.2: Importance-satisfaction matrix Caucasian respondents (own data, n=161)

The cross hair is located at mean score for all ten items with $X=3.36$ for satisfaction and $X=3.0$ for importance. The upper right quadrant includes food and cuisine services, variety of things to see and to do and accommodation services as satisfying. Shopping facilities are not of importance and appear satisfying to the respondents. Five items are located in the upper left quadrant. Public cleaning services, signage, tourism information services, transport services, personal safety and variety of attractions are dissatisfying.

Item	Importance Mean	Satisfaction Mean
Transport Services	3.28	3.28
Accommodation Services	3.08	3.95
Food Services & Cuisine	3.27	3.98
Variety of things to see & do	3.18	3.54
Signage	3.15	2.67
Shopping facilities	1.85	3.98
Personal Safety	3.48	3.32
Public Cleaning Services	3.07	2.49
Variety of attractions	2.98	3.29
Tourism Information Services	3.11	2.88

Tab. 6.4.2: Means values importance/satisfaction for Caucasian respondents (own data, n=161)

6.5 Summary

The aim of the previous chapter was the identification of the current visitor typology with regards to their motivations, activity preferences and activity spaces. Further the elaboration of the capital's image, spatial perception and the visitor's satisfaction level. Conclusively, the following findings can be outlined to give answers on the sub-questions from chapter 2.6:

Why do people visit the destination?

- Most of the respondents have multiple reasons for the visit in the metropolis.
- The leisure and sightseeing element as well as visiting friends and relatives appear to be the major reason to visit Metropolitan Manila.
- Gambling, museums, galleries and festivals are minor reasons to visit the metropolis, indicating a lack of promotional activities of these important elements of the capital's tourism product.

Which areas are visited and what are visitor's activities?

- The visitor activity areas concentrate mainly within the City of Manila and to a lesser extend in the City of Makati, indicating that other potential areas are either unattractive and/or less promoted to the visitor.
- Accommodations are mainly sought in the City of Manila.
- The historic city centre Intramuros is the mostly visited area, which identifies the precinct as the anchor attraction of the metropolis. Further frequently visited areas are Ermita, Malate, Binondo-Chinatown, Legaspi and Fort Bonifacio.
- Activity preferences are related to intellectual and social components. Intellectual components in that form that visitors engage in mental activities such as learning and discovering the capital's culture and built heritage. The social component is notably relevant with the visitor's engagement in interpersonal relations while meeting local people.

How do visitors perceive the capital?

- The physical features of Metropolitan Manila's colonial past are seen as the most unique destination elements particularly the Filipino-Spanish heritage. Hence, this features must be seen and used as an important competitive tool for promotion in the regional and international tourism market.
- Visitors' impressions of the capital are mostly negative. Prevailing are impressions in relation to visible issues of mega-urbanization. Responses with positive connotations are rare and target on the hospitality of the local populace and the valuable built heritage. Metropolitan Manila fails to emanate a positive overall image or atmosphere.
- Metropolitan Manila is perceived as dominantly dirty, overcrowded, chaotic, unsafe but vibrant city which receives visitors with friendly people and is of cultural value, historically interesting but westernised.
- Respondents have the most detailed spatial knowledge within the City of Manila even though this knowledge is still of incomplete nature. Incompleteness of spatial knowledge appears to a much higher degree with regards to other areas or cities in the metropolis. This indicates that areas with potential tourism opportunities are avoided and/or weakly promoted.

How satisfied are visitors with the destination?

- Important aspects for Caucasian visitors during a visit in the capital are personal safety, transport services, food and cuisine services, variety of things to see and to do, tourism information services, signage, public cleaning services and accommodation services.
- Caucasian visitors are dissatisfied with personal safety, public cleaning services, signage, tourist information services and transport services.
- Important aspects for Asian visitors during a visit in Metropolitan Manila are personal safety, transport services, tourism information services, signage, public cleaning services and accommodation services.
- Asian visitors are dissatisfied with personal safety, public cleaning services, signage, tourist information services and transport services.

7. Evaluation of visitor attractions

As outlined in chapter 2.5, visitor attractions are interwoven within a city's fabric. A positive experience at an attraction can only be fully evolved if surrounding sceneries and inner sceneries are not repellent with regards to the experienced tangible and intangible setting.

This chapter presents results from sensorial evaluations at Metropolitan Manila's major attraction sites. The outline will first focus on their characterization. The evaluations are differentiated between attraction precincts or greater areas and single attractions. Surrounding scenery and the actual inner scenery of the attractions are separately evaluated. An extended photo documentation (cp. also appendix A) supports the results.

7.1 Characterization of selected visitor attractions

In total, 20 visitor attractions were selected for an evaluation. Among them are eleven precincts, or large areas, and eight single attractions (cp. tab. 7.1.1). Three are national historical memorials (Fort Santiago, Rizal Park and American War Memorial).

The characteristic features of the sights can be summarized as follows:

Visitor attraction	Precinct/ large area	Building	Green open space	Symbolic feature
Chinatown	•			Filipino-Chinese history, culture
Intramuros	•			Spanish-Filipino history, architecture
Quiapo district	•			Filipino culture, divine festivals, markets
Baywalk	•			View of Manila Bay, entertainment
Makati Poblacion	•			Filipino history, architecture, culture
American War Memorial	•		•	American period, WWII history
CCP	•		•	Performing arts, museum, Marcos era
Fort Santiago	•		•	Spanish-Filipino history, architecture
Paco Park	•		•	Local, national history
Rizal Park	•		•	Filipino-Spanish history, recreation
Manila Zoo	•		•	Local and exotic fauna and flora
Greenbelt Mall	•			Entertainment, shopping, recreation
Coconut Palace		•		Marcos era, architecture
Bahay Tsinoy Museum		•		Filipino-Chinese history, culture, society
National Museum		•		History of the Philippine Nation
Museo Pambata		•		Experience of science
Metropolitan Museum		•		Arts
Casa Manila		•		Filipino-Spanish history, arts, architecture
San Agustin Church		•		Church history, culture, arts, architecture
Ayala Museum		•		History of the Philippines, arts

Tab. 7.1.1: Characteristics of evaluated visitor attractions (source: own data from observations)

The prevailing features of chosen attractions are historical elements based on the socio-cultural roots of Filipino-Spanish and Filipino-Chinese societies or derive from younger periods in Filipino history as the American period, World War II and the Marcos era.

Shopping malls are chosen as contemporary entertainment and recreation attractions. In order to complete the evaluation, natural elements are chosen in form of parks, botanical gardens and the zoo.

7.2 Sensorial evaluations of selected visitor attractions

7.2.1 Precincts and greater areas

Surrounding Sceneries

The observations reveal that signage to the attraction areas is insufficient and unfavourable traffic conditions lead to a fraught venture with a difficult accessibility into the precincts (cp. fig. 7.2.1.1 and appendix A 1 fig. 1).

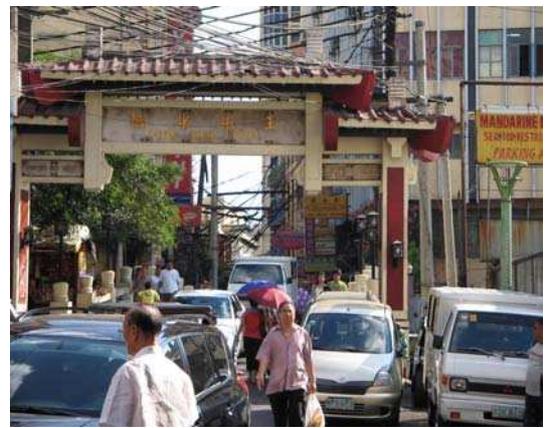


Fig. 7.2.1.1:City of Manila-left: Traffic congestion on the way to Paco Park Manila (Padre Faura Street west of Paco Park), right: Chinatown Ongpin Street southwest entrance (photos: Jung 2006/2007)

The traffic congestions and missing or blocked sidewalks are experienced as security risks. The unfavourable conditions at the majority of sceneries around attraction precincts in the City of Manila counteract positive impressions and ambience.

The surrounding sceneries appeared untidy, dirty and often chaotic, (cp. fig. 7.2.1.2 and appendix A fig. 2-5) which leaves the impression of neglect. Particularly, dilapidated infrastructure like sidewalks with potholes, obstacles and trip hazards, dilapidated buildings, decaying heritage buildings, polluted canals and informal settlements influence the experience negatively. The high degree of commercialisation (e.g. oversized billboards) around the attraction districts appeared disturbing.



Fig. 7.2.1.2: City of Manila-left: Dilapidated and decaying heritage building (Intendencia ruins at Magallanes Drive) at entrance gate of core attraction Intramuros, in front security guard in historical uniform, right: polluted canal in the surrounding district of Chinatown (Estero de la Reina west of Chinatown, photos Jung 2006)

Only three visited surrounding sceneries in the City of Manila fulfil observers need for cleanliness, security and legibility (cp. fig. 7.2.1.3 and appendix A fig. 6). These are areas around Rizal Park, the CCP and the Manila Zoo which are sufficiently clean, secure and tidy.



Fig. 7.2.1.3: City of Manila-left: Surrounding scenery Manila Zoo & Botanical Garden- one visitor attraction tester at pedestrian crossing (crossing M. Adriatico/President Quirino Ave. north of Manila Zoo), right: Surrounding scenery to CCP (Harbour Square north of CCP, photos Jung 2006/2007)

Contrary conditions are observed in the City of Makati. Two sceneries around visited precincts convince through their positive ambience. Except disturbing traffic congestions and missing signage, the well maintained and orderly set-up sustain the appeal of the Greenbelt Mall entertainment complex and the American War Memorial (cp. fig. 7.2.1.4 and appendix A fig. 7-10). Sufficient cleanliness and security contribute to a satisfying experience.



Fig. 7.2.1.4: City of Makati-left: Clean Legaspi Street North of Greenbelt Mall, right: Bonifacio High Street Centre north of war memorial (photos Jung 2007)

One precinct in the City of Makati (Poblacion) is affected negatively by a neglected and dilapidated surrounding scenery (cp. Fig. 7.2.1.5). These unpleasant views at dilapidated buildings and untidy areas antagonize the inner-scenery with its historic and partly picturesque ambience forming the historic centre of the City of Makati along Pasig River.



Fig. 7.2.1.5: City of Makati-left: Visible garbage at Pasig River side of Poblacion along the river promenade (north edge of Poblacion along J.P. Rizal Street), right: Dilapidated sugar mill visible in front of Museo ng Makati Poblacion (north river promenade of Pasig River Coronado Street, photos Jung 2006)

Further, the high degree of commercialisation in the surrounding scenery with the modern Rockwell Centre does not enhance the appeal of the precinct. The visible abrupt change between historical architecture and contemporary high rise architecture appeared as a disturbing experience (cp. appendix A fig. 11).

Inner sceneries

Rizal Park

The harmonious, colourful gardenlike character and the neo-colonial architecture of the National Museum and DoT nestled create a stimulating atmosphere (cp. appendix A fig. 12) as a contrast to the monotonous urban surrounding (cp. fig. 7.2.1.6). The Noisy traffic, loud

music from installed loudspeakers affect the scenery negatively. The stimuli spectrum offers audio-visual, olfactory, kinaesthetic and tactile stimulations.

The open and symmetric composition of the park and sufficient signage makes the routing and orientation easy, and emphasizes the tourism oriented design of the area. The primary attracting feature is the Jose Rizal³⁸ monument (cp. appendix A fig. 13) is dramaturgical supported by dioramas about Jose Rizal's (cp. appendix A fig. 14), which offers a high learning effect for the visitor. Unexpected interactive opportunities in the butterfly house (Orchidarium) enrich the experience environment (cp. Fig. 7.2.1.6). Crowding did not appear. The sufficiently clean area offers all important visitor amenities. Interconnectivity to other sites is seen as less convenient due to heavy traffic.



Fig. 7.2.1.6: City of Manila-left: Refreshing view over the open space of Rizal Park, right: Interactive exhibition in the butterfly house of Orchidarium and botanical garden in Rizal Park as hidden tertiary element (visitor attraction tester studying the lifecycle of butterflies in vivo)

Intramuros

Traffic congestion, importunate taxi drivers and coachmen create an aggressive atmosphere. Disturbing sights are visible garbage, parked cars and tent constructions of the DoT within the historical setting (cp. appendix A fig. 15). Neglected and dilapidated areas, informal settlements (cp. fig. 7.2.1.7) and decaying heritage buildings, chaotic visible wiring and billboards withdraw the ambience from historic buildings (cp. appendix A fig. 15, 16) and leave the impression of a missing will to create an attractive visitor experience. Only at selective areas (General Luna Street, Santa Lucia Street) experienced atmosphere carriers in form of renovated heritage buildings, hidden courts, colourful gardens are staged for tourism purposes (cp. fig. 7.2.1.7).

The activity spectrum offers mainly educational aspects either through guided tours or self-exploration. Self-exploration is supported by displays at important historical places (cp.

³⁸ Dr. José Protasio Rizal Mercado y Alonso Realonda (June 19, 1861-December 30, 1896), was a Filipino polymath, nationalist and the most prominent advocate for reforms in the Philippines during the Spanish colonial era. He is considered the Philippines' national hero and the anniversary of Rizal's death is commemorated as a Philippine holiday called Rizal Day. Rizal's 1896 military trial and execution made him a martyr of the Philippine Revolution. (source: Abinales & Amoroso 2005:107ff)

appendix A fig. 17). Mainly observed visitor activities are picture taking, studying displays, watching at historic buildings, visiting museums and strolling through the streets.

The composition of the precinct is perceived as complex, due to the narrow street network, missing marked pathways and unavailable maps or brochures. Hence, routing and orientation is seen as difficult. The primary attracting feature is experienced in the Filipino-Spanish architecture (cp. appendix A fig. 18). Unexpected hidden gardens (cp. appendix A fig. 19) enrich the area.

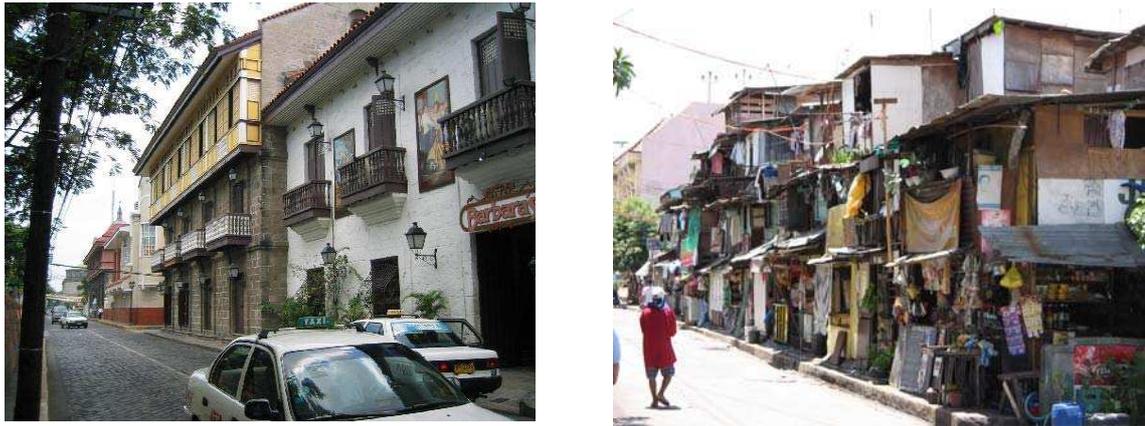


Fig. 7.2.1.7: City of Manila (Intramuros)-left: Filipino-Spanish architecture along General Luna Street major area of restored heritage as atmosphere carrier, right: Informal settlers adjacent to General Luna Street in Cabildo Street (photos Jung 2006).

The observer's need for security is fulfilled. But cleanliness shows insufficiencies through visible garbage and fetid sewers (cp. appendix A fig. 20). Visitor amenities are available but not well signposted.

Chinatown

Extreme traffic congestion and crowding create an aggressive atmosphere (cp. fig. 7.2.1.8). Thus, experienced atmosphere carriers like colourful shops, Chinese pharmacies, exotic market places (cp. appendix A fig. 21, 22), the picturesque Binondo Church (cp. appendix A fig. 23) come not fully into one's own due to the disorganized surroundings. Numerous untidy areas with visible garbage, filthy canals, fetid sewers and dilapidated heritage buildings are discouraging and leave a lasting memory of neglect and insufficient cleanliness (cp. fig. 7.2.1.8 and appendix A fig. 24). Prevailing monotonous (dark) grey colouration is perceived as oppressive.

The activity spectrum refers mainly to education or shopping with guided tours or through self-exploration. Stimuli are mainly audio-visual, olfactory (spices) and food tasting

The district is perceived as complex, with numerous confusing pathways. The orientation is difficult due to missing signage, brochures and absent references to landmarks.

Inner district attractions (e.g. market places, temple) are not signposted and difficult to find while on self-exploration. Main attraction elements like Binondo Church, authentic Chinese

historic shop-houses, exotic Chinese pharmacies, authentic restaurants, hidden spiritual places are not tourism oriented accentuated and staged for visitors.

Unbearable crowding supports a feeling of insecurity. The district offers numerous catering facilities and shops but public restrooms are unavailable. Interconnectivity to adjacent sites (Escolta, Rizal Park, Intramuros) is conveniently within walking distance.



Fig. 7.2.1.8: City of Manila (Chinatown)-left: Congested and chaotic streets within Chinatown (Salazar Street), right: Polluted Estero (canal Ongpin Street, photos Jung 2006)

Quiapo District

A chaotic, congested traffic situation and unbearable crowding foster an aggressive atmosphere. Untidiness, improper garbage handling and open fetid sewer water leave the impression of insufficient cleanliness (cp. appendix A fig 25-28). The appeal of experienced atmosphere carriers like Quiapo Church (cp. fig. 7.2.1.9), Golden Mosque, Nakpil Museum, colourful markets, vendor stalls with devotionals, spiritual items, witch doctors and fortune tellers (cp. appendix A 29, 30) fades into the background due to the disorganized and untidy condition of the district.

The activity spectrum is limited to education and exploration of local religious customs mostly with guided tours. Stimuli are mainly food tasting, audio-visual impressions of the street life, tactile and olfactory stimuli while touching local fabric and devotionals as well a smelling herbs and medicines.

The narrow and complex of the district enhances the feeling of getting lost. Observers' need for security and legibility of urban environments is not fulfilled due to unbearable crowding (cp. fig. 7.2.1.9), absent signage and references to landmarks as well as a perceived danger to get victimized by theft. The district is not prepared for tourism oriented services.

Important experienced attraction elements like Quiapo Church with the Black Nazarene³⁹, markets, Nakpil Museum, the authentic Muslim are not accentuated and staged enough for tourism oriented purposes. district. Catering facilities are available around Quiapo Church,

³⁹ The Black Nazarene is a life-sized, dark-coloured, wooden sculpture of Jesus Christ held to be miraculous by many Filipino devotees. The image was brought to the Philippines by the Augustinian Recollect Missionaries in the year 1606. A tradition exceeding 200 years is observed, wherein the statue is placed on a golden red carriage on the 9th of January and towed through the streets of Quiapo by male devotees clad in maroon.

but public restrooms are unavailable. Interconnectivity to other points of interest is seen as difficult, due to the immense traffic congestion.



Fig. 7.2.1.9: City of Manila (Quiapo district)-left: Atmosphere carrier Quiapo Church (district's primary attracting force view from Plaza Miranda), right: Heavily crowded neighbour streets of Quiapo Church (Hidalgo Street, photos Jung 2006)

Baywalk

Heavy traffic at Roxas Blvd. (cp. appendix A fig. 31), visible garbage pollution of Manila Bay, smelly water spills, dilapidated facilities, and oversized advertisements create a less stimulating atmosphere and distract the experience of the Manila Bay panorama (cp. fig. 7.2.1.10 and appendix A fig. 32-33). Only the view at the mountainous Bataan Province in the background support the atmosphere positively (cp. appendix A fig. 34).

At night a stimulating atmosphere is experienced through vibrant entertainment, captivating colourful lighting and the illuminated skyline of Malate as embellishing background (cp. fig. 7.2.1.10 and appendix A fig. 35). Simultaneously, an aggressive atmosphere evolves due to the extreme density of numerous loud life bands and heavy traffic at Roxas Blvd..

Activities at daytime are limited to self-exploration of the area, exercising or meeting people. The night time situation adds entertainment activities with audio-visual, olfactory, kinaesthetic and taste stimuli. Routing and orientation can be seen as very easy along the shoreline of Manila Bay.

Insufficient cleanliness affects the experience of attracting features (Manila Bay sunset, entertainment) negatively. Visible security guards fulfilled observers' need of security. Sufficient catering facilities are available only at night time. Improper makeshift restrooms are less inviting.



Fig. 7.2.1.10: City of Manila (Baywalk)-left: Disturbing makeshift constructions along the Baywalk at Manila Bay at daytime, right: Overcrowded night scenery and night time illumination with sunset spectators (photos Jung 2007)

Weather protection is very limited. During daytime, very few visitors are seen engaged in sightseeing and picture taking. In contrast, during night hours numerous foreign visitors gather in the area for dining and entertainment. From Baywalk, several further visitor attractions (CCP, Metropolitan Museum, Museo Pambata) are easy to access.

Fort Santiago

Colourful vegetation complimented by the historic buildings as noticeable atmosphere carriers and pleasing contrast to the cityscape create a becalming atmosphere (cp. fig 7.2.1.11). Distracting are dilapidated buses in the park and the view at the polluted and untidy Pasig River banks hosting informal settlers (cp. appendix A fig. 36, 37) .

The activity spectrum offers opportunities for education and exploration during guided and unguided tours with mainly visual and tactile stimuli. Provided brochures, maps and sufficient signage support routing and orientation positively, and emphasize the specifically tourism oriented design of the area.

Attraction elements like the historic fortress, the park and the Rizal shrine are purposefully staged for the use in the tourism context (cp. appendix A fig. 38, 39). Unexpected features in form of historical replicas and exhibitions from Jose Rizal's life enrich the experience environment with a valuable learning effect for the visitor.

Visible guards support the feeling of security (cp. appendix A fig. 40). Crowding does not appear. The very clean area offers visitor important amenities (cp. appendix A fig. 41).

Observed visitor groups reflect the positive atmosphere (cp. fig. 7.2.1.11). Visitors are engaged in picture taking, enjoying the historical experience while reading displays, resting at shadowy places or taking a ride with a horse drawn carriage through the park.



Fig. 7.2.1.11: City of Manila (Fort Santiago)-left: Pleasing park scenery inside Fort Santiago, right: Visitors enjoying the park scenery (photos Jung 2007)

Paco Park

The becalming atmosphere is supported by colourful vegetation and the historic architecture of a chapel, old walls and ruins. The view of a surrounding scrap yard, dilapidated monotonous concrete buildings and parked busses around the vicinity dim positive impressions (cp. appendix A fig. 42). The activity spectrum focuses on learning about history, self-exploration and meeting people with visual, tactile and olfactory stimulation.

The very simple composition of the park makes routing and orientation easy, even though brochures are not available. The primary attracting feature is the burial place of Jose Rizal. Secondary features are seen in the pleasing lush vegetation (cp. fig.7.2.1.12). Hidden features are the chapel (cp. fig. 7.2.1.12) and secret gardens. Security risks are experienced through negligence of maintenance of the surrounding historic wall, which threatens to collapse (cp. appendix A fig. 43). Cleanliness is satisfyingly and crowding is not experienced. Signposted restrooms are available (cp. appendix A fig. 44, 45) but souvenir shops and catering facilities are unavailable. The interconnection to other sites is seen as difficult due to traffic congestions and distances to other attractions.

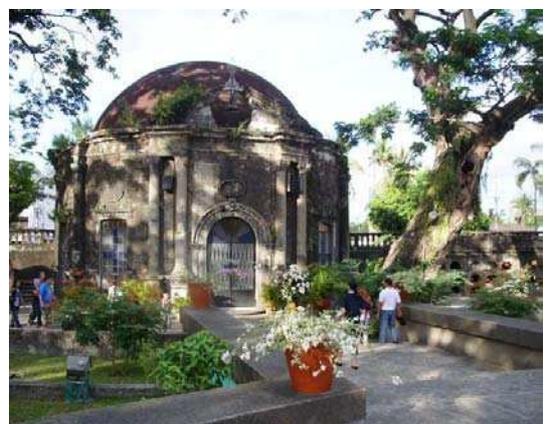


Fig. 7.2.1.12: City of Manila (Paco Park)-left: Lush garden setting of Paco Park as atmosphere carrier; right: Hidden element central chapel with visitors enjoying the park (photos Jung 2006)

Cultural Centre of the Philippines (CCP)

The grey and monotonous concrete architecture creates a depressing atmosphere (cp. fig. 7.2.1.13) and overlaps the effect of perceivable atmosphere carriers like the ocean view with yacht club and the picturesque Coconut Palace (cp. appendix A fig. 46, 47). Negatively perceived are wide parking lots between lush green park areas (cp. appendix A fig. 48).

The activity spectrum offers educational museum⁴⁰ visits, exercise (bicycle rental, cp. appendix A fig. 49) and meeting local people. Simultaneously, a wide stimuli spectrum with audio-visual, kinaesthetic and taste stimulation appears. The area is of a complex nature with manifold buildings. The insufficient signage emphasizes the neglect of a tourism oriented design of the area, which makes routing and orientation difficult.

The attracting monuments from the Marcos era, parks, waterfront, recreation sites and unexpected museum are embedded in a sufficiently clean area. A secure feeling and less crowding add value to the experience. Visitor amenities are only provided within at the waterfront but not signposted. The interconnectivity to other sites is convenient due to their close proximity.



Fig. 7.2.1.13: City of Manila (CCP)-left and right: Monotonous grey concrete architecture of CCP area (photos Jung 2006)

Manila Zoo and Botanical Garden

The zoo reveals a two-parted situation with an older area and a newly designed part. In the older part, the overall atmosphere is less stimulating due to dilapidated cages, buildings and the inappropriate presentation of animals (cp. fig. 7.2.1.14). In contrast, offers a stimulating atmosphere through abundant colourful vegetation, shady resting places and a central lake as atmosphere carriers (cp. fig. 7.2.1.14).

The zoo offers almost the full range of activity spectrum, with educational aspects focusing on flora and fauna, exercise opportunities, and exploration activities at the butterfly dome. Shady rest areas serve as meeting places. Based on the rich activity spectrum, a wide range

⁴⁰ Museum of Asian Instruments, Museum of Filipino Community Life

of stimuli are offered like the butterfly dome and children's zoo, providing tactile, olfactory and kinaesthetic stimuli as interactive experiences (cp. appendix A fig. 50).

The configuration of the area turned out to be complex, with confusing directions and missing or inaccurate signage. Hence, routing and orientation appears to be difficult. Crowding is not experienced in the older part of the zoo but the newer part can be crowded (cp. appendix A fig. 51). Except for some cages in the older part, the set-up is mostly perceived as sufficiently clean. The presentation of flora and fauna is seen as the primary attracting feature. Secondary features are recreational activities. The unexpected butterfly dome enhances the experience.

The positive atmosphere of the new part of the zoo is reflected in observed behaviour of visitors. They are engaged in picture taking, relaxed strolling around or paddling with a boat on the lake (cp. appendix A fig. 52). Other visitors relaxed at shady rest areas, dined, played or gathered information about exhibited animals by reading displays. The interconnectivity to other sights is convenient as the CCP, Malate district, Metropolitan Museum and Baywalk are in walking distance.



Fig. 7.2.1.14: City of Manila (Manila Zoo)-left: Old part of the zoo with dilapidated cages; right: New part of the zoo with shady rest areas under lush vegetation (photos Jung 2006)

American War Memorial

The site is experienced as a calm place. The reverent atmosphere is sustained by the wide view into Metropolitan Manila's hinterland and the architectural design of the memorial. Low flying civil aircrafts during their landing at the airport detract from the atmosphere. The activity spectrum is limited to educational, passive and unguided experiences with visual stimuli.

The huge area can be overviewed from every point and a central bell tower serves as a landmark which supports routing and orientation explicitly (cp. fig. 7.2.1.15). Information brochures are available and signage is extraordinary. The area is designed and staged for visitors.

The main feature of the area is the memory of World War II. Secondary features are seen in inordinate tessellated maps, (cp. appendix A fig. 53) exemplifying the battle events as a story line. The exceptional cleanliness, visible guards and accurate signage underline the intentional preparation of the area for visitors.

Visitors observed were roaming around in small groups, either studying the historical maps, or taking pictures of the area (cp. fig. 7.2.1.15). The interconnection to other sights is inconvenient due to missing public transport and the remote location.



Fig. 7.2.1.15: City of Makati-left: War memorial area overview of sight, right: Visitors taking pictures. In the background soldiers' graveyard and the hinterland of Metropolitan Manila with the Antipolo mountains (photos Jung 2006)

Poblacion - Old Makati

The overall atmosphere is of a less stimulating nature. The atmosphere is carried through the architecture of heritage buildings, friendly residence and the San Pedro Church (cp. fig. 7.2.1.16) as a favourably experienced contrast to the surrounding City of Makati. But at the same time, neglected restoration of heritage houses is seen as a disappointing experience (cp. fig. 7.2.1.16). Further, the atmosphere is deranged by heavy traffic, numerous parked cars, eyesores like dirty streets and a visible dilapidated sugar mill on the adjacent banks of Pasig River. The adjacent visible modern high rise buildings of Rockwell Centre cause atmospheric irritations within the heritage setting.

The activity spectrum is very limited to educational and explorative activities. The Museo ng Makati offers a very simple hands-off exhibition (cp. appendix A fig. 54), and in San Pedro Church, some information about the history of the area is provided. The stimuli spectrum is limited to visual stimuli and food tasting. The composition of the district is complex, due to confusing network of streets without signage and unavailable brochures. Hence, the routing and orientation difficult. Crowding enhances the anxiety of getting victimized by theft. The district is not intentionally staged for the tourism context.

Attraction features are not sufficiently accentuated for the visitor and stay concealed within the fabric of the district. Unintentionally, the experience of authentic street life in a Filipino neighbourhood contributes as a hidden feature (cp. appendix A fig. 55). Catering facilities

are available but other visitor amenities are unavailable. Weather protection is available only in small restaurants. Other visitors at the area are not observed. Interconnection to other sites is inconvenient due to far distances, heavy traffic, and insufficient public transport.



Fig. 7.2.1.16: City of Makati (Poblacion)-left: Atmosphere carrier San Pedro Church, right: Neglected ancestral heritage houses as disturbing elements (photos Jung 2007)

Greenbelt Mall and Entertainment Complex

An experienced atmospheres can be perceived as becalming (weekend) or stimulating (weekday). The green garden arrangements, trick fountains, arts sculptures, hidden shady places and the modern harmonious, smooth and open architecture with warm colouring (cp. fig 7.2.1.17 and appendix A fig. 56, 57) are intentionally designed as atmosphere carriers.

The activity and stimuli spectra offer diverse opportunities, like meeting in karaoke bars, and the bowling centre with audio-visual and kinaesthetic stimuli. Passive involvement in the cinema centre (cp. fig. 7.2.1.17) and restaurants as places to meet and talk with audio-visual stimuli and food tasting. The Ayala Museum offers educational activities (cp. chapter 7.2). The composition is complex due to the interlaced architecture of the building. Due to missing brochures, maps and displayed directions at staircases routing and orientation appears difficult.

The entertainment, shopping and the educational experiences are meaningfully staged also for the tourism context with extraordinary cleanliness and all important visitor amenities.

Numerous restrooms are very clean and well signposted. Weather protection is provided explicitly. Visitors comprise mostly of Caucasian descent of various age. The pleasant atmosphere is reflected through the relaxed behaviour observed persons while strolling around, window-shopping, shopping and dining. Some visitors are engaged in taking pictures or visiting karaoke bars and cinemas. The area is conveniently connected to other sites in the City of Makati but inconveniently connected to important sights in the City of Manila due to inadequate public transport.



Fig. 7.2.1.17: City of Makati-left: Greenbelt Mall, harmonious warm colouring, interesting open architecture and inner park of Greenbelt entertainment complex as atmosphere carrier, right: Central cinema centre, in front spring fountain as atmosphere carrier (photos Jung 2006)

7.2.2 Single attractions

Surrounding sceneries

The observations reveal that sufficient signage to the visited single attractions is not realized in the City of Manila. Unfavourable traffic conditions affect visits negatively, and make the access to the sights difficult. Further, dilapidated or missing infrastructure for pedestrians are seen as security risks. In the majority, the sceneries around the single sights appear sufficiently clean. The high degree of commercialisation around the attractions is disturbing.

The surrounding scenery of the only visited single site in the City of Makati (Ayala Museum) appears as a well-maintained even though signage is absent. The very clean scenery captivates through a high level of safety and security sustained by visible security staff and modern infrastructure. Only traffic congestion around the museum is a disturbing.

Inner sceneries

The Museum of the Chinese in Philippine Life (Bahay Tsinoy)

The museum has a stimulating atmosphere. Intriguing features, like displayed life size dioramas showcasing scenes of historic Chinese-Filipino street life, enrich the atmosphere (cp. fig. 7.2.2.1). Effective atmosphere carriers are smooth lighting, warm colouring, combined with audio-visual presentations, authentic historic furniture and costumes.

The activity spectrum is exclusively educational with passive and hands-off character. Interactive approaches are not realized (cp. fig 7.2.2.1). Prevailing stimuli are audio-visual. Only one video-animation as multi-media aspect is used. The majority of information in the exhibition is conveyed via written displays or photos (cp. appendix A fig. 59). Most information given on displays is sensed as too dense (cp. appendix A fig. 60).

The configuration of the museum is simple. A high volume of artefacts overstrains the observer and leads to monotony and fatigue.

Available information brochures and marked pathways support easy routing and orientation. The exhibition cannot be exited at any time without walking back.

Visible security guards support a feeling of safety and security. Crowding does not appear. Cleanliness is noticed as sufficient. The Chinese-Filipino historic culture as the primary attracting feature is exhibited with clear life-size dioramas with a valuable learning effect for the visitor. Catering and rest areas are not offered except for a souvenir shop, and restrooms are located on the ground level only. Observed visitors, mostly in groups, are engaged in looking at displays and dioramas. The interconnectivity to other visitor attractions is convenient as major visitor attractions in Intramuros are in walking distance.



Fig. 7.2.2.1: Bahay Tsinoy Musuem - left: Life size dioramas (showcasing historical street life in Manila's Chinatown), right: Hands-off exhibition (behind glass photos Jung 2006)

Casa Manila Museum

The picturesque historical architecture, shady greened hallways, and the historical interior design of the museum as well as dark warm colours (cp. fig. 7.2.2.2) create a calm atmosphere. Noisy traffic is disturbing. The activity spectrum is mainly passive and limited to education. Stimulation happens solely visually and information exclusively conveyed via written displays (English/Tagalog) in high density. The exhibits are represented absolutely hands-off without interactive or multi-media approach (cp. fig. 7.2.2.2). The effect of the obsolete exhibition technique is reflected in the behaviour of observed visitors. They walked mostly quickly in groups or as couples through the exhibition and displays are mostly not minded, suggesting that the exhibition is not really convincing or interesting for them.

The museum is simply configured and information brochures are available. Routing and orientation is easy and supported by signage in one direction only without additional exit points. Crowding is not experienced. The sufficient cleanliness is maintained through garbage bins and observed cleaning procedures by museum staff.

The main experiences focus on Spanish-Filipino architecture and interior design in a purely hands-off exhibition without intentionally designed modern exhibition techniques.

Well signposted visitor amenities are available (cp. appendix A fig. 61, 62) but restrooms are located only on the ground floor in an adjacent building

Further observed activities of visitors are picture taking in the museum yard, dining and resting in the café. Interconnectivity to other sites is perceived as very convenient as several other attractions are in short walking distance from the museum.



Fig. 7.2.2.1: Casa Manila Museum - left: Atmospheric patio (supports the ambience positively), right: Exhibition (passive, hands-off and guided experience photos Jung 2006)

San Agustin Church and Museum

The museum atmosphere is perceived as calm. The harmonious architecture is an inviting atmosphere carrier, but negatively affected by the bad shape of some exhibits, parked cars in front of the historic building and billboards at the historic façade (cp. fig. 7.2.2.3, appendix A fig. 61). The inner yard with Father Blanco's Garden is experienced as a hidden pleasing atmosphere carrier (cp. fig. 7.2.2.3). The interior design of San Agustin Church added pleasing views at its baroque architecture, colourful ceilings, pompous altar, choir loft, and cloister (cp. appendix A fig. 62).

Experienced activities are limited to passive educational aspects during guided or unguided tours. Stimuli are predominantly visual. In contrast, the garden area offers additional olfactory stimuli through its flowers. All exhibitions are hands-off presentations without interactive or multi-media approach (cp. appendix A fig. 63, 64). Information is conveyed through text labels with too dense information. Illumination in most parts of the museum turned out to be smooth and on the spot of exhibits combined with warm but dark colourings of the rooms.

The museum is multi-themed with competing exhibitions⁴⁰ spatially sequenced in different rooms, which leads to the impression of a disturbing fragmentation of the single exhibitions.

⁴⁰ Core exhibits are Filipino-Spanish, Chinese and Mexican art treasures.

Except for one exhibition, all other exhibitions seem to be compiled out of joints. Modern contemporary exhibition techniques are not realized.

The simple rectangle shaped configuration, sufficient signage and a museum brochure support an easy orientation. The unforced routing of visitors is pleasant. The museum is notably clean with simple visitor amenities. Comfort rooms are located only at the entrance. Crowding is not experienced. Observed visitors followed the common museum routines like studying displays, discussing exhibits or listening to tour guides. Apparently, many observed visitors used the opportunity of picture taking in Father Blanco's Garden as a welcomed change in the itinerary, suggesting that the exhibitions are unattractive or overstraining for them. Conveniently, other major attraction points are in walking distance from the museum.



Fig. 7.2.2.3: San Agustin Church and Museum - left: Inviting atmospheric set-up of San Agustin Church and Museum (disturbing parked cars in front of the heritage site), right: Hidden elements for visitors like secret gardens (Father Blanco's Garden as refreshing element photos Jung 2006)

Metropolitan Museum

The three storey museum captivates through a stimulating atmosphere even though the outside architecture evoked a bunker-like grey impression (cp. fig. 7.2.2.4). The positive atmosphere is carried by the pleasing, modern open interior architecture, and harmonious illumination. Costly presented exhibits⁴¹ in the basement also support the stimulating museum environment (cp. appendix A fig. 65). The activity spectrum is limited to education only. The exhibition designs are of exclusively passive visual stimulations without interactivity and multi-media technique (cp. appendix A fig. 66). Instead, the information is transferred through densely written displays (cp. appendix A fig. 67), which foster museum fatigue.

Favourable for the experience is the clear division of single competing exhibitions. Supported by the open simple rectangle architecture the museum configuration has a pleasing transparency which makes routing and orientation easy even though information brochures or floor maps are unavailable (cp. fig. 7.2.2.4).

⁴¹ Gold and pottery treasures (permanent exhibition)

Experienced exhibition are diverted in three storeys, including two permanent and three temporary exhibitions⁴². The exhibition ‘Gold and Pottery Treasures’ captivates through a chronological sequence of costly presented archaeological exhibits. The other exhibitions are effectively and clearly arranged through a mix of artefacts, photo documentations and written information. Exhibitions with historical background follow a chronological sequence. But mostly, dense information displays and missing interactivity affects the experience, which leaves an indistinctive impression. The remaining art exhibitions are strongly content related without modern exhibition aspects, and as such more interesting for experts.

Visible security staff enhances the feeling of security and safety. Extraordinary cleanliness and modern visitor amenities positively support the experience. The museum is conveniently connected to other sites.

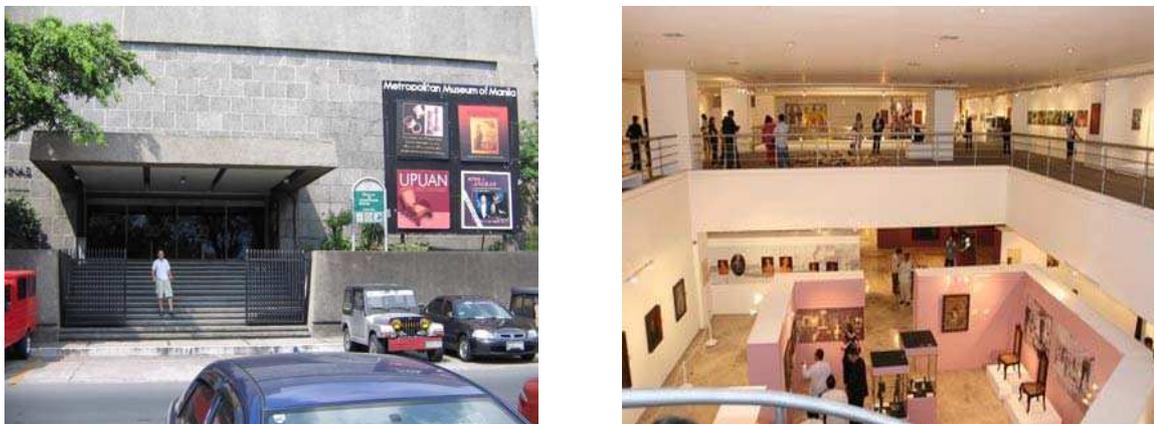


Fig.7.2.2.4: Metropolitan Museum - left: Façade of Metropolitan Museum (monotonous and bunker- like character), right: Clear and open museum set-up (easy to understand for visitors photos Jung 2006)

Ayala Museum

The inner scenery convinces through stimulating atmosphere, and motivates to explore the exhibitions without boredom supported by modern architecture with glass façade and lighting creating a transparent and airy set-up (cp. fig. 7.2.2.5, appendix A fig. 67).

The museum experience is mainly educational and passive with only few active elements in guided tours or self-exploration. Exhibitions are mainly hands-off. The observers are mostly stimulated audio-visually.

The museum combines a historical and a modern arts museum with multiple permanent and temporary exhibitions. The core exhibition captivates with handcrafted dioramas costly and chronologically presenting the Philippine history (cp. fig. 7.2.2.5). Information is conveyed via densely written displays. Due to merely used quotations of national writers the contextual understanding of the presented diorama scenes is difficult for foreigners. Only one audio-

⁴² Exhibitions during observation: Chairs – way of sitting (temporary); Hidalgo exhibition (permanent); Russian icons (permanent); The Paterno Family (temporary); Photo-documentation ‘Ifugao’ Province (temporary)

video presentation exists in the museum, which is perceived as a vivid experience of history (Marcos era) using TV coverage, light and sound effects.

The 'Boat Gallery' shows the Filipinos' affinity to the sea with exhibits from early Filipinos at sea to the Spanish galleon trade enriched by the only interactive animation which simulates a Spanish galleon with high learning effect for the observer. Exhibitions about important Filipino artists and paintings of the 19th and 20th century are seen as hands-off exhibitions without interactivity.

Specific information brochures and detailed floor information are absent. Routing and orientation is perceived as difficult, particularly in the entrance hall, due to several competing exhibitions. The wide architecture counteracts crowding. Cleanliness is seen as sufficient. Unfavourably, restrooms are located only on the ground floor forcing visitors to leave. Souvenir shops are available at any level. The location of the museum café in an adjacent building appears to be unfavourable as visitors have to leave the museum. During the observations, mostly Japanese and Chinese groups visited the exhibitions. Due to missing suitable information labels, they are guided by brochures in their languages. The majority of visitors concentrate on the dioramas whereas the higher floors are almost deserted. Due to its central location, the museum is conveniently connected to the Greenbelt Mall.



Fig. 7.2.2.5: Ayala Museum - left: Entrance area of Ayala Museum (place to meet in modern ambience), right: Visitors studying the diorama exhibition about the history of the Philippines (photos Jung 2006)

National Museum- Museum of the Filipino People

The ambience of the museum captivates through its neo-classic architecture (cp. fig. 7.2.2.6), interior design, unobtrusive warm colours, and calm atmosphere and views from the inner hallways into the central yard with historical wooden (cp. appendix A fig. 69).

The activity spectrum is mainly educational, self-explorative and passive with mainly visual, few auditory and kinaesthetic stimuli (cp. appendix A fig. 70). Presented exhibitions are hands-off behind glass. Information is mainly conveyed through densely written labels.

The museum offers mostly permanent exhibitions⁴³. Two exhibitions guide through local maritime archaeology and trade history. The latter exhibition is experienced as a motley collection of pottery and porcelain artefacts with an overstraining volume of artefacts and caters more to experts (cp. fig. 7.2.2.6, appendix A fig. 71).

The maritime archaeology exhibition is inconveniently divided on two storeys with a view on the history of the galleon trade structured in thematic sequences. Meaningful for the observer's experience are artefacts of wrecks linked with archaeological recover techniques using models and photos dispersing a vivid impression of underwater archaeology.

Further exhibits of prehistoric (cp. appendix A fig. 72), ethnographic, geological and archaeological contexts are supported through few sound and light effects and dioramas. The exhibitions follow a geographically differentiated story line from the coast to the mountain provinces with their ethnic regions. The exhibits miss a meaningful connection to visitor's daily life experience. Overextending written information and volume of artefacts, defective interactive devices, and hands-off approach leave no extraordinary memorable experience and lead to monotony and museum fatigue.

The size of the museum and nine competing exhibitions leave a complex impression. Missing floor plans and insufficient information are unfavourable for routing and orientation. The museum appears secure, sufficiently clean without crowding. Favourable is the provision of restrooms at any level. A museum shop is available but a catering facility is absent.

Observed visitors moved rapidly through the exhibitions while reading only few labels, emphasizing an experienced overload on information. The location is conveniently connected to other sights the vicinity in favourable walking distance.



Fig. 7.2.2.6: National Museum - left: Attracting façade of National Museum (atmosphere carrier); right: Exhibition of historic pottery (densely written displays and overstraining volume of artefacts photos Jung 2006)

⁴³ Exhibitions: 'The story of the Filipino people'; 'Archaeological treasures, 'Five centuries of maritime trade before the arrival of the west'; 'The Filipino gallery'; Cloth traditions: Philippines; 'Object theatre'; San Diego I: The wreck site'; San Diego II and San Diego III (source own observation).

Museo Pambata

The activity spectrum is of educational, explorative, active and unguided nature creating a stimulating atmosphere and purely hands-on exhibitions encourage to be interactive (cp. fig. 7.2.2.7). The exhibitions stimulate by audio-visual, kinaesthetic, olfactory and tactile stimuli. The conveyed information suits all ages in an easily understandable way. The exhibitions are effectively enhanced by light and sound effects.

A clear and orderly differentiation in eight exhibition rooms with sufficient signage makes routing and orientation easy. Unforced routing enables visitors to leave at any spot. The interactive simulations are meaningful experiences. Captivating are life size models (e.g. rainforest trees) and interactive participation (e.g. smelling spices, cp. fig. 7.2.2.7). Through self-discovery scientific principles can be interactively experienced and easily understood (cp. appendix A fig. 73). Written information is reasonably dosed. The appealing and vivid exhibitions stimulate observers to participate and learn.

The feeling of security is enhanced by visible museums staff and functional, safe and well maintained devices.

Sufficient cleanliness positively effects the museums experience. Favourable is the provision of restrooms at any level and a themed museum shop related to the exhibits. Unfavourably, catering facilities are absent. During the observations most visitors are heavily engaged in operating interactive devices combined with intensive picture taking, emphasizing the highly stimulating value of the exhibitions. Other visitor attractions are in walking distance.



Fig. 7.2.2.7: Museo Pambata - left: Exhibition hall physics featuring interactive devices (interactive museum audience), right: Olfactory stimuli through smelling spices practiced by visitor attraction tester (photos Jung 2006)

Coconut Palace

The pleasant lush, landscaped vegetation and open view of Manila Bay create a calm atmosphere. Splendid traditional architecture and interior design make an impressive effect (cp. fig. 7.2.2.8).

The experience is exclusively educational, passive and guided. Stimuli are solely audio-visual with a strictly hands-off exhibition and information is conveyed verbally by tour guides. Tours are content related to the exhibits, history and personalities of the Marcos era.

The experience sequence is determined by the tour guide and relates to the different exhibited rooms with their themes without interactive or multi-media stimulation. Major tour experiences were seen in the architecture and its interior design. The furniture served as meaningful examples for visitors to understand Filipino craftsmanship.

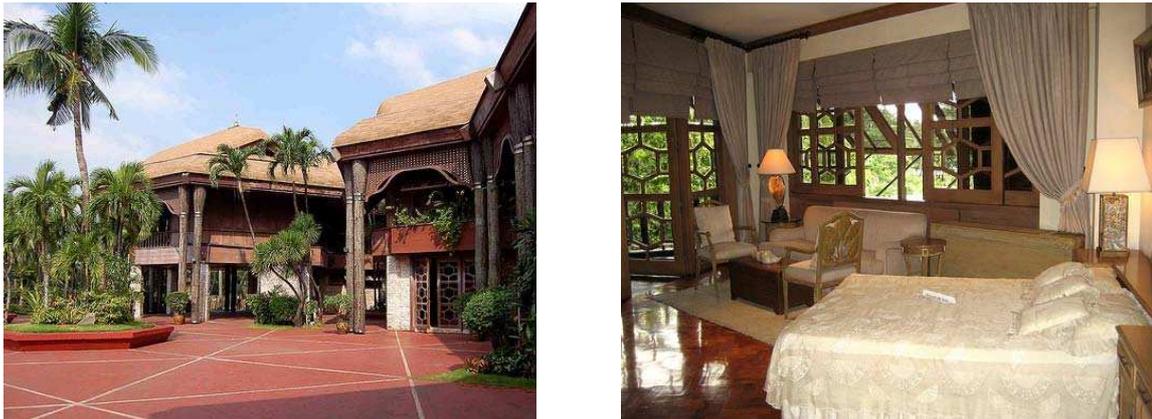


Fig. 7.2.2.8: Coconut Palace - left: Stimulating view at the architecture of Coconut Palace, right: Interior design featuring craftsmanship from different Philippine provinces (photos Jung 2006)

Further themes were experienced in ethnic and cultural issues of the Filipino society sequenced through different interior designs of seven rooms featuring seven provinces of the Philippines. The set-up leaves a less eidetic impression.

The pathway is forced through guides and makes routing and orientation easy but prevents an exit at any time. Extraordinary cleanliness and no crowding supported the experience positively. The exhibition is invariably used by groups enjoying the view of exhibits, or the park. The closeness of other attractions in walking distance is experienced as favourable.

7.2 Summary

Chapter seven focused on the sensorial evaluation of selected visitor attractions. The attraction precincts and single attractions were characterized. Further surrounding sceneries and inner sceneries were separately evaluated. Conclusively, the following findings can be outlined to give an answer on the sub-question formulated in chapter 2.6:

What quality do visitor attractions have?

- A necessary sign-posting in surrounding sceneries to attraction sites is often missing.
- Heavy traffic, insufficient public transport, and dilapidated infrastructure, aggravates easy accessibility to visitor attractions.

- Most surrounding areas in the City of Manila appear to be neglected, untidy, and insecure, creating an aggressive and depressing atmosphere.
- The atmospheres within attraction precincts like Chinatown, Quiapo, Manila Zoo and Intramuros in the City of Manila are mainly aggressive caused by traffic congestion and/or unbearable crowding. Untidiness, as well as dilapidated and insecure infrastructure, leave the impression of neglect.
- Only the inner sceneries of Rizal Park, Fort Santiago and Paco Park captivate through their stimulating atmosphere as contrast to the cityscape.
- The inner sceneries of attraction areas within the City of Makati emanate a more positive atmosphere and cleanliness.
- The inner sceneries of the precincts miss accurate signage and available information materials which makes orientation difficult.
- Intentionally staged dramaturgical elements specifically for visitors are only observable in Rizal Park and Intramuros.
- Educational activities like museum visits or studying cultural and architectural features dominate in the precincts with prevailing audio-visual stimulation.
- Rizal Park and Manila Zoo offer the highest diversity of activity opportunities which are passive or interactive.
- The majority of museums offer passive educational experience with hands-off exhibitions for self-exploration.
- Meaningful story-lines or dramaturgical elements are often not staged in exhibitions.
- Interactive exhibition approaches to a greater extent are realized only in one museum.
- Multi-media exhibition techniques are rarely in use.
- Information supply, mostly via written displays, is often too dense and overstraining.
- Most exhibitions present an overextending volume of artefacts.
- Information brochures or accurate floor plans are often unavailable.
- All museums are sufficiently clean and offer gift shops and/or catering facilities.

8. Conclusive evaluation and future measures

Chapters four to seven outlined the results of the analysis of the urban tourism system of Metropolitan Manila. The focus was on the supply side and consumer side. This chapter shall highlight, discuss and evaluate the characteristics of tourism in the capital based on study's objectives and results in order to answer the core question of this study formulated in chapter 1.1. Afterwards the chapter turns to suggestions for future ways for tourism development in the metropolis.

8.1 The current characteristics

The view on the tourism market

As inferred from empirical findings in chapter 4.1 characteristic for the capital is the concentration of the tourism sector within the Cities of Manila and Makati leaving considerable peripheral areas idle. Obviously, the tourism sector of the capital seeks the close proximity to the better accessibility, infrastructure (e.g. Ninoy Aquino International Airport) and the main attraction resources, which concentrate here as findings of chapter 4.1 disclose. Hence, the present study supports the common opinion of urban tourism research, that tourism supply and services mainly concentrate within a city centre with a decreasing density gradient to the periphery (cp. chapter 2.2.3). But the current situation discriminates other cities with potential attraction resources of the metropolis (cp. chapter 4.3) to benefit from tourism.

The market segmentation reveals, that the capital caters both the business segment and the leisure segment at international and domestic level, which reveals that tourism practitioners are able to tap the entire tourism market. Characteristic for the hotel sector seems to be an oversupply of room contingents, as occupancy rates of most statistically monitored hotels reach only almost two-third of their possible capacity (cp. chapter 4.2). This deteriorates the cost-benefit ratio for the hotels. Moreover, a crucial disadvantage can be seen in the fact, that the tourism authorities are not statistically monitoring the entire hotel sector in the capital.

Tourism scholars see the advantage of urban destinations in the great variety of offered opportunities for visitors (cp. chapter 2.2.1). As findings of chapter 4.3 disclose Metropolitan Manila's attraction supply can be characterized as highly diverse, even though the quality is debatable (see discussion below). The capital offers a wide variety of resources for visitors ranging from cultural and heritage over recreational and shopping to business traveller related opportunities. Hence, Metropolitan Manila is able to appeal different tourism markets. This diversification can be used as a strategic advantage against competing destinations.

The view on the supply side stakeholders

Characteristic of the tourism stakeholder field of Metropolitan Manila is its highly diverse nature between national government, local government and private sector entities. This underpins the opinion of BRAMWELL (2006:157, cp. chapter 2.3.1) and other tourism scholars,

that tourism is a diverse 'multi-actor field'. At this, a high fragmentation is able among others, that individual actors follow their own strategies and certain views in their interaction with other stakeholders leading to confliotions amongst them (cp. chapter 2.3.1). In the course of this study this was also observable in Metropolitan Manila (cp. chapter 5).

Different and individual views about urban tourism are characteristic for the capital's stakeholder field. The meanings stakeholders attach to the term urban tourism are mainly of economic nature. A positive characteristic can be seen in the fact that tourism is commonly understood as an economic tool, which supports the economic wealth of the capital. But the industry representatives reduce their interpretation on the welfare of their own operations. In contrast, representatives of government extend their mainly economical interpretation over the whole tourism industry in the capital. Important interpretations from socio-cultural, environmental or experiential views are to a much lesser, diverse and individualistic extent in the mindset of the supply side stakeholders. A consensual holistic interpretation of the term urban tourism is not widespread among the stakeholders.

The assumption that, if concerns of economic profitability and vitality of the industry dominate, then other aspects like for example satisfying visitor experience or concerns of conservation of the cultural and built heritage are being neglected (TIMUR & GETZ,2008b:8, cp. chapter 2.3.2.1). This applies also to Metropolitan Manila as the present study underlines, that tourism stakeholder neglect a necessary further heritage conservation in Intramuros and a creation of a positive visitor experience within visitor attraction precincts in the capital (cp. chapters 6.3, 6.4, 7.1).

Characteristic for the relations among the supply side stakeholders is, that continuous linking or dialogues about tourism development are not practiced. Neither among the different levels of the public sector, nor between public and private sector a continuous linking can be identified which is an obstacle for a tourism development in the capital. Loose joints jeopardize the creation of durable relationships among stakeholders (cp. chapter 2.3.2.2), which counteracts consensual, goal-oriented activities towards tourism development.

The relationships are also currently characterized through the tendency to exclude concerned stakeholders at least partially from tourism related issues, which diminishes the commitment towards a cooperation among the different stakeholders (cp. chapter 5). Stakeholder participation and cooperation are vital to a sustained tourism development (cp. chapter 2.3.2.2 and NEWMAN 2001; TIMOTHY 1998). Through participation and cooperation, uncertainties and knowledge gaps can be diminished, which leads to an improvement of the basis on which decisions are made.

Particularly the offensive use of given legal advantages by the two government levels, hampers equal participation and cooperation in tourism issues. The national tourism authority's extensive administrative rights over key visitor attractions, intensifies the difficulties for the local authorities to participate. Vice versa, the local governments invoke

themselves on the LGC⁴⁴ and hamper national tourism representatives in participation within their city own territories.

These unfavourable circumstances are additionally intensified through felt exclusion of the private sector caused by the missing awareness and ignorance of the government sector about the tourism industry's needs. Hence, the will of cooperation with the public sector is diminished among private tourism stakeholders in the capital.

As a consequence of exclusion and non-cooperation, engagement of all concerned parties in the decision making process is prevented, and the greatest degree of possible consensus and compliance is difficult to reach. Compliance and participation are seen as interrelated phenomena, as involvement enhances compliance and the perception that decisions made are legitimate if a stakeholder participates (cp. chapter 2.3.3.2 and Sutinen & Kuperan 1999:186). A meaningful participation can only happen if stakeholders perceive that they actively contribute to shape a decision in a fair process. Exclusion leads to the feeling of being treated unfair and non-compliance. The latter can be observed in the current situation among the stakeholders in the capital in which statements of being treated unfair with opposing connotations and activities (cp. chapter 5) suggest an attitude of non-compliance particularly among local governmental stakeholders.

Tourism scholars emphasize that power or the use of power is part of a social system comprising stakeholders and therefore also used in a tourism system. An imbalance or misuse of power contradicts a cooperative relation among stakeholders (cp. chapter 2.3.3.2).

As inferred from empirical findings in chapter 5.3.6 it can be confirmed that also in the capital's tourism system power is used among the governmental stakeholders. Characteristic for the capital's stakeholder community is, that the distribution of power can be designated as unequal among local and national government. Both governmental levels try to create a power imbalance through their pretension to power based on their given rights and independency.

The imbalance strengthens and favours the DoT and its sister agencies within the territories of the core attractions in the metropolis referring to tourism and heritage conservation (e.g. Intramuros). On the opposite side, the LGUs' political power position is strengthened by the LGC which provides the rights for autonomous action also in tourism on their respective territories (e.g. Baywalk). Both sides are entrenched in their given authority by law and act solely in their respective spheres of responsibility barely involving the other authority, which leads demonstrably to conflicting situations and non-cooperation. This underpins the presumption of tourism scholars, that tourism is affected through political processes and

⁴⁴ Local Government Code 1991: The policy declaration of the LGC 1991 guarantees the territorial and political subdivisions below the national government a genuine and meaningful autonomy in order to attain their fullest development as self-reliant communities. It leads to a system of decentralization which gives the local authorities more power, authority, responsibilities and resources (the author; source; The Local Government Code of the Philippines Book I- Title One- Basic Principles, Chapter 1; Section 2)

politics involving the struggle for power by the acting individuals or institutions (cp. chapter 2.3.2.2).

The identified characteristics of the supply side stakeholder field and its relationships can be summarized as follows:

Characteristics
<ul style="list-style-type: none"> ● Highly diverse stakeholder field ● Non consensual interpretation of the term urban tourism ● Neglect of holistic meaning of urban tourism ● Discontinuity in links ● Exclusion of stakeholders from continuous and equal participation ● Non cooperation ● Imbalances of power

Tab. 8.1.1: Characteristics of the stakeholder field and relationships (source: own survey)

Tourism policy is important for a consensual and goal-oriented tourism development and the success of a destination (cp. chapter 2.3.2.2). Particularly, the definition of clear goals of where is it heading and what has to be sought for long-term benefit. Tourism policy creates an environment in which cooperation among the stakeholders is facilitated. Proper tourism policy is a prerequisite for the creation of an environment that provides maximum benefit, minimized negative impact and high quality visitor experience. Hence, a sustained contemporary tourism development requires a distinct tourism policy which is integrated into a city's policy apparatus.

As inferred from empirical findings in chapter 5.4.1 currently a consensual, distinct, implemented and integrated tourism policy for the entire metropolis is not yet designed by the supply side stakeholders. Existing policy documents are limited, insufficient and inconsistent. Their dominating goals are seen in the development of infrastructure in order to attract tourism. Goals regarding socio-cultural, environmental and economic issues in tourism, or high quality visitor experience, are not carefully taken into account. Moreover, no measures are indicated for a continuous monitoring of tourism planning and development activities in order to evaluate their successful achievement, or in case of failures to implement corrections.

In the rural setting of the Philippines CLAUSEN (2007:177) found, that policies are often inconsistent, incomplete or absent at all. The present study about Metropolitan Manila discloses similar policy gaps in the urban context at least for tourism.

The tourism policy gap must be interpreted as evidence that the development of tourism in the capital does not receive as much appreciation as general urban developments among the responsible stakeholders. But it also reflects the wider current societal features with unfavourable governmental power positions between national and local authorities (cp. chapter 5.3.2). The current situation has led to uncertainty among the private sector and the

emergence of a laissez-faire attitude towards tourism development among the public sector (cp. chapter 5.3.4).

Currently, the effect of an absent distinct tourism policy can be characterized by uncoordinated activities like the Baywalk development through local authorities. It has prevented so far the creation of consensual vision and mission statements, long-term objectives and tourism strategy. The lack of clear regulations between government and private sector actually leads also to an partially unmonitored tourism market like the incomplete statistics about the hotel sector by the DoT (cp. chapter 4.1). Moreover, a mindful heritage conservation in Intramuros is threatened, and heritage resources are not adequately protected (cp. chapter 7.1). Further, policy-making for tourism, if any, is done in non-tourism related agencies (e.g. urban planning offices, cp. chapter 5.4.1) instead of specifically mandated tourism authorities.

As disclosed in empirical findings of chapter 5.4.2 the actual tourism planning and development approach in the capital can be characterized as an activity based on ad-hoc decisions rather than planned and goal oriented. This contradicts contemporary ideas of (urban) tourism planning and development. A contemporary approach should be a strategic, integrated and coordinated process between all concerned tourism stakeholders. Strategic planning means that specific actions should be planned around desired local goals (cp. chapter 2.3.2.2 and HALL 2000:63). Those responsible for tourism planning in the capital rely more on their experiences and improvisation skills. The obsolete but wide spread opinion that tourism does not bring development, but rather general development brings tourism, is the main stream approach of NCR's tourism planners (cp. chapter 5.4.2). Currently, tourism shall be supported with non tourism specific developments. The capital's tourism planners try to substitute specific tourism development projects with general urban beautification and development programs of infrastructure, to enhance the tourism market. The Makati 21 document and the Buhay ng Manila⁴⁵ campaign are representatives of these rather obsolete planning approaches (cp. chapter 5.4.2).

Integrative planning and development is seen as a development which should connect the local development strategy to the regional, and even the national, development context (cp. chapter 2.3.2.2). A consensual linking for planning and development of tourism stakeholders on the metropolitan level (regional level) cannot be seen. The public stakeholders concerned are focused on their limited territories of power or power outreach (cp. chapter 5.4.2).

A consensual decision-making process is a fundamental criteria for a sustained urban tourism development (cp. chapter 2.3.2.2). The findings of the present study about the capital expose, that decision making process in tourism related issues can be characterized more as an interest driven political activity rather than a consensual activity (cp. chapter 5.4.3). It is predominated by government's top layers at the national and local scale as the central decision makers. Decision-making for tourism development in the capital is driven mostly by political elites of

⁴⁵ translated from Tagalog: Reviving Manila

the city governments in a top-down process with the mayors as central figures. This attitude is further propelled through the law enforced independency of the LGUs, which entitles them to decide freely. Local authorities (mayors) took and still take solo decisions on tourism planning and development activities. A mutual concerting with the lowest administrative layers of their units or the national government is often overlooked. The national government decides also top-down in the core attraction areas of the metropolis. The Philippine political elites centre-stage their interests for their own good and have no interest in participatory citizenship (MULDER 1997:88). This present study confirms that also tourism in the capital is affected by interest driven attitude of the leading political classes, which undermines consensual and integrated planning strategies. The result is the dominance of politically influential actors with individual and hidden agendas who steer Metropolitan Manila's tourism.

The characteristics of the current urban tourism planning and development in Metropolitan Manila, can be summarized as follows:

Characteristics
<ul style="list-style-type: none"> ● Lack of distinctive, consensual and consistent urban tourism policy ● Uncoordinated non-consensual, non-goal and non-objective oriented activities ● Obsolete tourism planning and development approaches ● Ad-hoc and/or improvised tourism planning and development ● Tourism planning and development mostly in non-tourism related agencies ● Top-down decision-making process through interest driven political elites

Tab. 8.1.2: Characteristics of tourism planning and development (source: own survey)

The view on the consumer side stakeholders

Metropolitan Manila's leisure visitor can be characterized in majority as a traveller who resides only a short period (average two days) in the capital before leaving or after returning from other destinations in the Philippines. The short stay suggests that the visitor seems to be less interested in the metropolis but more interested in other rather rural destinations in the archipelago. A visit in Metropolitan Manila occurs more likely of necessity as an inevitable stop-over point. The metropolis seems to miss the attracting force to be visited exclusively as city destination alone which jeopardizes a sustained (viable) growth of its tourism market.

Many visitors of the capital possess higher education and executive positions. Usually, well skilled executives own high disposable incomes. Due to the short stay the capital's tourism market loses potential income which is spent at rural destinations in the archipelago⁴⁶.

Visitor flow and activities within Metropolitan Manila are mainly confined in the City of Manila. Additionally, the metropolis is spatially perceived to a very limited extent by its visitors. Consequently, other cities with potential points of interest in the NCR are avoided or

⁴⁶ The average daily expenditures of a tourist in Metropolitan Manila is 82 US Dollars of which approximately 26 % are spent in the retail sector (Manila Standard 03.09.08)

less frequented and not able to participate in and benefit from tourism. These cities seem to appear unattractive or unknown to visitors so far. Chapter four reveals that valuable visitor attractions exist in these other cities. But mainly cited and promoted are attractions in the City of Manila. This points to a non-recognition of further potential attraction resources by the tourism responsible at metropolitan wide level.

As inferred from empirical findings in chapter 6.2.2 most of the visitors in the metropolis can be characterized as multi motivated for a city visit with a considerable emphasis on leisure, sightseeing and visiting friend and relatives. That means that the majority of visitors are driven by a bundle of motivations, which are seeking escapism, refreshment and relaxation for individual fulfilment and grooming friendship or kinship (cp. chapter 2.3.3.1). This provides evidence that certain needs combined with cultural motivators at the destination are driving forces for a visit (cp. chapter 2.3.3.1 and CROMPTON 1979:411f.). In contrary, visiting museums, galleries, festivals, casinos and conventions is to a limited extent a driving force for a journey to the capital. This suggests that, for cities normally important visitor attractions are barely perceived by visitors in the capital. Little attention seems to be given by the public and private sector to promote these attraction resources as important parts of the capital's tourism supply.

During their short passage, visitors focus mainly on the experience of the cultural heritage of Metropolitan Manila's origin. It seems that the cultural motivators in the sense of MCINTOSH (1995:245, cp. chapter 2.3.3.1) play an important aspect within the capital. This suggests that visitors belong to the 'culturally attracted tourists' in the sense of JANSEN-VERBEKE (1997:239), which see a welcome diversion in the cultural-historic experience on their way to or from coastal resorts where the main holiday takes place. This major activity is not meant as a culturally motivated deeper long-term interest in the heritage sites of the capital, as a deeper involvement would require a longer stay. But it is a welcome contrasting scenery and short-term experience as a variety in the vacation schedule.

The significant attracting force of the heritage can be emphasized by the fact that, in the visitor's eyes, Metropolitan Manila is unique through its Filipino-Spanish heritage (cp. chapter 6.3). But these unique features are narrowly and unilaterally focused on the built heritage but not connected with unique pleasant atmospheres. Metropolitan Manila seems to miss any unique atmosphere or ambience complementing the positively perceived built heritage. This is a disadvantage, because unique atmospheres or ambiences are important factors to develop a complete destination experience (cp. chapters 2.4.2 and 2.5.1).

As empirical findings from chapter 6.3 disclose, that commonly, negative impressions of mega-urbanization seem to superimpose the emergence of a complete positive destination image. This suggests that the capital's tourism practitioners could not even succeed to convey a positive impression in the core areas of tourism activity. The prevalence of negative connotations suggests a disregard of crucial individual needs of travellers, like safety and cleanliness. This emphasizes also that Metropolitan Manila's condition or environment do not

coincide with the visitor’s expectations. The outcome is an unfavourable destination image of the capital (cp. chapter 6.3).

The visitor’s satisfaction level owns a split character. On one hand, for visitors important services are dissatisfying. Irrespective of visitors origin, personal safety, transport supply, tourism information services, signage system and public cleaning services do not meet the expectations of visitors (cp chapter 6.4). These fields with the need for improvements are related to responsibilities of the public sector. Evidently, the public sector neglects crucial requirements important to the actual visitor. A further negligence will compromise the future of the capital’s tourism market, because dissatisfied consumers will turn to alternatives if important attributes for them are not fulfilled (cp. chapter 2.3.3.3). The main challenge for the destination Metropolitan Manila is an amendment of the destination image, and the management of above mentioned services. Tourism is an ever-growing competitive struggle. Hence, destination image and services become a central focus in the tourism market as a strategic instrument and strategic advantage. On the other hand, visitors are satisfied with the services of the private sector, leading to the assumption that the private sector professionals are able to maximize the benefit for the visitor in their own premises, despite the adverse conditions surrounding them.

The view on the visitor attractions

As findings in chapters 7.1 and 7.2 disclose, negative attributes like untidiness, crowding and traffic congestion already influence the ensemble and experience of attraction precincts in the capital during the drive to the precinct. These adverse circumstances diminish the attractiveness to visitors. The surrounding sceneries mostly fail to deliver a positive atmosphere and create an unpleasant experience. Unfavourable conditions continue to occur in most of the inner sceneries of attraction precincts, which create a stress field for visitors caused by several interfering factors listed in table 8.1.3:

Interfering factors
<ul style="list-style-type: none"> ● Difficult accessibility ● Difficult orientation ● Negative atmospheres ● Hazardous infrastructure as security risk ● Inadequate tourism specific design ● Insufficient sign-posting and information supply ● Untidiness ● Insufficient public transport

Tab. 8.1.3: Interfering factors around and within major visitor attraction precincts (source: own survey)

Except for Intramuros, Rizal Park and Greenbelt Mall, an intended tourism oriented development to present existing attraction supply within and around potentially valuable other precincts does not appear like in Chinatown, Quiapo, and Poblacion. Evidently, valuable

attraction sites within these other precincts are neither sign-posted, nor presented through information material. Herewith, a necessary orientation becomes impossible for visitors, and disorientation occurs (cp. chapter 7.1). This emphasizes, that basic requirements in attraction management with regards to orientation and legibility or urban environments are disregarded by the tourism officials (cp. chapter 2.5.1).

Furthermore, a specific thematic staging of sights, like themed (interactive) pathways along important attractions, has not been designed for visitors in this attraction precincts. Tourism scholars stress, that missing staging prevents a consistent and meaningful experience (cp. chapter 2.5.2). The current situation in the capital emphasizes the neglect of an appropriate visitor attraction management. The result is a perceivable diminished visitor experience (cp. chapters 7.1 and 7.2).

Characteristic for the current situation is, that the exploitation of a wider potential attraction supply in Metropolitan Manila seems to be inhibited and reduced to the set-ups of Intramuros and Rizal Park. Most visitors congregate mainly at these precincts because here they receive a more visitor oriented and customized attraction product. Apparently, Metropolitan Manila's tourism practitioners do not recognize potential exploitable attraction precincts as resources to expand the supply beyond Intramuros. The challenge for the tourism responsible can be seen in the expansion, planning and tourism oriented development of the remaining attraction precincts.

The current condition of the attractions indicates a missing will by the tourism officials to form an attractive visitor experience. It is also a mirror of the low degree of appreciation which is given from tourism responsible to the presentation of the destination. An amendment of the current interfering factors is inevitable, in order to elevate the viability of the attraction precincts, and to sustain the number of visitors.

Museums, galleries and exhibitions contribute importantly to the urban tourism product as visitor attractions in their own right. These sites have a recreation and experience effect on visitors and are seen as 'educational leisure setting' (PACKER & BALLANTYNE 2002:183) in post-modern society. The internal environment of museums and galleries and the form of information supply in the exhibitions, are critical for the comfort and the enjoyment of the visitor (cp. chapter 2.5.3 and FALK & DIERKING 1998).

Most exhibition designs in Metropolitan Manila use ideas of modern educational exhibition theory to a very limited extent. Modern exhibitions prefer a multi sensorial and, if possible, interactive approach in order to create a meaningful context between the often historic or abstract exhibits, and the visitor's view and experiences of his every day world. That means modern exhibitions turn the visitor from a passive viewer into an active participant, while delivering a unified and coherent narration of the exhibits (cp. chapter 2.5.3). As inferred from findings in chapter 7.2 in most of Metropolitan Manila's exhibitions, the visitor is commanded not to touch and interact with exhibits.

Furthermore, the exhibition experiences in the capital can be characterized as of fragmented nature, chunked through exaggerated labelling, densely written information and overstraining monotonous accumulation of artefacts. Individuals do not like fragmented information but seek out the complete pictures (cp. chapter 2.5.3). The current situation leads to an experienced over-stimulation and information overload (cp. chapter 7.2). The consequence is a perceptible swift decrease of attention, which BITGOOD (2002:13) defines as ‘museum fatigue’ (cp. chapter 2.5.3).

Customer relation is critical for contemporary museums. Particularly, the quality and quantity of given information will set the imprint of the visit. Unfavourably, in the newly renovated National Museum and the modern Ayala Museum, information right at the start is missing and absent clear floor directions lead to perceptible disturbing orientation and circulation issues (cp. chapter 7.2). The outcome is an observable often blind exploration of exhibitions which is dissatisfactory for the visitor (cp. chapter 2.5.3).

In general, the way museums and galleries in Metropolitan Manila present their exhibits can be characterized as the orthodox way of preserving and displaying historical artefacts. This suggests that responsible curators have not caught up with modern exhibition techniques. The challenge for the capital’s museums and galleries is the recognition and realization of more contemporary exhibition approaches, in order to create a more viable contribution to the attraction resources.

The following table 8.1.4 contains a comprehensive summary of the characteristics of Metropolitan Manila’s tourism system including their evaluation:

Key-characteristics	Evaluation	+/-
Tourism market		
Spatially concentration of hotel and attraction resources	Neglected tourism development in other potential areas	-
Incomplete tourism statistics	Neglected monitoring the entire market in the capital	-
Not fully reached yearly occupancy rates	Oversupply in the hotel sector	-
Target of international and domestic travel	Access to the entire market	+
Caters to business and leisure segment	Access to all segments	+
Wide variety of actual and potential attraction resources	Enhances the ability to appeal to different markets	+
Supply side stakeholder field		
Highly diverse organizational structure	Subtends important stakeholder coherence and fragmentises responsibilities.	-
Narrow-minded, non-consensual interpretation of the term urban tourism	Fades out a consensual recognition of important other meaning dimensions of urban tourism and fosters non-consensual activities	-
Major interpretation of urban tourism as economic tool	Benefits the economic growth of the metropolis	+
Discontinuous links, unequal participation and disregard of power-sharing	Inhibits durable stakeholder relations and cooperation and fosters non-compliance.	-
Non-tourism policy guided, obsolete, uncoordinated tourism planning and development	Makes a goal and objective oriented tourism planning and development difficult and prevents a metropolitan wide tourism planning strategy	-
Top-down decision making of political elites and power imbalances within governmental levels	Hamstrings the will for a cooperative and consensual approach for tourism development among the different levels of government	-
Consumer side stakeholder		
Confined activities in the city centre	Neglected development of further metropolitan wide potentials by governmental officials	-
Negative overall destination image	Neglected recognition of the importance of destination image and realization of a positive destination brand by government officials and practitioners	-
Dissatisfaction with public sector services	Neglected recognition of strategically tourism oriented services by government officials	-
Perceived unique image (built heritage)	Existing advantage towards regional competitors	+
Satisfaction with private sector services	Existing ability to cater the needs for services for accommodation and catering	+
Satisfaction with variety of opportunities	Existing potential to cater the need for activities	+
Visitor attractions		
Untidy, insecure conditions and difficult accessibility	Antagonizes an attractive staging of attractions and diminishes their ambience and experience environment for visitors	-
Missing supportive and customized tourism infrastructure	Neglect of goal oriented tourism development strategy by governmental stakeholders	-
Museums operate with obsolete exhibition techniques	Neglect of new trends in exhibition design, customer services and visitor attraction marketing and non recognition of museums as important part of the tourism product	-

Tab. 8.1.4: Summary of key-characteristics and evaluation of Metropolitan Manila's tourism system (source: own survey)

8.2 Thinking towards a new a approach

The core characteristics formulated above show that recognition and realization of urban tourism in Metropolitan Manila lacks crucial features of a contemporary, more sustainable, tourism development strategy. A rethinking towards a new way could enhance destination's future development. Four crucial spheres of activities should be focused on for improvement:

- Collaboration of tourism stakeholders at the supply side.
- Visitor experience and satisfaction.
- Specific tourism oriented infrastructure.
- Tourism marketing.

The following measures should be recommended towards a new approach:

Modelling a collaborative tourism stakeholder approach at the supply side

In order to strengthen the coherence of the stakeholder field (cp. chapter 8.1) a process towards a better functioning cooperation should be unfolded. Collaborative processes and approaches are often used in conflicting multi stakeholder-fields and also are becoming more and more important also in tourism issues. The focus of this process is the search for common interests and outcomes without restricted participation under inclusion of all necessary and legitimated parties. At this, only a well-ordered incremental proceeding is a useful measure in order to reach a more sustainable and consensual stakeholder collaboration. Hence, the collaboration process should be ordered and target oriented via three major steps (i) problem setting, (ii) direction setting and (iii) implementation escorted by complementary tasks and activities recommended in table 8.2.1. The following measures suggest a new approach in future tourism development in the metropolis:

Step	Task	Recommended action
Problem-setting	Identification of stakeholders	Metropolitan wide inventory and listing of all stakeholders concerned and necessary for the success
	Definition of common meanings, problem and issues	Metropolitan wide focus group discussions among tourism stakeholders about shared concerns related to tourism development (economic, socio cultural, environmental and experiential), defining and listing shared concerns, create a mutual meaning and interpretation of a sustainable urban tourism approach
	Commitment and agreement on collaboration, legitimacy and power balancing	Written agreement by all stakeholders deemed to be legitimate and necessary to participate which expresses the commitment to collaborate, the mutual recognition of each others legitimacy, the shared access to power
	Convenor characteristics	Defining a leader or a leading organization- preferably a joint public and private partnership committee from DoT, LGU, tourism industry and community representatives
	Mediation measures	Appointment of a mediator (committee) for possible conflicting situations
	Identification and availability of resources	Identify and ensure adequate availability and accessibility of resources to allow collaboration to proceed with all stakeholders concerned
Direction-setting	Setting ground rules	Creation of rules, norms and structures regarding equal distribution of power among stakeholders, sharing and appreciation of values, accepting interdependence
	Agenda setting- (road map)	Defining working fields, field related tasks, field related action-plans and time frames based on identified issue list in step one
	Organizing fields of work	Appointing and organizing issue oriented working groups or task forces
	Organizing information search	Collect, share and list information necessary through working groups
	Exploring options	Joining the information together, discuss various options, list and discuss alternatives, suggestion of shared or consensual plan or strategy
	Setting the shared future approach	Formulate a metropolitan wide tourism policy with an overall clear defined vision & mission statement, guiding principles and responsibilities, long-term objectives (economic, socio-cultural, environmental, experiential), tourism strategy for destination planning, development and marketing, financing issues
Implementation	Implementation ground-work	Discuss and set means of implementation based on consensual tourism policy
	Implementation agenda	Defining implementation fields, field related tasks, field related action-plans and time frames based on tourism policy
	Monitoring and compliance measures	Create and implement compliance and monitoring system to ensure compliance to collaboration decisions. Appoint compliance and monitoring committee or an umbrella tourism authority responsible for the metropolis

Tab. 8.2.1: Recommended enhancement process of supply side stakeholder collaboration (adopted from GRAY 1985:918 and modified)

The result of the enhancement process should be a distinguished metropolitan tourism policy, and further the establishment of a metropolitan tourism authority based on the paragon of the more centralized Singaporean model or the decentralized model of Hong Kong⁴⁷. An umbrella like metropolitan tourism authority would enable the destination to ensure long-term tourism planning, development and to bundle and coordinate the fragmented public and private sectors. It should fulfil the following tasks and will deliver the following benefits:

- Function as a regulatory body for tourism related issues on metropolitan level.
- Coordinating the DoT and local tourism authorities in tourism development.
- Coordinating and planning issues on tourism development within the metropolis (e.g. tourism infrastructure, attraction development, funding).
- Further development, formulation and implementation of tourism policies.
- Coordination work of other governmental bureaus (e.g. tax offices) and departments on policies and initiatives which have impacts on tourism on national and local level.
- Monitoring the compliance to collaboration decisions.
- Connective link to the private sector in the metropolis.
- Enhancing private-public partnership models.
- Formulation of metropolitan's medium and long-term tourism strategy in collaborative approach with governmental and private-sector stakeholders.

Improving visitor experience, attraction product and tourism infrastructure

A high relevance for improvement measures can be seen with regards to dissatisfying services for visitors (i) personal safety, (ii) transport services (accessibility), (iii) tourism information services, (iv) public cleaning services and (v) signage (orientation) as critical spheres of activities. Activities in these fields should be unfolded on a short-term basis in order to enhance the destination's image and experience quality. The measures shall raise visitors curiosity and satisfaction level. The benefits will be an improvement of destination awareness, destination image, attraction awareness, customer loyalty and attractiveness of visitor attractions. In addition, an enhanced identification of residents and tourism stakeholders with Metropolitan Manila as a tourism destination will be the result. Finally, improved environmental conditions in visitor frequented areas will be beneficiary for residents quality of life and will create new job opportunities out of increased visitor numbers. In general, a mitigation of negative impacts of mega-urbanization within and around the visitor attractions and tourism precincts should be aimed at and prioritised on a short-term basis.

Focus points of activities shall be first the established core areas like Intramuros, Chinatown, Rizal Park, Malate, Ermita and San Miguel: The following actions are recommendable:

⁴⁷ Singapore: Singapore Tourism Board (STB) as a centralized government controlled model
Hong Kong: Hong Kong Tourism Board (HKTB) and the Honk Kong Tourism Commission (HKTC) as a decentralized and mixed model between private sector and government

Necessary spheres of activity	Recommended action
Personal safety	<ul style="list-style-type: none"> ● Improving the maintenance and safeguard of pedestrian infrastructure ● Development of additional pedestrian infrastructure ● Pedestrianization of Intramuros ● Traffic calming measures in Chinatown, Quiapo and around important visitor attraction sites ● Enhancement of traffic regulations ● Improving street lighting
Transport services	<ul style="list-style-type: none"> ● Enhancing the accessibility to the visitor attractions ● Enhanced promotion of LRT and MRT to visitors through specific ‘visitor tickets’ ● General creation of an enhanced efficient environmental friendly public transportation concept for tourism purposes e.g. implementation of tour bus system through and between important attraction precincts using CO₂ emission reduced vehicles connecting important visitor attractions on metropolitan level
Tourism information services	<ul style="list-style-type: none"> ● Establishment of visitor information centres or desks in all city town halls and in particular at the prime visitor sites Intramuros, Chinatown, Rizal Park ● Designing and publishing comprehensive information brochures for different visitor attractions through private sponsorship ● Realignment of internet appearance through designing and implementing a tourism specific web-site for the whole metropolitan region ● ‘Things to do & see’ promotion and information campaign in hotels as joint venture between private and public sector
Public cleaning services	<ul style="list-style-type: none"> ● Implementing a regular garbage collection and continuous control at visitor sites and visitor precincts ● Garbage collection interconnected with recycling measures for job creation ● Monitoring system for cleanliness ● Fostering and performance of relocation/housing projects for informal settlers living within tourism precincts ● Awareness campaigns and workshops for residents and estate owners in barangays, local businesses and educational institutions towards public cleanliness in tourism frequented areas ● Implementation and maintenance of embellishing street furniture (e.g. sculptures, greenery and flowing water) ● Regular clean-up measures at Pasig River and the canals (Estueros) in Chinatown ● Regular clean-up of Manila Bay shore, Malate, Ermita, and Quiapo districts
Signage	<ul style="list-style-type: none"> ● Welcome signs at all major visitor attractions ● General information boards and outline maps in visitor attraction precincts ● Tourism specific signposting of important visitor attractions and improvement of general sign-posting for directions ● Design of a sign-posted heritage path connecting Intramuros-Chinatown-Malate-Ermita-CCP with thematic highlighting of important heritage sites

Tab. 8.2.2: Recommended necessary spheres of activities and actions for tourism product enhancement (own draft)

In the medium-term perspective, an enhanced appearance of heritage buildings and monuments should be focused on, in order to improve a memorable ambience for the visitor. Demonstrably, heritage features are perceived as unique for the destination (cp. chapter 6), and qualify as anchor attractions in the capital, if developed and conserved more adequately.

The Christian ambience and architecture is unique among Southeast-Asian (mega)cities and could be able to accelerate the influx from the short-haul market because of its exoticness and attractiveness to neighbouring Asian cultures. Hence, heritage conservation and preservation projects should be initialised, particularly in the valuable areas of Intramuros (Filipino-Spanish) but also for Escolta (Art Deco) and Chinatown (Chinese-Filipino) as well as for important single heritage sites like Las Pinas (Bamboo organ), San Miguel (American period) or the diverse valuable historic churches within the metropolis.

Certainly, funding will be a limitation in realizing heritage conservation, and the result will depend on the creativity to raise funds. Supportive is the offensive incorporation of international heritage funds (e.g. UN), funds of development cooperation organizations and intensified private sponsorship. Initiatives like ‘adopt a heritage building’ are able to foster private participation from companies or major corporations.

Simultaneously, sustained co-operations between private and public sector would arise, and the identification with the valuable heritage worth to be protected would be improved. On a lower scale, barangay communities could adopt smaller sized heritage conservation measures within their precincts, which would improve participation and understanding for tourism development and identification with the own heritage. Particularly, cultural tourism has the potential to improve the development of urban communities. It is a form of tourism, which is based on improving the knowledge about other places and people, referring to their lives, their culture, their history and heritage. The income from visitors can bring important benefits to local communities, leading to an improvement of facilities, infrastructure, and preservation of local heritage.

Recommendable for the not yet established potential tourism areas in Quezon City, Las Pinas City and Marikina is a detailed inventory about the condition and extent of potential attractions, in order to develop and integrate them in a more regional tourism concept.

Additionally, the museums and galleries should undergo modifications towards a richer and more memorable experience, in order to sustain a viable and necessary element of the city’s tourism product. Current weaknesses (cp. chapter 8.1) demand a realignment of exhibition philosophy and techniques as well as a streamlining of the exhibits to the essentials. The following recommendation could enrich the museum experiences:

- Intensified use of interactive concepts and hands-on experiences to foster participation.
- Intensified integration of education via multimedia techniques.
- Reducing the fragmentation of exhibitions and enhancing a meaningful cohesive whole by trimming the amount of exhibits and information.

- Enhancing the legibility and orientation of the physical setting by improved sign-posting to reduce difficulties in way-finding.

In the long-term perspective, the tourism product of the metropolis has to be enriched with new products, in order to diversify the supply portfolio. At this market trends have to be identified, evaluated and realized which are major tasks for the tourism planners. But this should be handled cautiously, as current trends of urban tourism in the era of globalization lead to universal developments around the globe in cities (e.g. theme parks, waterfront developments cp. Page & Hall 2003). This leads more to an approximation of their product portfolios instead of a crucial inventive distinction. And Metropolitan Manila makes no exception to that with the set-up of Manila Ocean Park and a beginning waterfront development at Manila Bay with the ‘Baywalk’.

It must be questioned whether it makes sense to establish another theme park if several others are already existing in close range in the region. Moreover, new tourism developments in line with urban regeneration must ensure benefits for the local communities. New areas should not be designed as enclaves for urban elites and wealthy domestic or international travellers, but should also be accessible for local inhabitants. Hence, a careful assessment has to be made whether tourism projects are really successful investments into the future.

The revived Pasig River Rehabilitation Project⁴⁸ could be used as a model for tourism development projects that are beneficial to local communities whose living conditions have improved through better housing, and the enhancement of the urban environment through the development of new urban tourism potential for the metropolis.

The same potential for developments in the long-term could be seen in the canals (Estueros) within Chinatown as a visitor attraction. Another area for careful tourism development in the long-term perspective is the vast festival segment of the capital. The organization of colourful festivals and processions is a deeply rooted tradition in Filipino culture, mainly organized by local communities. A huge number of attractive festivals exist in Metropolitan Manila, of which some are already quite popular (e.g. Caracol Festival Makati, Black Nazarene Procession Quiapo), while others are hidden gems (Marian Procession Intramuros). The development of a stronger festival market would have the benefit that the local communities would be strongly integrated in the development of a tourism product as they are the hosts of the festivals and would directly participate and profit from it. Income could be reinvested in improving the infrastructure and urban environment within the respective barangays.

Currently, opportunities for tourism seem to be contained mainly in the Cities of Manila and Makati, even though potential opportunities exist for tourism development also in other areas. In the long-term, tourism planners must look at the development of a wider spatial field for

⁴⁸ Pasig River Rehabilitation Project is based on the Executive Order No. 54 (1999) in order to cleanup the polluted Pasig River and its river banks by 2014 through increased sanitation measures through wastewater treatment and pollution control. A further part of the program is an integrated multi stakeholder approach through cooperation of public and private stakeholders. The goal is to enhance the community participation in order to upgrade infrastructure, municipal services (e.g. waste management) and urban regeneration areas along the river banks (e.g. linear parks and promenades along the river).

visitors to use potential for tourism within Metropolitan Manila like Quezon City or districts like San Miguel and Poblacion that is currently lying idle. Due to the size and the spread-out nature of the megacity, a walking exploration of visitor attractions outside the City of Manila is impossible. Hence, a target for long-term development should be the establishment of an adequate environmental friendly transportation system for visitors over a wider part of the metropolis. Ideal would be the further extension of LRT or MRT lines⁴⁹. Further development of the Pasig River ferry system could also be a cornerstone for improving public transport for the capital's visitors, delivering additionally a waterfront/river-tour experience. These developments would be useful opportunities for other parts of the metropolis to participate in tourism, and would diversify the tourism product portfolio.

Enhancing destination marketing

All measures for improvement above have to be supported by a destination marketing, as markets can only be attracted with the help of a strategic marketing of the tourism product.

Apart from establishing a tourism policy through collaborative consensual approach, Metropolitan Manila's tourism stakeholders have to consider a strategic line up and integration of the enhancement of destination's image and destination branding through enhanced destination marketing. The advantage arising is a rectified positioning and differentiation of the capital in the market for future tourism development. This measure should cover the metropolitan region through the establishment of an independent metropolitan destination marketing organization in order to fulfil the following functions:

- Coordinating Metropolitan Manila's tourism industry for a cohesive stakeholder field and resource sharing towards a better destination competitiveness.
- Identifying target markets, and raising destination awareness in the market.
- Marketing Metro Manila's tourism product based on a strategic marketing-plan.
- Monitoring the standards of quality and services in order to enhance customer loyalty.
- Enhancing the community relations through continuous communication about the role and the purpose of tourism and tourism organizations.
- Focusing on direct and indirect job creation beneficiary for metropolitan's communities and residents.

The destination marketing organization should be designed as a public-private partnership⁵⁰ organization, which brings the advantages of more sources for funding, available through public sector participation, and that public sector representatives interact more easily with governmental tourism policy makers.

A strategic marketing should focus on the existing cultural-historical potentials like heritage and festivals, and embrace potentials in the leisure segment with Ocean Park, and shopping and entertainment centres as well as the convention sector in the business segment (cp. tab.

⁴⁹ LRT (Light Railway Transport); MRT (Medium Railway Transport):

⁵⁰ Accordant to the ideas of a sustainable urban tourism after Paskaleva-Shapira (2001) cp. chapter 2.3.2

8.2.3). Target groups and strategic main markets should be culturally interested (leisure) travellers, travel groups, day-trippers and convention travellers. These strategic main markets focus on already existing and important market segments for Metropolitan Manila. In contrast, emerging markets are market potentials which are actually rudimentary or partially developed but with verifiable growth opportunities in the future. These markets could be families, event and pilgrimage travellers and cruise ship travellers. In order to master such a strategic direction, a thematic marketing is recommendable. Metropolitan Manila's tourism product could be themed as follows:

	Manila the heritage and history experience	Manila the event & festival experience	Manila the shopping/leisure experience	Manila the convention experience
Core supply components ‘flagship features’	Intramuros Fort Santiago Rizal Shrine Chinatown & Chinese Cemetery National Museum of the Filipino People Binondo Church San Sebastian Church	Chinese New Year Black Nazarene Procession Araw ng Manila Festival Caracol Festival Makati Flores de Mayo Festival Makati	Ocean Park Rizal Park Mall of Asia Rockwell Centre Greenbelt Mall Glorietta Mall	Philippine International Convention Centre World Trade Centre Metro Manila Philippine Centre for International Trade & Exhibition
Potential supply components	Quiapo district Escolta (Art Deco) Santa Cruz district San Miguel district Poblacion- City of Makati Parish Church of St. Joseph (bamboo organ, Las Pinas City) Gotta de Leche Complex (Sampaloc) Quezon City Memorial Circle Marikina Shoe Museum (Marikina City) Quezon City heritage museum*	Metro Manila Film Festival Marian Procession Intramuros Araw ng Palanyag (Paranaque City) Marikina Christmas Festival (Marikina City)	Star City theme park (Pasay City) SM Mega Mall (Mandaluyong City) Robinson’s Galleria Greenhills Shopping Centre Quezon City Wildlife Centre Eastwood Libis Entertainment City (Quezon City) La Mesa Eco Park (Quezon City)	Cultural Centre of the Philippines SMX Convention Centre (Pasay City)
Target group	Cultural interested visitor Day-tripper Travel groups Cruise ship visitor	Event visitor Pilgrimage visitor Families Day-tripper Business traveller Cruise ship visitor (International leisure visitor)	Day-tripper Leisure visitor Families Travel groups Cruise ship visitor	Business & convention visitor
Source market	National International	National (International)	National International	National International

Tab. 8.2.3: Recommendations for a themed destination marketing of Metropolitan Manila (own draft, * operational after April 2010)

The advantages of the themed marketing for Metropolitan Manila are as follows:

- Higher identification of residents and tourism service providers with Metropolitan Manila as a tourism destination
- Attractive touristy supply for specific target audiences
- Transparent and enhanced networking of the suppliers in the whole metropolis
- Enhanced qualitative value of tourism infrastructure and service supply
- Increased tourist attendance figures
- Increased regional and international publicity
- Increased visitor satisfaction and repeat visits

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Appendix A

Extended photo documentation chapter 7



Fig.1: Poblacion (Makati) - traffic congestion (J.P. Rizal Street north of Poblacion, photo: Jung 2006)



Fig. 2: Fort Santiago - surrounding scenery north of Fort Santiago at Pasig River side view at squatter area (Muelle de la Industria Street, photo: Jung 2006)



Fig. 3: Ermita district – Pedro Gil Street with blocked sidewalks east of Manila Bay. (photo: Jung 2006)



Fig. 4: Chinatown - oversized billboards at the entrance of Chinatown, dragon gate in the centre of photo. (Q. Paredes Street south entrance Chinatown, photo: Jung 2006)



Fig.5: Malate district - visible garbage in the surroundings area of Metropolitan Museum. (photo Jung 2006)



Fig. 6: Ermita district - Surrounding scenery Rizal Park- park. (T.M. Kalaw Street east of Rizal Park, photo: Jung 2006)



Fig.7:City of Makati - clean De La Rosa Street northeast of Greenbelt mall.(photo: Jung 2007)



Fig. 8: City of Makati - Makati Avenue east of Greenbelt mall. (photo: Jung 2006)



Fig. 9: City of Makati - Serendra Condominium Tower Complex northeast of War Memorial. (photo: Jung 2006)



Fig. 10: City of Makati - Area of Pacific Plaza Tower northwest of War Memorial. (photo Jung 2007)



Fig. 11: City of Makati - disturbing contrast historic and contemporary architecture at the outer scenery of Poblacion. (Museo ng Makati J.P. Rizal street northwest edge of Poblacion, photo: Jung 2007)



Fig. 12: City of Manila - National Museum in neo-colonial architecture between lush vegetation of Rizal Park. (photo: Jung 2006)



Fig. 13: City of Manila - primary attracting element in form of the memorial of the national hero Jose Rizal Memorial in Rizal Park. (photo: Jung 2007)



Fig. 14: City of Manila - secondary element historic dioramas with dramaturgical sequences from Jose Rizal's life in Rizal Park. (scene: execution of the national hero Jose Rizal, photo: Jung 2007)



Fig. 15: City of Manila - disturbing tent construction of the DoT within the historical setting of Intramuros used as exhibition and festival venue, in front disturbing wiring. (photo: Jung 2007)



Fig. 16: City of Manila (Intramuros) - historic city wall with disturbing billboards. (along Muralla Street, photo: Jung 2006)

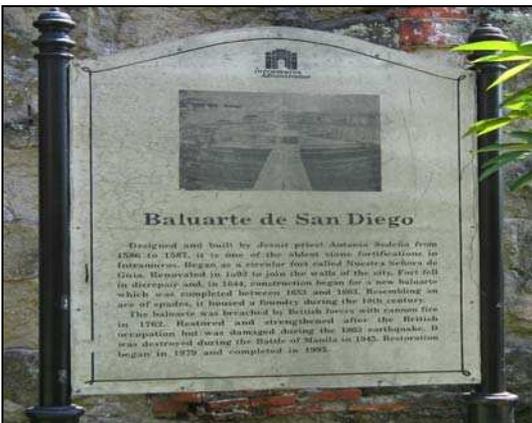


Fig. 17: City of Manila (Intramuros) - information displays about history of specific buildings or areas enhancing the self-exploration. (photo: Jung 2006)



Fig. 18: City of Manila (Intramuros) - primary attracting element San Agustin Church and Museum United Nations heritage site. (corner General Luna Street/Real Street, photo: Jung 2006)



Fig. 19: City of Manila (Intramuros) - tertiary and unexpected attraction elements in form of colourful hidden gardens. (San Diego Gardens at Baluarte San Diego-southwest corner Intramuros, photo: Jung 2007)



Fig. 20: City of Manila (Intramuros) - neglected Magallanes Street dictly adjacent to General Luna Street (main restored heritage sights) with visible not collected garbage.(photo: Jung 2006);



Fig. 21: City of Manila (Chinatown) - atmosphere carriers Chinese pharmacies. (photo: Jung 2006)



Fig. 22: City of Manila (Chinatown) - atmosphere carriers fruit stands and markets. (photo: Jung 2006);



Fig. 23: City of Manila (Chinatown) - Binondo Church as atmosphere carrier. (Plaza San Lornezo Ruiz, photo: Jung 2006)



Fig. 24: City of Manila (Chinatown) - dilapidated and neglected ancestral heritage buildings. (historical Filipino-Chinese trade houses in Escolta Street, photo: Jung 2006)



Fig. 25: City of Manila (Quiapo district) - surroundings of Quiapo Church with disturbing billboards (Quezon Blvd.), right picture side wall of Quiapo, left side heavily crowded and congested Quezon Blvd, visitor attraction tester at sidewalk. (photo: Jung 2006)



Fig. 26: City of Manila (Quiapo district) - In front of Quiapo Church disturbing video animation. (Plaza Miranda, photo: Jung 2006)



Fig. 27: City of Manila (Quiapo district) - chaotic, hectic and untidy areas surrounding Quiapo Church. (R. Hidalgo Street, photo: Jung 2006)



Fig. 28: City of Manila (Quiapo district) - improper garbage handling. (Norzagaray Street- Quiapo district, photo: Jung 2006)



Fig. 29: City of Manila (Quiapo district) - atmosphere carrier element fortune tellers and markets for devotional items in front of Quiapo Church. (Plaza Miranda, photo: Jung 2006)



Fig. 30: City of Manila (Quiapo district) - atmosphere carrier fruit and vegetable markets adjacent to Quiapo Church. (Villalobos Street, photo: Jung 2006);



Fig. 31: City of Manila (Manila Bay) - Roxas Blvd. with heavy traffic as atmosphere interference. (photo: Jung 2006)



Fig. 32: City of Manila (Manila Bay) - polluted Manila Bay as atmosphere interference. (photo: Jung 2006);



Fig. 33: City of Manila (Manila Bay) - disturbing oversized advertisements along Manila Bay. (photo: Jung 2006)



Fig. 34: City of Manila (Manila Bay) - panorama view Manila Bay as atmosphere carrier. (photo: Jung 2006);



Fig. 35: City of Manila (Manila Bay) - Malate skyline by night along Baywalk as atmosphere carrier. (photo: Jung 2007)



Fig. 36: City of Manila (Fort Santiago) - disturbing dilapidated parked tour buses in the park. (photo: Jung 2006);



Fig. 37: City of Manila (Fort Santiago) - unpleasant view at untidy Pasig River bank opposite of Fort Santiago with informal settlements. (photo: Jung 2006)



Fig. 38: City of Manila (Fort Santiago) - Rizal shrine as attracting element. (photo: Jung 2006)



Fig. 39: City of Manila (Fort Santiago) - audience studying the exhibition inside Rizal Shrine. (photo: Jung 2006)



Fig. 40: City of Manila (Fort Santiago) - patrolling security guard in historic uniform in Fort Santiago. (photo: Jung 2006)



Fig. 41: City of Manila (Fort Santiago) - visitor amenities with souvenir shops, restaurant and restrooms Fort Santiago. (photo: Jung 2007)

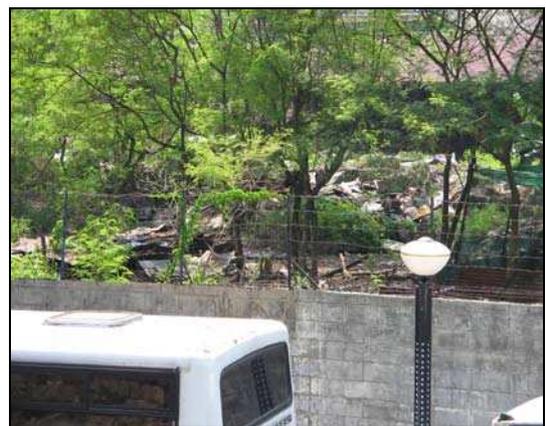


Fig. 42: City of Manila (Paco Park) - disturbing view at surrounding scrap yard and parked buses. (photo: Jung 2006)



Fig. 43: City of Manila (Paco Park) - security risk of collapsing walls enhancing feeling of insecurity. (photo: Jung 2006)



Fig. 44: City of Manila (Paco Park) - well signposting of visitor amenities. (photo: Jung 2006)



Fig. 45: City of Manila (Paco Park) - orderly visitor amenities. (photo: Jung 2006)



Fig. 46: City of Manila (CCP Complex) - atmosphere improving parks between buildings in CCP area. (photo: Jung 2006)



Fig. 47: City of Manila (CCP Complex) - pleasing view at the architecture of Coconut Palace. (photo: Jung 2006)



Fig. 48: City of Manila (CCP Complex) - disturbing parking lots within the park areas. (photos: Jung 2006)



Fig. 49: City of Manila (CCP Complex) – recreational opportunities with bicycle rent. (photo: Jung 2006)



Fig. 50: City of Manila (Manila Zoo) – interactive children’s zoo. (photo: Jung 2006)



Fig. 51: City of Manila (Manila Zoo) new part of the zoo more densely crowded than older part. (photo: Jung 2006)



Fig. 52: City of Manila (Manila Zoo) - central Lake within Manila Zoo. Recreation activities of zoo visitors. (photo: Jung 2006)



Fig. 53: city of Makati (War Memorial) -tessellated map featuring battle events during the Second World War as visual stimuli for visitors. (photo: Jung 2006)



Fig. 54: City of Makati (Poblacion) - simple set up of Museo ng Makati. (photo: Jung 2006)



Fig. 55: City of Makati (Poblacion) - attracting element of daily barangay life. (photo: Jung 2006)



Fig. 56: City of Makati (Greenbelt Mall) - pleasing atmosphere of Greenbelt's central park as contrast to the CBD skyline. (photo: Jung 2006)



Fig. 57: City of Makati (Greenbelt Mall) - atmosphere carrier arts sculptures within the park setting within Greenbelt entertainment complex. (photo: Jung 2006)



Fig. 58: City of Makati (Greenbelt Mall) - visible security guards enhancing the feeling of security. (photo: Jung 2006)

Selected single attractions



Fig. 59: City of Manila (Bahay Tsinoy) - densely written information displays. (photo: Jung 2006)



Fig. 60: City of Manila (Bahay Tsinoy) - entrance area of the museum offering an atmospheric preparation for the visitor into the theme with Chinese statues and ceramics before entering the exhibition. (photo: Jung 2006)



Fig. 59: City of Manila (Casa Manila) - sufficient signposting for visitors. (photo: Jung 2006)



Fig. 60: City of Manila (Casa Manila) - sufficient catering facilities for visitors. (photo: Jung 2006)



Fig. 61: City of Manila (San Agustin) - disturbing parked cars and billboards at the entrance of the historic museums building. (photo: Jung 2006)

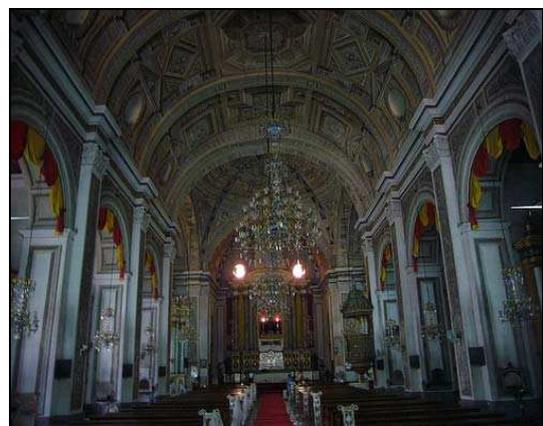


Fig. 62: Interior design and architecture of San Agustin Church as atmosphere carrier. (photo: Jung 2006)



Fig. 63: City of Manila (San Agustin) - rectangle shaped cloister with exhibits - clear configuration of the museum. (photo: Jung 2006)



Fig. 64: City of Manila (San Agustin Museum) - exhibition without modern aspects of presentation techniques. (photo: Jung 2006)



Fig. 65: City of Manila (Metropolitan Museum) - costly presented gold treasures in the basemen add value to the museums experience. (photo: Jung 2006)



Fig. 66: City of Manila (Metropolitan Museum) - gallery at the ground floor, hands-off exhibition. (photo: Jung 2006)

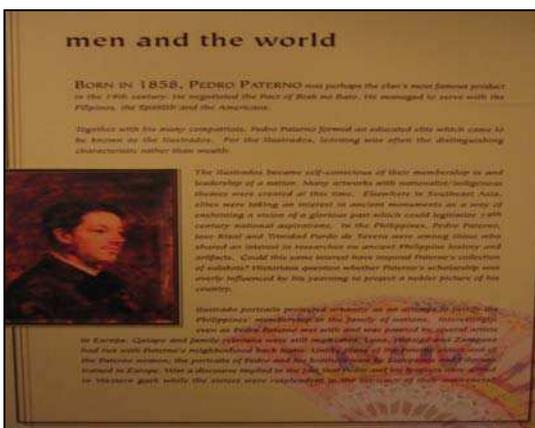


Fig. 66: City of Manila (Metropolitan Museum) - Densely written displays overwhelming visitors with too much information- Metropolitan Museum. (photo: Jung 2006)

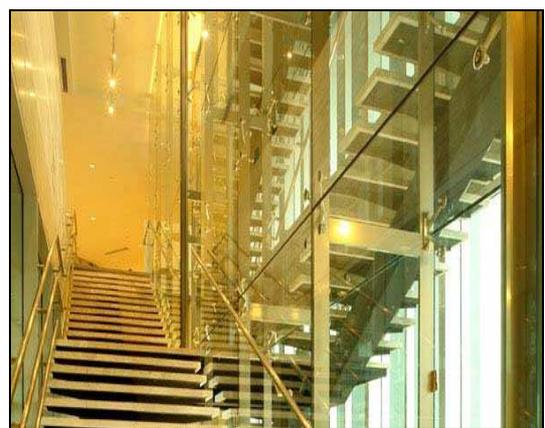


Fig. 67: City of Makati (Ayala Museum) - open and transparent interior design supporting positive ambience. (photo: Jung 2006)



Fig. 68: City of Makati (Ayala Museum) - catering facilities. (photo: Jung 2006)



Fig. 69: City of Manila (National Museum) - patio with atmospheric view at authentic historical tribe huts. (Ifugao tribe - Mountain Province Luzon, photo: Jung 2006)



Fig. 70: City of Manila (National Museum) – interactive device featuring the dialects in the Philippines, at the time of the observation defective. (photo: Jung 2006)



Fig. 71: City of Manila (National Museum) - Exhibition of marine trade history featuring an overwhelming amount of exhibits. (photo: Jung 2006)

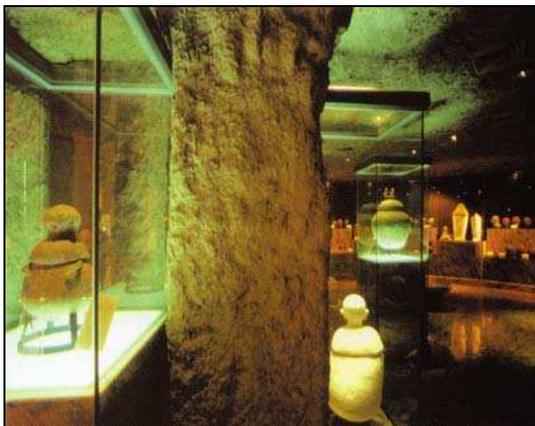


Fig. 72: City of Manila (National Museum) - archaeological treasures presented in an atmospheric exhibition with specific light effects. (photo: Jung 2006)



Fig. 73: City of Manila (Museo Pambata) - interactive device section physics, device used by visitor attraction tester. (photo: Jung 2006)

Appendix B

-Summary of mentioned stakeholders in expert conversations-

	Interview Code											
	EX-ASSC-1	EX-HM-1	EX-HM-2	EX-LGOV-1	EX-NGOV-1	EX-N-1	EX-N-2	EX-PLAN-1	EX-PLAN-2	EX-PLAN-3	EX-PLAN-4	EX-OP-1
Travel agencies	+	+	+	+								+
Women in Travel Association	+											
Philippine Tour Operator Association (PHILTOA)	+	+	+		+	+	+					
Philippine Tourism Authority (PTA)	+									+		
City-Mayors	+	+	+	+	+	+	+	+	+	+	+	+
Department of Tourism Office of Product Development & Research	+	+	+	+	+	+					+	+
Intramuros Administration		+			+	+	+	+	+	+	+	+
Department of Tourism Regional Office National Capital Region	+				+	+	+	+	+	+		+
Philippine Airlines	+											
International airlines	+											
Restaurants	+											
Resorts	+											
Hoteliers & hotel management	+	+	+	+	+	+	+			+		
Philippine National Police (PNP)	+											
Tourists	+	+	+		+	+	+	+	+			+
Hotel Sales & Marketing Association	+	+	+	+	+	+						
Philippine Convention & Visitor Corporation		+	+		+	+	+	+		+		
Cities tourism offices	+		+	+	+	+				+		+
Cities urban planning offices				+	+		+	+	+	+		
Flagship Office ¹						+		+				
Travel tour operators		+	+									
City tour operators		+	+			+	+		+			
Hotel & Restaurant Association Philippines	+	+	+									
National Independent Travel Agency Association	+	+	+									
National Parks Development Committee					+	+						
Barangay captains											+	

Table B-1: Summary of mentioned supply side stakeholders in expert conversations (source: own survey; + = mentioned)

Appendix C

Questionnaire form- visitor survey
Standardized observation forms- visitor attractions
Theme guide supply side stakeholder interviews

Visitor questionnaire form Metropolitan Manila

Mabuhay- I am conducting a survey focusing on visitors in Manila, would you like to answer me the following questionnaire? The data are collected as part of a Ph.D. thesis at the University of Cologne in Germany. The data will be handled confidential and anonymous and are not for government use. The data collected are for scientific use only. If Manila resident no questionnaire

Interview-No.:	Interviewer:	Date:	Time:	Location:
-----------------------	---------------------	--------------	--------------	------------------

- 1. Please draw a map/drawing of familiar elements/objects of Manila for you as a city tourist/visitor into the space below. (An accurate map is not expected- please make a simple sketch out of your mind without help of others- Use own symbols and own describing keywords- as symbols you can use e.g. lines, squares, circles, triangles etc.- please write down the meaning of your symbols on the sketch.**

7. Please read the following attributes about Manila and evaluate how they apply to the city using the following scale –Agree strongly/Agree/Have no opinion/Disagree/Disagree strongly

	Agree strongly	Agree	Have no opinion	Disagree	Disagree strongly	
	1	2	3	4	5	
clean						7.1
modern						7.2
attractive shopping						7.3
historically interesting						7.4
hospitable local people						7.5
vibrant nightlife						7.6
convenient						7.7
exotic						7.8
of cultural value						7.9
westernised						7.10
cosmopolitan flair						7.11
safe						7.12
adventurous						7.13
strenuous						7.14
depressing						7.15
chaotic						7.16

8. 8.1) Please indicate the importance of the following aspects of your Manila visit by using the following scale- very important / important / somewhat important / not important.

	very important	important	somewhat important	not important	
	4	3	2	1	
Transport Services					8.1.1.
Accommodation Services					8.1.2
Food Services & Cuisine					8.1.3
Variety of things to see & to do					8.1.4
Signage (directions)					8.1.5
Shopping facilities					8.1.6
Personal safety					8.1.7
Cleanliness					8.1.8
Variety of attractions					8.1.9
Tourism information services					8.1.10

8.2) Next please indicate the level of satisfaction with the listed aspects using the following scale- excellent to /good / fair / poor / very poor

	excellent	good	fair	poor	very poor	
	5	4	3	2	1	
Transport Services						8.2.1
Accommodation Services						8.2.2
Food Services & Cuisine						8.2.3
Variety of things to see & to do						8.2.4
Signage (directions)						8.2.5
Shopping facilities						8.2.6
Personal safety						8.2.7
Cleanliness						8.2.8
Variety of attractions						8.2.9
Tourism information services						8.2.10

9. Have you been to Manila before? If yes, how many times (not counting the current visit)?

No 9.1 One time 9.2 Two times 9.3 More 9.4

10. When did you arrive in Manila and how long will you stay in Manila only?

Arrival date: _____ 10.1 Duration of stay: _____ hours 10.2 _____ days 10.3

11. Which country are you from? _____ 11

12. Are you travelling in a party or alone?

alone 12.1 in party 12.2 if in party, how many persons in party? 12.3

13. Is Manila your only destination in the Philippines?

Manila only 13.1 other destination(s) 13.2 if other destination(s) which one(s)? _____ 13.3

14. In which part of the city is your accommodation located?

_____ 14

15. What standard class does the hotel have you are staying in?

De Luxe First Class Standard Economy Don't know Stay with friends/relatives
 Five star 15.1 Four star 15.2 Three star 15.3 Two star 15.4 _____ 15.5 _____ 15.6

16. How old are you?

17. Your occupation? _____ 17 19. Gender? female 19.1 male 19.2

18. Your marital status married 18.1 single 18.2

MARAMING SALAMAT PO-THANK YOU VERY MUCH FOR YOUR PARTICIPATION I WISH YOU A PLEASANT STAY IN MANILA.

OBSERVATION PROTOCOL VISITOR ATTRACTION PRECINCT/ GREATER AREA

Name of sight:	Date:	Time:
Weather:	Observer:	

EXPECTATION/SYMBOLIC FEATURE OF PLACE

Symbolic feature of place (historic, cultural, natural beauty etc.) which symbolic force or geographic, social, cultural, technological, divine)

Organizational perspective (Spatial classification: small object (e.g. painting/room) or large area)

OUTER SCENERY

Observations

1 a) Outer scenery:

Way to the sight (inner urban)

remarks: _____

Detached markers (transit markers)

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

Condition of entering area

Cleanliness

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

Feeling of security and safety from crime

insecure	---	--	-	0	+	++	+++	secure
----------	-----	----	---	---	---	----	-----	--------

remarks: _____

Structure & organization
(figure-background law!)

repellent	---	--	-	0	+	++	+++	pleasing
-----------	-----	----	---	---	---	----	-----	----------

remarks: _____

Crowding:

unbearable	---	--	-	0	+	++	+++	bearable
------------	-----	----	---	---	---	----	-----	----------

remarks: _____

Degree of commercialisation

disturbing	---	--	-	0	+	++	+++	not disturbing
------------	-----	----	---	---	---	----	-----	----------------

remarks: _____

Weather protected (e.g. waiting areas) yes no

remarks: _____

Welcome note yes no

remarks: _____

Tourist/visitors

Composition _____

Age _____

Behaviour/Activities _____

INNER SCENERY

Type of tourist sight:

natural: _____

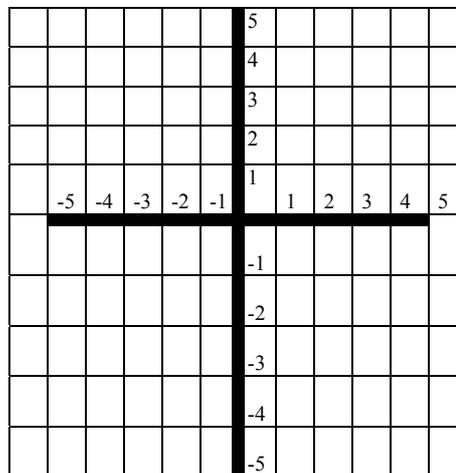
nature-human interface (e.g. zoo): _____

men-made: _____

delimitation of sight: _____

Atmosphere

Atmosphere (overall)



Description of atmosphere:

Atmosphere carrier (+):

(contrast to daily routine: colours, different stylish elements & forms , controlled adventurous situations, witty settings)

Neutral atmosphere factors (+/-):

Atmosphere derangements (-):

(garbage, dilapidated sight or building areas, heavy traffic, too many billboards)

Topic of sight: _____

Activity-spectrum:

education	exercise	exploration	place to talk & meet
guided tours	unguided tours	active	passive

remarks: _____

Stimuli-spectrum

visual	auditory	olfactory	active
--------	----------	-----------	--------

kinaesthetic	tactile	taste	passive
--------------	---------	-------	---------

remarks: _____

social interaction with people

remarks: _____

Guidance of tourists/visitors

Composition of area

simple	---	--	-	0	+	++	+++	complex
--------	-----	----	---	---	---	----	-----	---------

remarks: _____

Information on sight

(maps, brochures etc.)

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

Routing of tourists

(guided tours, marked pathways, directions)

remarks: (forced or unforced routing)

difficult	---	--	-	0	+	++	+++	easy
-----------	-----	----	---	---	---	----	-----	------

Welcome note

yes

no

remarks: _____

Inner structure/sequence elements of sight (dramaturgical elements/ experience sequence chronological or hierarchical pathway/ different competing exhibitions/staged or authentic):

primary centre element which motivates to visit: _____

secondary : _____

tertiary (unexpected/hidden

places/secrets): _____

remarks: _____

Tourist/visitor confidence and comfort level

Feeling of security and safety from crime

insecure	---	--	-	0	+	++	+++	secure
----------	-----	----	---	---	---	----	-----	--------

remarks: _____

Feeling of orientation

confusing	---	--	-	0	+	++	+++	explicit
-----------	-----	----	---	---	---	----	-----	----------

remarks: _____

Crowding

unbearable	---	--	-	0	+	++	+++	bearable
------------	-----	----	---	---	---	----	-----	----------

remarks: _____

Cleanliness

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

Rest areas/gift shop (food provision, relaxation, resting)

yes

no

remarks: _____

Comfort rooms

yes

no

remarks (how many in the level or building?):

Weather protection

yes

no

remarks:

Tourist/visitor behaviour and reactions

Composition

Age

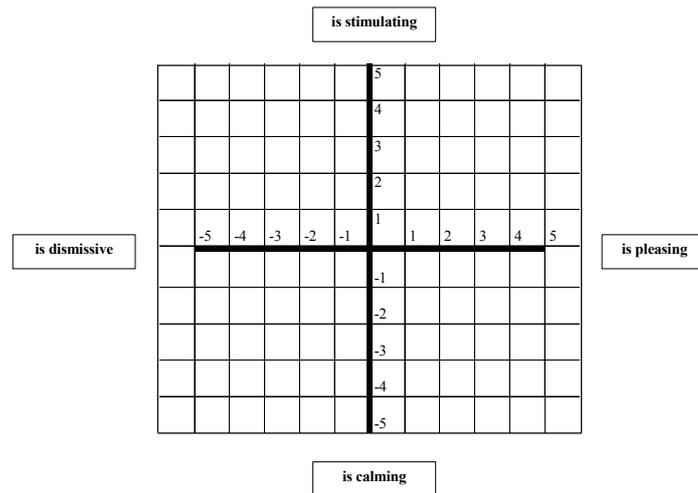
Behaviour/Activities

**Interconnection to other
tourist sights**

inconvenient	---	--	-	0	+	++	+++	convenient
--------------	-----	----	---	---	---	----	-----	------------

remarks:

**Template
rating atmosphere:**



**Template
Example rating :**

	very inconvenient	inconvenient	slight inconvenient	neither/ nor	slight convenient	convenient	very convenient	
inconvenient	---	--	-	0	+	++	+++	convenient

OBSERVATION PROTOCOL VISITOR ATTRACTION

Museum/Zoo/Aquarium/Botanical Gardens/Exhibitions

Name of sight:	Date:	Time:
Weather:	Observer:	

EXPECTATION/SYMBOLIC FEATURE OF PLACE

Expectation of experience (historic, cultural, natural beauty etc.) which symbolic force or geographic, social, cultural, technological, divine)

Organizational perspective (Spatial classification: small object (e.g. painting/room) or large area)

OUTER SCENERY

Observations

1 a) Outer scenery:

Way to the sight (inner urban)

remarks: _____

Detached markers (transit markers)

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

Condition of entering area

Cleanliness

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

Feeling of security and safety from crime

insecure	---	--	-	0	+	+++	+++	secure
----------	-----	----	---	---	---	-----	-----	--------

remarks: _____

Structure & organization

repellent	---	--	-	0	+	++	+++	pleasing
-----------	-----	----	---	---	---	----	-----	----------

(figure-background law!)

remarks: _____

Crowding

unbearable	---	--	-	0	+	++	+++	bearable
------------	-----	----	---	---	---	----	-----	----------

remarks: _____

Weather protected (e.g. waiting areas)

yes

no

remarks: _____

Tourist/visitor behaviour and reactions

Composition _____

Age _____ :

Behaviour/Activities _____

Degree of commercialisation

disturbing	---	--	-	0	+	++	+++	not disturbing
------------	-----	----	---	---	---	----	-----	----------------

remarks: _____

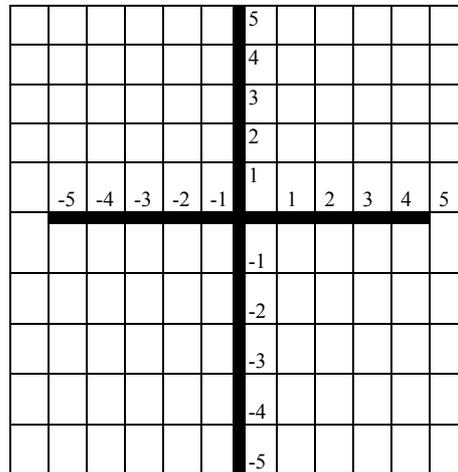
INNER SCENERY

Type of tourist sight:

natural: _____
 nature-human interface (e.g. zoo): _____
 men-made: _____
 delimitation of sight: _____

**Atmosphere
 Atmosphere (overall)**

Description of atmosphere:



Atmosphere carrier (+):
 (contrast to daily routine: colours, different stylish elements & forms , controlled adventurous situations, witty settings)

Neutral atmosphere factors (+/-):

Atmosphere derangements (-):
 (garbage, dilapidated sight, building areas or displays, heavy traffic, too many billboards, noisy, unpleasant smell, ugly disturbing fences etc.)

Topic of exhibition:
 (uniqueness of museum/zoo/exhibition setting certain exhibit which causes special attention)

Activity-spectrum:

education	exercise	exploration	place to talk & meet
guided tours	unguided tours	active	passive

remarks:(hands-on or hands off museum- or changing behaviour settings?)

Stimuli-spectrum

visual	auditory	olfactory	active
kinaesthetic	tactile	taste	passive

remarks: (information conveyed in displays, graphic and video, labels-multi-sensorial/multimedia/colors/lighting/groupings/labels/density of information)
 remarks: _____

Interaction with people (social context incl. museum staff)

remarks: _____

Guidance of visitors/tourists

Impression of configuration of museum/zoo

complex	---	--	-	0	+	++	+++	simple
---------	-----	----	---	---	---	----	-----	--------

remarks: (e.g. different competing exhibitions, orientation at beginning very important, suitability of displays for all age groups)
 remarks: _____

Information on sight

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

(maps, brochures)

remarks: _____

Routing of tourists

difficult	---	--	-	0	+	+++	+++	easy
-----------	-----	----	---	---	---	-----	-----	------

(guided tours, marked pathways, directions)

remarks: (forced or unforced routing, anytime an exit opportunity)

Welcome note (entrance area)

yes

no

remarks: _____

Inner structure/sequence elements of sight (dramaturgical elements/ experience sequence chronological or hierarchical pathway/ different competing exhibitions):

primary centre element which motivates to visit: _____

secondary: _____

tertiary (unexpected/hidden places/secrets): _____

remarks: _____

Tourist/visitor confidence and comfort level

Feeling of security and safety from crime

insecure	---	--	-	0	+	++	+++	secure
----------	-----	----	---	---	---	----	-----	--------

remarks: _____

Feeling of orientation

confusing	---	--	-	0	+	++	+++	explicit
-----------	-----	----	---	---	---	----	-----	----------

remarks: _____

Crowding

unbearable	---	--	-	0	+	++	+++	bearable
------------	-----	----	---	---	---	----	-----	----------

remarks: _____

Cleanliness

insufficient	---	--	-	0	+	++	+++	sufficient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

Rest areas/gift shop (food provision, relaxation, resting)

yes

no

remarks: _____

Comfort rooms

yes

no

remarks (how many in the level or building?) _____

Tourist/visitor behaviour and reactions

Composition _____

Age _____ :

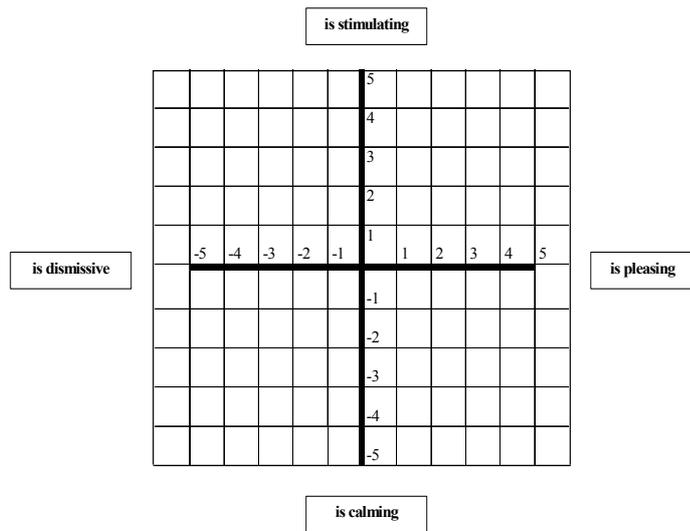
Behaviour/Activities _____

Interconnection to other tourist sights

inconvenient	---	--	-	0	+	++	+++	convenient
--------------	-----	----	---	---	---	----	-----	------------

remarks: _____

**Template
rating atmosphere:**



Example rating :

	very inconvenient	inconvenient	slight inconvenient	neither/ nor	slight convenient	convenient	very convenient	
inconvenient	---	--	-	0	+	++	+++	convenient

THEME GUIDE STAKEHOLDER INTERVIEWS SUPPLY-SIDE

1. Public and Private sector interviewees

Theme 1: Meaning of urban tourism for the interviewees

Free formulation through respondents of the meaning and interests they attach to the term urban tourism.

Theme 2: Continuity of links

- a.) Frequencies of meetings
- b.) Purposes of meetings or linking
- c.) If meetings and linking - tourism project oriented or non-tourism related

If private sector respondent continuity links to local government and national government

If respondent from local government continuity of links to private sector and national government

If respondent from national government continuity of links to private sector and city representatives of city governments

Theme 3 : Character of relationships between government levels

public sector: relations between the government levels national and local government perceived character of relations with regards to:

- a.) Participation
- b.) Cooperation
- c.) Power relations
- d.) Power distribution
- e.) Equality and equity

inter-sector private/public:

perceived character of relations with regards to:

- a.) Participation
- b.) Cooperation

2. Public sector only

Theme 4: Planning and development approach

- a.) Tourism policy documents
- b.) Use of tourism policy
- c.) Character of planning approach

Theme 5: Decision making

Characterizing the decision making process in tourism issues

- a.) within the hierarchical levels within LGU
- b.) within the hierarchical levels of DOT and sister agency Intramuros Administration
- c.) Between the DoT and the LGU

Appendix D

Data tables
Visitor survey

Entire respondents	sketch maps	no sketch map or symbolic drawing	sum
Frequency	186	27	213
%	88.3	12.7	100

Tab. D-1: Distribution of drawn sketch maps and none-drawings question 1 (n=213)

Female respondents	sketch maps	no sketch map or symbolic drawing	sum
Frequency	98	2	100
%	98	2	100

Tab. D-2: Distribution of drawn sketch maps and none-drawings female respondents question 1 (n=100)

Male respondents	sketch maps	no sketch map or symbolic drawing	sum
Frequency	88	25	113
%	77.9	22.1	100

Tab. D-3: Distribution of drawn sketch maps and none-drawings male respondents question 1 (n=113)

Rank		Frequency	%
1	Intramuros	58	41.0
2	Manila Bay	31	22.0
3	Roxas Blvd.	30	17.6
4	Rizal Park	25	14.8
5	City of Makati	21	14.8
6	EDSA	19	13.4
7	Malate district	19	13.4
8	Quezon City	19	13.4
9	U.S. Embassy	17	12.0
10	CCP	13	9.2
11	Chinatown	13	9.2
	Robinson's Mall	13	9.2
12	Adriatico Street	12	8.5
	Fort Santiago	12	8.5
	Manila Cathedral	12	8.5
13	Greenbelt Mall	11	7.7
	San Agustine Church	11	7.7

Table D- 4: Frequencies of top 15 items mentioned in sketch maps by Caucasian respondents- question 1 (n=142)

Rank		Frequency	%
1	Manila Bay	12	27.3
2	Intramuros	9	20.5
3	Roxas Blvd.	8	18.2
4	Robison's Mall	7	16.0
5	San Agustine Church	6	13.6
6	Rizal Park	6	13.6
7	Friendly's Guesthouse	5	11.4
8	Manila Cathedral	4	9.1
9	Mall of Asia	4	9.1
10	City of Makati	4	6.8
11	Fort Santiago	3	6.8
12	Manila City Hall	3	6.8
13	Remedios Circle	3	6.8
14	Malate District	3	6.8
15	EDSA	3	6.8

Table D-5: Frequencies top 15 items mentioned in sketch maps by Asian respondents- question 1 (n=44)

mentioned element	% of respondents n= 52	% Assc. 1 n=52	% Assc. 2 n=48	% Assc. 3 n=43	All answers % n=143
Intramuros	57.7	23.5	20.8	18.6	21.0
Rizal Park	30.8	11.8	12.5	9.3	11.2
San Agustin	23.1	13.7	10.4	0.0	8.4
Shopping Malls	28.8	9.8	8.3	4.7	7.7
Fort Santiago	23.1	7.8	6.3	11.6	8.4
Manila Bay	13.5	4.0	2.1	9.4	4.9
Chinatown	9.6	2.0	2.1	7.0	3.5
Makati	7.7	3.9	2.1	2.3	2.8
Jeepney	7.7	2.0	4.2	2.3	2.8
Manila Cathedral	7.7	2.0	2.1	4.7	2.8
friendliness	5.8	3.9	2.1	0.0	2.1
Malate	3.8	2.0	0.0	2.3	1.4
Food	3.8	0.0	2.1	2.3	1.4
Corregidor	3.8	0.0	2.1	2.3	1.4
Pagsanhan	3.8	3.9	0.0	0.0	1.4
Chinese Cemetery	1.9	2.0	0.0	0.0	0.7
easy communication in English	1.9	2.0	0.0	0.0	0.7
Bars	1.9	2.0	0.0	0.0	0.7
Urine-stench	1.9	2.0	0.0	0.0	0.7
Churches	1.9	0.0	2.1	0.0	0.7
Casa Manila	1.9	0.0	2.1	0.0	0.7
Santa Cruz Church	1.9	0.0	2.1	0.0	0.7
American War Memorial	1.9	0.0	2.1	0.0	0.7
peddler	1.9	0.0	2.1	0.0	0.7
people's hospitality	1.9	0.0	2.1	0.0	0.7
Traffic chaos	1.9	0.0	2.1	0.0	0.7
Museums	1.9	0.0	2.1	0.0	0.7
Oriental Atmosphere	1.9	0.0	2.1	0.0	0.7
Tagaytay	1.9	0.0	2.1	0.0	0.7
San Miguel (Beer)/beer	1.9	0.0	0.0	2.3	0.7
beautiful girls	1.9	0.0	0.0	2.3	0.7
Quiapo	1.9	0.0	0.0	2.3	0.7
Horses and Cars	1.9	0.0	0.0	0.0	0.7
Traffic Jams	1.9	0.0	0.0	2.3	0.7
Nightlife	1.9	0.0	0.0	2.3	0.7
Diversity	1.9	0.0	0.0	2.3	0.7
Pollution	1.9	0.0	0.0	2.3	0.7
Cultural Centre of the Philippines	1.9	0.0	0.0	2.3	0.7
Σ		100.0	100.0	100.0	100.0

Table D-6: Summary distinctive destination elements survey question 2 (Asian respondents)

mentioned element	% of respondents n=161	% 1. Assc. 1 n=151	% 2. Assc. n=118	% 3. Assc n=90	All answers % n=358
Intramuros	60.3	39.7	21.2	6.7	25.4
Shopping Malls	30.5	7.9	16.0	16.7	12.7
Manila Bay	14.6	4.6	5.9	9.0	6.1
San Agustin	13.2	7.3	6.8	1.1	5.6
Rizal Park	11.9	2.6	5.9	7.9	5.0
Jeepney	7.3	4.0	4.2	0.0	3.1
Chinatown	7.3	0.7	3.4	6.7	3.1
Fort Santiago	5.3	5.3	0.0	0.0	2.2
Makati	5.3	1.3	3.4	2.2	2.2
Restaurants	4.6	0.0	0.8	6.7	2.0
Nightlife	4.0	0.0	3.4	2.2	1.7
Food	4.0	0.0	0.0	6.7	1.7
Spanish Architecture	3.3	1.3	0.8	2.2	1.4
Chinese Cemetery	3.3	1.3	0.8	2.2	1.4
Manila Cathedral	2.6	1.3	0.8	1.1	1.1
Quiapo	2.6	0.0	1.7	2.2	1.1
Sex Tourism	2.0	1.3	0.8	0.0	0.8
Churches	2.0	1.3	0.0	1.1	0.8
Malate	2.0	0.7	0.8	1.1	0.8
Malacanang	2.0	0.7	0.0	2.2	0.8
CCP	2.0	0.0	1.7	1.1	0.8
Quiapo Church	2.0	0.0	0.8	2.2	0.8
Rizal Memorial	1.3	1.3	0.0	0.0	0.6
Beaches	1.3	1.3	0.0	0.0	0.6
Casa Manila	1.3	0.7	0.8	0.0	0.6
Markets	1.3	0.7	0.8	0.0	0.6
Museums	1.3	0.7	0.8	0.0	0.6
Hobbit House	1.3	0.7	0.8	0.0	0.6
Spas	1.3	0.7	0.8	0.0	0.6
San Miguel (Beer)/beer	1.3	0.7	0.0	1.1	0.6
Ayala Museum	1.3	0.7	0.0	1.1	0.6
Nightclubs	1.3	0.7	0.0	1.1	0.6
Boracay	1.3	0.7	0.0	1.1	0.6
Baguio	1.3	0.7	0.0	1.1	0.6
Spanish Churches	1.3	0.0	0.8	1.1	0.6
Girlie Bars	1.3	0.0	0.8	1.1	0.6
Poverty	1.3	0.0	0.0	2.2	0.6
San Miguel Church	0.7	0.7	0.0	0.0	0.3
Guadalupe Ruins	0.7	0.7	0.0	0.0	0.3
General Post Office	0.7	0.7	0.0	0.0	0.3
local people	0.7	0.7	0.0	0.0	0.3
English language	0.7	0.7	0.0	0.0	0.3
people's hospitality	0.7	0.7	0.0	0.0	0.3
Traffic Jams	0.7	0.7	0.0	0.0	0.3
Entertainment	0.7	0.7	0.0	0.0	0.3
Cockfighting	0.7	0.7	0.0	0.0	0.3
City View	0.7	0.7	0.0	0.0	0.3
Spanish ambience	0.7	0.7	0.0	0.0	0.3
Entertainment	0.7	0.7	0.0	0.0	0.3
Night Markets	0.7	0.0	0.8	0.0	0.3
Quiapo Market	0.7	0.0	0.8	0.0	0.3
Lepis	0.7	0.0	0.8	0.0	0.3
Cuisine	0.7	0.0	0.8	0.0	0.3
Pasig River	0.7	0.0	0.8	0.0	0.3
Ladies	0.7	0.0	0.8	0.0	0.3
Traffic chaos	0.7	0.0	0.8	0.0	0.3
Museo Pambata	0.7	0.0	0.8	0.0	0.3
Coconut Palace	0.7	0.0	0.8	0.0	0.3
Malate Bars	0.7	0.0	0.8	0.0	0.3
Bars	0.7	0.0	0.8	0.0	0.3
American War Memorial	0.7	0.0	0.0	1.1	0.3
Prostitution	0.7	0.0	0.0	1.1	0.3
American Style Bars	0.7	0.0	0.0	1.1	0.3
Pig Farms	0.7	0.0	0.0	1.1	0.3
Tagaytay	0.7	0.0	0.0	1.1	0.3
Theatres	0.7	0.0	0.0	1.1	0.3
Metropolitan Theatre	0.7	0.0	0.0	1.1	0.3
Corregidor	7.3	2.0	5.9	1.1	0.3
Σ		100.0	100.0	100.0	100.0

Table D-7: Summary distinctive destination elements survey question 2- Caucasian respondents

	Leisure	Shopping	Festivals	Museums/ Galleries	Sightseeing	Visiting Friends & Relatives	Entertainment	Incentive Trip	Casino Visit	Conventio n/ Exhibition	Others
Σ	144	41	8	25	80	80	36	2	2	3	21
%	67.6	19.2	3.8	11.7	37.6	37.6	16.9	0.9	0.9	1.4	9.9

Table D-8: Summary visitor motivation - survey question 3 (n= 213; multiple answers possible; multi motivated 56%, single motivated 44%)

Descriptor category	% respondents n=52	% all responses n= 149	% Ass. 1 n= 52	% Ass. 2 n= 51	% Ass. 3 n= 46
crowds of people, crowded, dense, overpopulated, congested, full, lots of people, hectic, overcrowded	53.1	17.4	17.3	25.5	8.7
dirty, polluted, sleazy, filthy	40.8	13.4	9.6	11.8	19.6
bustling, busy, melting pot, vibrant, lively, full of movement, action, fast-paced	34.7	11.4	11.5	9.8	13.0
friendly, friendly people, hospitable, charming people, welcoming people, happy people, friendliness, smile, smiling, warm-hearted	22.4	7.4	9.6	5.9	6.5
traffic chaos, heavy traffic, bad infrastructure, traffic congestion, too much traffic	18.4	6.0	5.8	9.8	2.2
disorganized, disorder, unorganised, chaotic, unplanned, messy, chaos	10.2	3.4	3.8	0.0	6.5
warm, hot, sunny, tropical, steamy, rainy, humid	10.2	3.4	1.9	3.9	4.3
dangerous, unsafe, danger, wariness	10.2	3.4	0.0	2.0	8.7
huge, large, big	8.2	2.7	5.8	2.0	0.0
some history, historic, historical, interesting history, colonial, old	8.2	2.7	1.9	5.9	0.0
mixed, multifaceted, complex, mix, cosmopolitan, multicultural	8.2	2.7	1.9	5.9	0.0
intimidating, suffering, subtle, heavy, rough, tough, shacking, complicated, sad, hassling	6.1	2.0	5.8	0.0	0.0
city of contrast, full of contrast, contrasts, contradictory, confronting, amazing contrasts, social disparity, contrasts rich/poor, contrasts of extremes	6.1	2.0	0.0	2.0	4.3
beautiful, nice place, clean, picturesque, nice	4.1	1.3	3.8	0.0	0.0
slow-paced, relaxed, relaxing	4.1	1.3	3.8	0.0	0.0
Spanish settlers, Spanish influence, Spanish, Spanish history	4.1	1.3	3.8	0.0	0.0
poor, third world, people still live under the bridge, underdeveloped, no improvement, developing country	4.1	1.3	1.9	0.0	2.2
nightlife, musical, life music, entertaining	4.1	1.3	1.9	2.0	0.0
mysterious, religious, spiritual	4.1	1.3	0.0	0.0	4.3
American influence, western influence, westernised, American, American present, americanised	4.1	1.3	0.0	0.0	4.3
urbanized, urban, city life, megalopolis, capital, sprawling city, port city	2.0	0.7	1.9	0.0	0.0
Exotic, Asiatic, ethnic, Asia Pacific, different	2.0	0.7	1.9	0.0	0.0
authentic, unique	2.0	0.7	1.9	0.0	0.0
booming, developing, economically evolving, improving, dynamic, globalizing	2.0	0.7	0.0	2.0	0.0
malls, shopping, lots of malls	2.0	0.7	0.0	0.0	2.2
loud, noisy	2.0	0.7	0.0	2.0	0.0
interesting, exciting, intriguing, amazing, impressive, rich smell	1.5	5.4	1.9	3.9	10.9
others	8.2	2.7	1.9	3.9	2.2
Σ		100.00	100.0	100.0	100.0

Table D-9: Summary descriptor categories survey question 4- Asian respondents

Descriptor Categories	% respondents n=161	% of responses n= 478	% Assc. 1 n= 161	% Assc. 2 n= 161	% Assc. 3 n= 156
dirty, polluted, sleazy, filthy, seedy	49.7	16.7	14.3	14.9	21.2
crowds of people, crowded, dense, overpopulated, congested, full, lots of people, hectic, overcrowded	36.6	12.3	14.9	12.4	9.6
bustling, busy, melting pot, vibrant, lively, full of movement, action, fast-paced	26.7	9.0	14.9	7.5	4.5
warm, hot, sunny, tropical, steamy, rainy, humid	25.5	8.6	9.3	9.3	7.1
friendly, friendly people, hospitable, charming people, welcoming people, happy people, friendliness, smile, smiling, warm-hearted	23.6	7.9	7.5	10.6	5.8
traffic chaos, heavy traffic, bad infrastructure, traffic congestion, too much traffic	23.6	7.9	5.6	8.1	10.3
disorganized, disorder, unorganised, chaotic, unplanned, messy, chaos	16.8	5.6	9.3	3.1	4.5
poor, third world, people still live under the bridge, underdeveloped, no improvement, developing country	11.8	4.0	5.0	4.3	2.6
some history, historic, historical, interesting history, colonial, old	8.1	2.7	2.5	3.1	2.6
intimidating, suffering, subtle, heavy, rough, tough, shacking, complicated, sad, hassling	8.1	2.7	1.2	2.5	4.5
huge, large, big	7.5	2.5	5.0	0.6	1.9
loud, noisy	7.5	2.5	0.6	5.0	1.9
city of contrast, full of contrast, contrasts, contradictory, confronting, amazing contrasts, social disparity, contrasts rich/poor, contrasts of extremes	5.0	1.7	0.0	2.5	2.6
American influence, western influence, westernised, American, American present, Americanised	4.3	1.5	0.6	1.2	2.6
mixed, multifaceted, complex, mix, cosmopolitan, multicultural	4.3	1.5	0.6	1.9	1.9
Spanish settlers, Spanish influence, Spanish, Spanish history	3.7	1.3	2.5	0.6	0.6
urbanized, urban, city life, megalopolis, capital, sprawling city, port city	3.7	1.3	1.2	1.9	0.6
interesting, exciting, intriguing, amazing, impressive, rich smell	3.7	1.3	0.6	1.2	1.9
booming, developing, economically evolving, improving, dynamic, globalizing	3.7	1.3	0.6	0.6	2.6
bargirls, prostitution, girls, sex workers	3.7	1.3	0.6	1.2	1.9
Exotic, Asiatic, ethnic, Asia Pacific, different	3.7	1.3	0.0	1.9	1.9
good food, food, Filipino food	3.1	1.0	0.0	1.9	1.3
colourful	2.5	0.8	1.2	1.2	0.0
beautiful, nice place, clean, picturesque, nice	2.5	0.8	0.0	0.6	1.9
authentic, unique	1.9	0.6	0.6	0.6	0.6
dangerous, unsafe, danger, wariness	1.2	0.4	0.6	0.0	0.6
nightlife, musical, life music, entertaining	1.2	0.4	0.0	1.2	0.0
mysterious, religious, spiritual	0.6	0.2	0.6	0.0	0.0
grey, black, dark colours	0.6	0.2	0.0	0.0	0.6
others	1.8	0.6	0.0	0.0	1.9
Σ		100.00	100.0	100.0	100.0

Table D-10: Summary descriptor categories survey question 4- Caucasian respondents

Mentioned points of interest within	Number of single responses	%
City of Manila	550	84.2
City of Makati	64	9.8
San Jose	7	1.1
Pasay City	17	2.6
Quezon City	8	1.2
Mandaluyong City	7	1.1
Σ	653	100.0

Table D-11: Summary of city break down City of visited points of interest within Metropolitan Manila - survey question 5.1 (n=197)

Mentioned points of interest within	Number of single responses	%
City of Manila	214	82.0
City of Makati	29	11.1
Quezon City	8	3.1
Pasay City	6	2.3
San Jose	3	1.1
Paranaque City	1	0.4
Σ	261	100.0

Table D-12: Summary of city break down of intended visits at points of interest within Metropolitan Manila - survey question 5.2 (n=134)

points of interest	District																	
	Sampaloc	no. of responses	Malate	no. of responses	San Miguel	no. of responses	Ermita	no. of responses	St. Cruz	no. of responses	Quiapo	no. of responses	Binondo	no. of responses	La Loma	no. of responses	Intramuros	no. of responses
Gota de Leche	2		Manila Zoo	4	Malacanang Palace	1	Manila Hotel	5	University of Santo Tomas	2	Rizal Avenue	1	Chinatown	30	Chinese Cemetery	15	Intramuros	136
			National Museum	6			US Embassy	4	Santa Cruz Church	3	Quiapo Church	4	Central Post Office	1			Casa Manila	34
			Malate Church	1			Museo Pambata	4			Divisoria	3					Fort Santiago	36
			Embassy Club	2			Robinson's Mall	5			Carriedo Street	1					San Agustin Church	55
			Sports Stadium	1			Casino Espanol	2			Golden Mosque	1					Manila Cathedral	23
			Coconut Palace	2			Cowboy Grill	1			Quiapo	14					Bahay Tsinoy	1
			Jumbo Restaurant	1			Ermita	2									Rizal Museum	3
			PICC	1			Manila Bay	23									Museums	3
			Harrison Plaza	1			Roxas Blvd.	5										
			PCU	1			Bonifacio Monument	1										
			Malate	9			Rizal Park	59										
			Manila Bay	22														
			Roxas Blvd.	4														
			CCP	12														
			World Trade Centre	1														
			PNR Station	2														
Σ	2		70		1		111		5		24		31		15		291	550
District %	0.4		12.7		0.2		20.2		0.9		4.4		5.6		2.7		52.9	100.0

Table D-13: Summary of visited points of interest in district breakdown City of Manila - survey question 5.1 (n=197)

points of interest	District																				
	Santa Ana	no. of responses	Malate	no. of responses	San Miguel	no. of responses	Ermita	no. of responses	Paco	no. of responses	St. Cruz	no. of responses	Quiapo	no. of responses	Binondo	no. of responses	La Loma	no. of responses	Intramuros	no. of responses	
Horserace Track	1		Manila Zoo	13	Malacanang	6	Manila Hotel	3	Paco Park	1	Santa Cruz Church	1	Divisoria	5	Chinatown	29	Chinese Cemtery	5	Intramuros	15	
			National Museum	13			Ermita	2	Manila City Hall	1			Quiapo	3	Central Posat Office	1			Casa Manila	7	
			Malate Church	1			Manila Bay	7	Metropolitan Theatre	1			168 Market	1	Binondo Church	1			Fort Santiago	12	
			Coconut Palace	9			Roxas Blvd.	1											San Augustine Church	14	
			PICC	1			Japanese Garden	1											Manila Cathedral	5	
			Metropolitan Museum	3			Harbour	1											Bahay Tsinoy	3	
			De La Salle University	1			Rizal Park	12											Rizal Museum		
			Adriatico Street	1			Rizal Monument	1											Manila Aquarium	2	
			Malate	1			Orchidarium	2													
			Manila Bay	8																	
			Roxas Blvd.	1																	
			CCP	18																	
Σ		1		70		6		30		3		1		9		31		5		58	214
District %		0.5		32.7		2.8		14.0		1.4		0.5		4.2		14.5		2.3		27.1	100.0

Table D-14: Summary of intended visits at points of interest in district breakdown City of Manila - survey question 5.2 (n=134)

	learn about history & culture	experiencing culinary variety	visiting Manila Bay sunset	enjoying vibrant nightlife	shopping & bargaining	meeting local people	experiencing Filipino-Spanish ambience	visiting capital's monuments
	%	%	%	%	%	%	%	%
not important	2.4	6.1	28.6	27.7	21.6	3.8	15.5	13.6
somewhat important	12.6	17.3	39.9	39.4	33.8	17.2	32.4	32.9
important / very important	85.0	69.0	31.5	32.9	44.6	79.0	52.1	53.5
Σ	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table D-15: Summary importance of activities - survey question 6 (n=213)

	agree strongly/agree	have no opinion	disagree/disagree strongly	Σ %
	%	%	%	%
depressing	21.2	30.8	48.0	100.0
clean	25.0	11.5	63.5	100.0
safe	40.4	25.0	34.6	100.0
convenient	46.2	23.1	30.8	100.0
strenuous	46.2	30.8	23.1	100.0
exotic	51.9	32.7	15.4	100.0
adventurous	53.8	32.7	13.5	100.0
modern	57.7	23.1	19.2	100.0
chaotic	57.7	26.9	15.4	100.0
cosmopolitan flair	65.4	30.8	3.8	100.0
vibrant nightlife	65.4	30.8	3.8	100.0
of cultural value	75.0	11.5	13.5	100.0
attractive shopping	75.0	13.5	11.5	100.0
historically interesting	82.7	15.4	1.9	100.0
westernised	84.6	13.5	1.9	100.0
hospitable local people	86.5	9.6	3.8	100.0

Table D-16: Summary attribute based destination image Asian respondents - survey question 7 (n=52)

	agree strongly/agree %	have no opinion %	disagree/disagree strongly %	Σ %
depressing	31.1	13.0	55.9	100.0
clean	18.6	5.6	75.8	100.0
safe	34.2	29.8	36.0	100.0
convenient	37.9	26.7	35.4	100.0
strenuous	50.3	23.6	26.1	100.0
exotic	55.3	18.6	26.1	100.0
adventurous	66.5	18.6	14.9	100.0
modern	45.3	21.1	33.5	100.0
chaotic	78.3	11.8	9.9	100.0
cosmopolitan flair	55.9	23.0	21.1	100.0
vibrant nightlife	58.4	38.5	3.1	100.0
of cultural value	75.8	15.5	8.7	100.0
attractive shopping	75.2	19.3	5.6	100.0
historically interesting	88.8	6.2	5.0	100.0
westernised	78.3	11.8	9.9	100.0
hospitable local people	90.7	6.8	2.5	100.0

Table D-17: Summary attribute based destination image Caucasian respondents - survey question 7 (n=161)

	very important %	important %	somewhat important %	not important %	Σ %
Shopping facilities	28.8	40.4	25.0	5.8	100.0
Signage	38.5	42.3	15.4	3.8	100.0
Tourism information services	40.4	28.8	26.9	3.8	100.0
Food Services & Cuisine	46.2	36.5	9.6	7.7	100.0
Variety of attractions	51.9	34.6	9.6	3.8	100.0
Cleanliness	55.8	28.8	11.5	3.8	100.0
Accommodation Services	63.5	34.6	1.9	0.0	100.0
Variety of things to see & do	51.9	34.6	9.6	3.9	100.0
Transport Services	71.2	21.2	3.8	3.8	100.0
Personal Safety	84.6	11.5	1.9	1.9	100.0

Table D-18: Summary importance of listed items Asian respondents - survey question 8.1 (n=52)

	very poor %	poor %	fair %	good %	excellent %	Σ %
Shopping facilities	0.0	5.8	23.1	50.0	21.2	100.0
Signage	5.8	21.2	48.1	21.2	3.8	100.0
Tourism information services	3.8	32.7	40.4	21.2	1.9	100.0
Food Services & Cuisine	1.9	3.8	21.2	67.3	5.8	100.0
Variety of attractions	1.9	7.7	38.5	51.9	0.0	100.0
Cleanliness	15.4	30.8	34.6	17.3	1.9	100.0
Accommodation Services	0.0	7.0	25.6	51.2	16.3	100.0
Variety of things to see & do	1.9	3.8	34.6	53.8	5.8	100.0
Transport Services	5.8	23.1	42.3	19.2	9.6	100.0
Personal Safety	5.8	15.4	46.2	30.8	1.9	100.0

Table D-19: Summary satisfaction of listed items Asian respondents - survey question 8.2 (n=52)

	very important %	important %	somewhat important %	not important %	Σ %
Shopping facilities	14.3	30.4	41.6	13.7	100.0
Signage	29.8	41.0	18.6	10.6	100.0
Tourism information services	18.6	58.6	23.0	1.9	100.0
Food Services & Cuisine	41.0	47.2	10.6	1.2	100.0
Variety of attractions	16.8	58.4	23.0	1.9	100.0
Cleanliness	26.7	41.0	26.7	5.6	100.0
Accommodation Services	44.1	38.5	10.6	6.8	100.0
Variety of things to see & do	36.6	47.2	14.3	1.9	100.0
Transport Services	52.2	30.4	11.2	6.2	100.0
Personal Safety	59.6	29.8	9.9	0.6	100.0

Table D-20: Summary importance of listed items Caucasian respondents - survey question 8.1 (n=161)

	very poor %	poor %	fair %	good %	excellent %	Σ %
Shopping facilities	0.0	3.7	14.9	54.0	27.3	100.0
Signage	12.4	29.2	38.5	18.0	1.9	100.0
Tourism information services	5.0	23.0	52.2	18.6	1.2	100.0
Food Services & Cuisine	0.0	1.9	18.0	55.9	24.2	100.0
Variety of attractions	1.2	13.0	46.6	33.5	5.6	100.0
Cleanliness	18.0	32.9	34.8	10.6	3.7	100.0
Accommodation Services	0.0	4.4	20.1	50.9	24.5	100.0
Variety of things to see & do	0.6	11.2	34.2	41.0	13.0	100.0
Transport Services	3.1	14.3	32.9	37.9	11.8	100.0
Personal Safety	1.9	13.7	39.1	41.0	4.3	100.0

Table D-21: Summary satisfaction of listed items Caucasian respondents - survey question 8.2 (n=161)

Number of visits in Manila	Number of responses	%
1 st - time	102	47.9
2 nd - time	33	15.5
more	78	36.6
Σ	213	100.0

Table D-22: Summary number of visits - survey question 9 (n=213)

Lengths of stay in average	days
	2.8

Table D-23: Summary average lengths of stay - survey question 10 (n=213)

Country of origin	Number of respondents	%
United States	59	27.7
Unite Kingdom	21	9.9
Australia	17	8.0
Philippines	17	8.0
Germany	9	4.2
Korea	7	3.3
China	7	3.3
Spain	6	2.8
Malaysia	6	2.8
Austria	5	2.3
Canada	5	2.3
Ireland	5	2.3
Singapore	5	2.3
Switzerland	5	2.3
Japan	4	1.9
France	4	1.9
Sweden	4	1.9
New Zealand	3	1.4
Netherlands	3	1.4
Thailand	2	0.9
Hungary	2	0.9
Mexico	2	0.9
Greece	2	0.9
India	2	0.9
Russia	1	0.5
Israel	1	0.5
Belgium	1	0.5
Portugal	1	0.5
Iceland	1	0.5
Taiwan	1	0.5
Uruguay	1	0.5
Finland	1	0.5
Norway	1	0.5
Lebanon	1	0.5
Indonesia	1	0.5
Σ	213	100.0

Table D-24: Countries of origin - survey question 11 (n=213)

Regions	Number of respondents	%
Europe	74	34.7
North-America	64	30.0
Asia	52	24.5
Australia / New Zealand	20	9.4
South-America	3	1.4
Σ	213	100.0

Table D-24-1: Visitor arrivals divided by regions - survey question 11 (n=213)

Travel modus	Number of respondents	%
travellers in party	149	70.0
single travellers	64	30.0
Σ	213	100.0

Table D-24-2: Summary of travel modus - survey question 12 (n=213)

Visits of destinations in the Philippines	Number of respondents	%
Visits in Manila only	29	13.6
Visit of destination outside Manila	184	86.4
Σ		100.0

Table D-25: Summary of travel flow - survey question 13 (n=213)

Accommodation category	Number of respondents	%
City of Manila	113	55.7
City of Makati	60	29.9
Quezon City	15	7.2
Ortigas	4	2.1
Pasay City	3	1.5
Muntinlupa City	3	1.5
San Juan	2	1.0
Paranaque City	1	0.5
Mandaluyong	1	0.5
Σ	202	100.0

Table D-26: Summary of accommodation locations - survey question 14 (n=202)

Accommodation category	Number of respondents	%
DeLuxe	23	10.7
First Class	24	11.3
Standard	24	11.3
Economy	56	26.3
Stay with relatives or friends	40	18.8
Daytrip	11	5.2
Don't know the category	35	16.4
Σ	213	100.0

Table D-27: Summary of accommodation locations - survey question 15 (n=213)

Age-group	Number of respondents	%
20 and below	8	3.8
21-30	95	44.6
31-40	44	20.7
41-50	33	15.5
51-60	18	8.5
> 60	15	7.0
Σ	213	100.0

Table D-28: Summary of accommodation locations - survey question 16 (n=213)

Occupation category	Number of respondents	%
executive position (teachers, engineers, managers, physicians)	90	42.3
none executive position (employees, entrepreneurs, technicians, workers)	70	32.9
students	35	16.4
no occupation	12	5.6
retirees	6	2.8
Σ	213	100.0

Table D-29: Summary of professions – survey question 17 (n=213)

Marital status	Number of respondents	%
married	68	32.0
single	145	68.0
Σ	213	100.0

Table D-30: Summary of marital status – survey question 18 (n=213)

Gender	Number of respondents	%
Male	113	53.0
Female	100	47.0
Σ	213	100.0

Table D-31: Summary of gender – survey question 19 (n=213)

Appendix E

Visitor short interviews overview

Expert conversations overview

Guided stakeholder interviews supply side overview

Interview code	Date	Location	Duration (min.)	Gender Marital status	Nationality	Age-group	Type of record
T1	07-20-05	Alabang Muntinlupa City	35	male/single	Germany	31-40	tape
T2	07-20-05	Makati	30	male/single	Germany	21-30	tape
T3	07-20-05	Makati	30	male/single	Germany	21-30	tape
T4	07-22-05	Malate- guesthouse	15	Male/single	Germany	31-40	tape
T5	07-24-05	Malate - guesthouse	10	Male/single	United States	21-30	tape
T6	07-25-05	Casa Manila	10	Male/married	Netherlands	51-60	tape
T7	07-25-05	Casa Manila	10	Female/single	United States	51-60	tape
T8	07-26-05	Casa Manila	20	Male/married	Germany	> 60	tape
T9	08-15-05	Casa Manila	20	Female/married	Germany	41-50	tape
T10	08-15-05	Casa Manila	20	Male/single	Germany	41-50	tape
T11	08-17-05	Malate- guesthouse	20	Male/single	United Kingdom	41-50	tape
T12	08-18-05	Malate-guesthouse	10	Female/single	United States	21-30	tape
T13	08-18-05	Malate- coffee shop	20	Female/single	Germany	41-50	tape
T14	08-19-05	Casa Manila	15	Male/single	Sweden	>20	tape
T15	08-19-05	Malate-coffee shop	20	Male/single	Germany	21-30	tape
T16	08-19-05	Malate-cafe	20	Female/married	Germany	21-30	tape
T17	08-21-05	Casa Manila	15	Female/single	Australia	51-60	tape
T18	08-21-05	Casa Manila	15	Female/married	Australia	51-60	tape
T19	08-21-05	Casa Manila	5	Male/single	United Kingdom	> 60	tape
T20	08-24-05	Malate-guesthouse	30	Male/single	Germany	21-30	tape
T21	08-26-05	Casa Manila	15	Male/married	Australia	51-60	tape
T22	08-26-05	Casa Manila	15	Female/married	Australia	51-60	tape
T23	08-26-05	Malate-coffee shop	10	Female/single	United Kingdom	21-30	tape
T24	08-30-05	Casa Manila	15	Male/ single	Australia	21-30	tape
T25	08-30-05	Casa Manila	15	Female/single	Australia	21-30	tape
T26	09-02-05	Malate-coffee shop	20	Male/single	Canada	21-30	tape
T27	09-02-05	Malate-coffee shop	20	Female/single	Canada	21-30	tape
T28	09-05-05	Malate-coffee shop	15	Male/single	Germany	41-50	tape

Tab. E-1: Overview short interviews visitors

Interview code	Date	Location as chosen by interviewee	Duration (min.)	Institution	Function of interviewee	Time in tourism	Type of record
EX-HM-1	07-06-05	Hotel restaurant	95	Hotel	General Manager	22 years	75 min. tape, 20 min. memo
EX-HM-2	07-15-05	Hotel office	60	Hotel	Manager Sales & Marketing	15 years	tap
EX-ASSC.-1	07-07-05	Office of interviewee	75	Association	President of Association	15 years	tap
EX-LGOV-1	08-07-05	City Hall office	55	Local Government	Tourism Officer	3 years public sector; 11 years in hotel sector	memo
EX-PLAN-1	07-13-05	Office of interviewee	105	Private Planner	Architect & urban planner	10 years	tape
EX-NGOV-1	07-15-05	Governmental office	65	National Government	Executive Director	> 30 years	tape
EX-PLAN-2	07-20-05	Coffee shop	90	Private Planner	Architect, urban planner, heritage conservator, former consultant WTO	25 years	tape
EX-N-1	08-15-05	Office of interviewee	120	Foundation	Former tourism attaché for the Philippines	25 years	tape
EX-N-2	08-25-05	Office of interviewee	120	Private sector entity	Former head of Intramuros Administration		tape
EX-PLAN-3	09-15-05	Office of interviewee	90	Urban planning office	Architect & urban planner	20 years	memo
EX-PLAN 4	10-06-05	Office of interviewee	90	University of the Philippines	Urban planner & heritage expert	more than 20 years	memo

Tab. E-2: Overview unstructured expert conversations

Protocol code	Date	Location	Duration (hrs.)	Name of tour	Type of record
PO-02-07-05 Bangkal	07-02-05	Barangay Bangkal City of Makati	1	Evangelista que Linda	memo
PO-06-08-05 Bangkal 2	08-06-05	Barangay Bangkal City of Makati	1.5	Evangelista que Linda	memo
PO-07-08-05 Chinatown	08-07-05	Binondo-Chinatown City of Manila	2.5	All the way down to Chinatown	memo
PO-22-10-05 Chinese Cemetery	10-22-05	Chinese cemetery City of Manila	4.5	Chinese Cemetery Halloween special tour	memo
PO-30-10-05 Intramuros	10-30-05	Intramuros City of Manila	3	If this walls could talk	tape
PO-4-11-2005 City tour	11-04-05	City of Manila & City of Makati	3	City-tour	tape
PO-29-04-06 Chinatown	04-29-06	Binondo-Chinatown City of Manila	4	The big Binondo food wok	tape
PO-12-11-05 The North Bank	11-12-05	Escolta-Quiapo district City of Manila	2.5	The North Bank	tape
PO-04-05-06 Chinatown 2	05-04-06	Binondo-Chinatown City of Manila	3	All the way down to Chinatown	tape
PO-19-05-06 CCP	05-19-06	Cutural Centre of the Philippines City of Manila	2.5	La vida Imelda	tape
PO-07-06-06 Intramuros	06-07-06	Intramuros City of Manila	1.5	Intramuros sightseeing tour	tape
PO-16-07-06 Chinese Cemetery	07-16-06	Chinese Cemetery City of Manila	3.5	Mounts, magnates and mausoleums	tape
PO-20-05-06 San Miguel	05-20-06	San Miguel district City of Manila	2.5	Power, palace and a shot of beer	tape

Tab. E-3: Overview of participations in guided city tours

Interview code	Date	Location as chosen by interviewee	Duration (min.)	Institution	Function of interviewee	Time in tourism	Type of record
ASSC.-2	04-30-06	Coffee shop	90	Association	President	18 years	tape
ASSC.-3	05-03-06	Office	45	Association	President	16 years	tape
ASSC.-4	05-05-06	Office	90	Association	President	17 years	tape
HM-1A	07-14-06	Hotel office	80	Hotel	General Manager	22 years	tape
HM-2A	06-17-06	Hotel office	60	Hotel	Manager Sales & Marketing	15 years	tape
HM-3	07-18-06	Hotel lobby	60	Hotel	Director of Public Relations	10 years	tape
HM-4	07-22-06	Hotel office	85	Hotel	Director of Sales	9 years	tape
HM-5	07-24-06	Hotel office	75	Hotel	Director of Sales	27 years	tape
HM-6	07-25-06	Hotel office	120	Hotel	General Manager	20 years	tape
HM-7	07-28-06	Hotel restaurant	90	Hotel	Director of Marketing	15 years	tape
HM-8	11-17-06	Hotel office	75	Hotel	Executive Manager	18 years	tape
HM-9	11-18-06	Hotel office	60	Hotel	Director of Marketing	28 years	tape
HM-10	11-20-06	Hotel lobby	75	Hotel	Resident Manager	30 years	tape
HM-11	11-21-06	Hotel office	75	Hotel	General Manager	more than 20 years	tape
HM-12	11-22-06	Hotel restaurant	100	Hotel	Director Sales & Marketing	10 years	tape
HM-13	11-24-06	Hotel business lounge	120	Hotel	Director Sales & Marketing	20 years	tape
HM-14	11-25-06	Hotel office	90	Hotel	General Manager /owner	3 years	tape

Tab. E-4-1: Overview stakeholder interviews- supply side

Interview code	Date	Location as chosen by interviewee	Duration (min.)	Institution	Function of interviewee	Time in tourism	Type of record
LGOV-1	04-29-06	City Hall office	60	Local Government	Tourism officer	10 years	tape
LGOV-2	04-29-06	City Hall office	75	Local Government	Urban Planner	34 years	tape
LGOV-3	05-02-06	City Hall office	60	Local Government	Officer	n/a	tape
LGOV-4	05-04-06	City Hall office	135	Local Government	Tourism Officer	2 years	tape
LGOV-5	12-01-06	City Hall office	120	Local Government	Urban Planner	6 years	tape
LGOV-6	12-04-06	City Hall office	75	Local Government	Urban Planner	15 years	tape
NGOV-1	12-06-06	Office in authority	60	National Government	Executive Director	more than 30 years	tape
NGOV-2	12-08-06	Office in authority	60	National Government	Director in Tourism Department	19 years	tape
NGOV-3	12-11-06	Office in authority	90	National Government	Tourism officer	17 years	tape
NGOV-3B	01-06-07	Office in authority	90	National Government	Tourism officer	17 years	tape
NGOV-4	12-14-06	Office in authority	60	National Government	Head Officer of authority	20 years	tape
NGOV-5	12-18-06	Office in authority	135	National Government	Tourism officer	25 years	tape
NGOV-6	12-19-06	Cafe	60	National Government	Tourism officer department head	32 years	memo
NGO-1	11-23-06	Office	90	NGO for tourism	Executive Director	2 years	tape
OP-1-2	11-27-06	Coffee shop	135	Tour Operator	Artist & Tour guide	3 years	tape
OP-2	01-07-07	Coffee shop	105	Tour Operator	Tour guide & industrial designer	3 years	tape
PLAN-3	12-07-06	Coffee shop	65	Architect & Lecturer	Chief editor	more than 10 years	tape
PLAN-4	01-09-07	Office	105	Architect & urban Planner	Partner in architect office	7 years	tape

Tab. E-4-2: Overview stakeholder interviews- supply side

Visitor attraction	Date	Duration (hrs)	Type of record
Chinatown	04-29-06 observer 1, 06-03-06 observers 2+3	each 4	protocol & datasheet
Rizal Park	06-04-06 all observers	each 3	protocol & datasheet
Intramuros	05-17-06 observers 1, 06-02-06 observers 2+3	3 and 2	protocol & datasheet
Quiapo	06-28-06 all observers	each 2	protocol & datasheet
Baywalk	05-19-06 observer1, 11-17-06 observers 2+3	each 1	protocol & datasheet
Fort Santiago	05-08-06 observer 1, 02-06-06 observers 2+3	each 1.5	protocol & datasheet
Paco Park	06-14-06 all observers	each 1.5	protocol & datasheet
CCP	08-06-06 all observers	each 2	protocol & datasheet
Manila Zoo	06-14-06 all observers	each 2	protocol & datasheet
American War Memorial	06-23-06 all observers	each 1	protocol & datasheet
Poblacion Makati	06-23-06 all observers	each 1	protocol & datasheet
Greenbelt Mall	05-01-06 observer 1, 06-01-06 observers 2+3	each 1	protocol & datasheet
Bahay Tsinoy	06-21-06 all observers	each 1.5	protocol & datasheet
Casa Manila	05-01-06 observer 1, 06-15-06 observer 2+3	each 1	protocol & datasheet
San Agustin Church & Museum	05-02-06 observer 1, 06-15-06 observers 2+3	each 1	protocol & datasheet
National Museum	06-21-06 all observers	each 3	protocol & datasheet
Metropolitan Museum	06-08-06 all observers	each 2.5	protocol & datasheet
Ayala Museum	06-01-06 all observers	each 2	protocol & datasheet
Museo Pambata	07-19-06 all observers	each 2.5	protocol & datasheet
Coconut Palace	11-17-06 all observers	each 1	protocol & datasheet

Tab. E-5: Overview evaluations visitor attractions

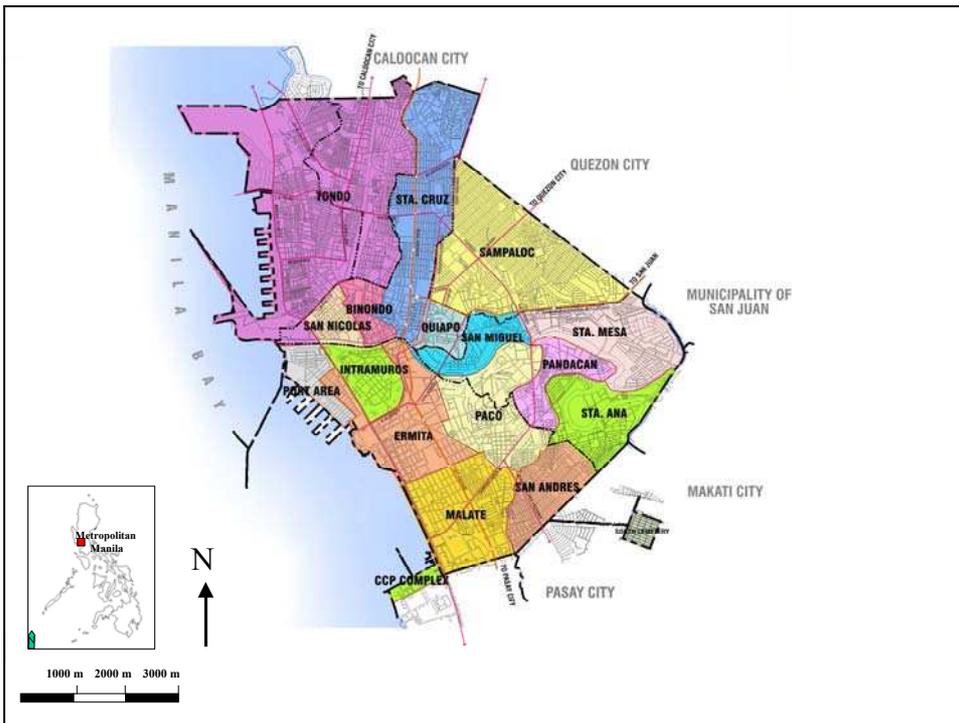
Appendix F

District overview maps

City of Manila

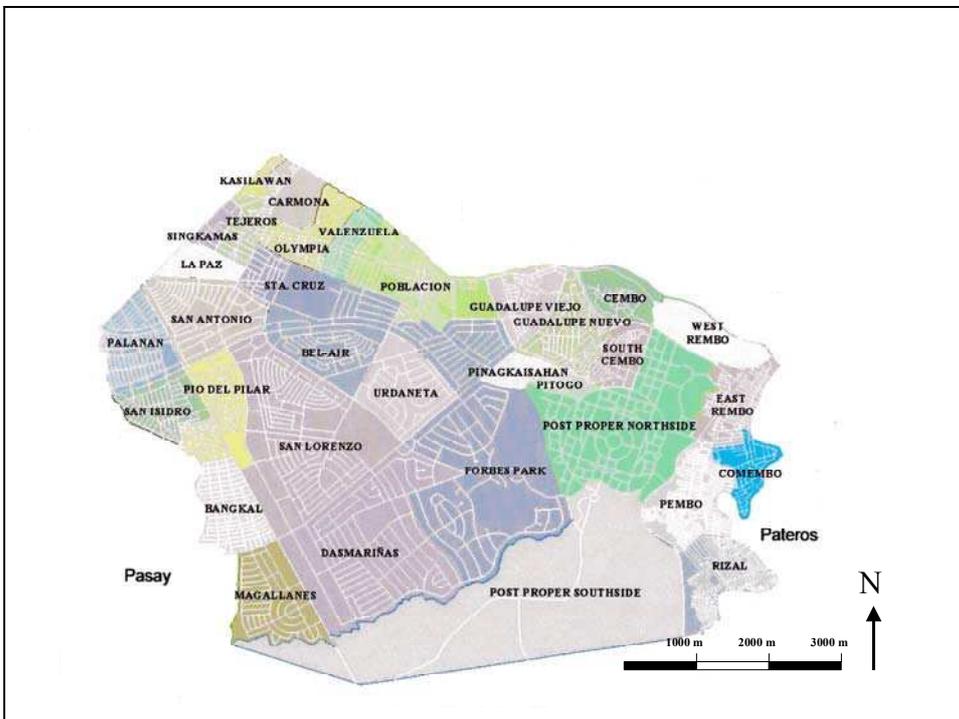
City of Makati

Districts City of Manila



(source: City of Manila)

Districts City of Makati



(source: City of Makati)

Appendix G: Abstract of the Ph.D. thesis

Tourism has become important for (mega)cities in Southeast Asia. Metropolitan Manila competes in the tourism market, but its tourism is scholarly unexplored so far.

This Ph.D. thesis takes the approach, that urban tourism is a system comprising interacting stakeholders at the supply and consumer side, and visitor attractions. This dissertation analyses and characterizes Metropolitan Manila's tourism system referring to its stakeholders, visitor attractions and services.

Metropolitan Manila is able to tap the domestic and international tourism market with various attraction resources. But Metropolitan Manila's supply-side stakeholder field appears highly diverse. The relations among these stakeholders can be characterized through discontinuous links, unequal participation, and non power-sharing. This adverse status is aggravated through the absence of tourism policy, obsolete tourism planning approaches and the dominance of top-down deciding political elites. Consequently, a consensual, goal-oriented acting is inhibited. Instead stakeholders act mutually exclusive or compete with each other. Tourism is predominately seen as a valuable economic tool. As a result, other important dimensions of tourism like socio-cultural, experiential, and infrastructural aspects are negated to a great extent.

The current visitor is a short staying stop-over traveller who recognizes the capital's built heritage as unique. Visitor activities and spatial flow are mainly confined on the heritage of the city centre. But the visitor's impression of the capital is negative and dissatisfaction with public sector services occurs. Valuable visitor attractions are difficult to access and the tourism infrastructure is perceived as weakly developed. This emphasizes that the tourism officials are not able to create a fully convincing tourism product and they neglect other metropolitan-wide tourism potentials.

Recommended future measures should improve the cooperation of supply-side stakeholders and tourism planning embracing the whole metropolis. Moreover, measures must improve tourism infrastructure, public sector services, marketing, and destination image of the capital in order to enhance its competitiveness.

Appendix H: Kurzzusammenfassung der Dissertation

Tourismus erlangt für (Mega)Städte in Südostasien zunehmende Bedeutung. Metropolitan Manila partizipiert am Tourismusmarkt, aber eine wissenschaftliche Betrachtung des Tourismus der Hauptstadt wurde bis dato nicht vorgenommen.

Diese Dissertation basiert auf dem Ansatz, dass urbaner Tourismus ein System darstellt, mit diversen Akteuren auf der Angebots- und Nachfrageseite sowie Besucherattraktionen. Diese Dissertation analysiert und charakterisiert das Tourismussystem von Metropolitan Manila in Bezug auf seine handelnden Akteure, Besucherattraktionen und touristische Dienstleistungen.

Metropolitan Manila erschließt sich den nationalen und internationalen Tourismus mit einem vielfältigen Angebot. Das Feld der Angebotsakteure zeichnet sich durch Zersplitterung zwischen lokalen und nationalen Behörden sowie dem Tourismusgewerbe, un stetigen Bindungen, ungleicher Partizipation sowie Abneigung zur Machtteilung aus. Dieser suboptimale Status wird verschärft durch fehlende offizielle Tourismus Richtlinien, veraltete Planungsansätze und die Dominanz top-down entscheidender politischer Eliten. Hierdurch wird ein einvernehmliches, zielgerichtetes Handeln der Akteure gehemmt. Die Angebotsakteure erkennen im Tourismus vornehmlich einen wertvollen Wirtschaftsfaktor. In der Konsequenz werden soziokulturelle, erlebnisorientierte und infrastrukturelle Aspekte weitgehend negiert.

Der typische Besucher verweilt nur kurz während eines Zwischenstopps und empfindet das bauliche Kulturerbe der Metropole als einzigartig in der Region. Die Aktivitäten und Bewegungsräume der Besucher bleiben weitgehend auf das Kulturerbe im Stadtzentrum beschränkt. Die Eindrücke über die Hauptstadt sind dabei meist negativ, geeint mit einer Unzufriedenheit über die Dienstleistungen des öffentlichen Sektors. Wichtige Attraktionen sind schwer erreichbar, und die touristische Infrastruktur wird als schwach entwickelt empfunden. Dies unterstreicht, dass die Verantwortlichen nicht in der Lage sind, ein überzeugendes Tourismusprodukt zu schaffen und weitere Potenziale der Hauptstadt vernachlässigen; eine Folge der suboptimalen Bedingungen des Akteursfeldes der Angebotsseite.

Empfohlene zukunftsgerichtete Maßnahmen sollten die Kooperation der Akteure verbessern, im Planungsansatz die gesamte Metropole umfassen, mehr tourismusspezifische Infrastruktur entwickeln sowie Dienstleistungen des öffentlichen Sektors, das Image und das Marketing stärken.

Erklärung

Ich versichere, dass ich die von mir vorgelegte Dissertation selbständig angefertigt, die benutzten Quellen und Hilfsmittel vollständig angegeben und die Stellen der Arbeit - einschließlich Tabellen, Karten, und Abbildungen -, die anderen Werken im Wortlaut oder dem Sinn nach entnommen sind, in jedem Einzelfall als Entlehnung kenntlich gemacht habe; dass diese Dissertation noch keiner anderen Fakultät oder Universität zur Prüfung vorgelegen hat; dass sie - abgesehen von unten angegebenen Teilpublikationen - noch nicht veröffentlicht worden ist sowie, dass ich eine solche Veröffentlichung vor Abschluss des Promotionsverfahrens nicht vornehmen werde. Die Bestimmungen der Promotionsordnung sind mir bekannt. Die von mir vorgelegte Dissertation ist von Frau Prof. Dr. Frauke Kraas betreut worden.

Thomas Jung

Köln, den 24.04. 2010