“How can we enhance and increase the visibility of the Lake Geneva Region’s cultural offer?”

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1 Acknowledgement

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2 Abstract

The Lake Geneva Region, situated in Western Switzerland, has an incredible tourism potential that has been exploited since the 18th century. In the last decades, this tourism activity has been mainly centered on sport, nature and business tourism. Nowadays, people are regaining interest for local heritage and cultural activities.

In this context, the Lake Geneva Region Tourist Office wants to profit from this trend and thus promote its incredible cultural offer. In fact, due to its localization in the middle of Europe at the foot of the Alps, every historical era is represented with remains and heritage buildings which are in most cases well preserved.

However, except few distinctive monuments such as the Castle of Chillon or the Abbey church of Romainmôtier, the tourism potential of the region’s cultural heritage is not enough recognized. Starting from this observation, with the help of management and marketing tools and methods, also supported by theories about cultural tourism, this thesis will allow understanding the complexity of the tourism industry’s macro and micro environment and also the regional cultural offer’s potential.

Moreover, a global strategy with three main actions will be implemented which will allow the Lake Geneva Region Tourist Office to enhance and increase the cultural offer’s visibility.

The first objective is to position the region as a cultural tourism destination recognized by a large public. Therefore, this goal will be reached in taking advantage of the renown of the UNESCO World Heritage site of Lavaux and also in showing and communicating intensely about this cultural offer.

The second goal will intend to unify tourism actors and raise their awareness about the tourism potential of this offer. This will be concretely done in organizing meetings for regional tourism decision-makers and with the implementation of a value program.

Finally, the last goal is aiming to provide up-to-date information in creating interaction between paper and online content with the conception of a brochure presenting built heritage sites linked with online content using web 2.0 applications.

To conclude, we can learn from this thesis that it is primordial to work simultaneously on different fields to finally find a satisfactory answer to the problem, due to the heterogeneousness of the cultural tourism sector.
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Acronyms index

CMS Content Management System
GDP Gross Domestic product
FC Federal Council
FDEA Federal Department of Economy Affairs
IBMS International Business Management Studies
MICE Meetings, Incentives, Conventions and Exhibitions
OTV Lake Geneva Region Tourist Office
SECO State Secretariat for Economic Affairs
ST Switzerland Tourism
STF Swiss Tourism Federation
UNESCO United Nations Educational, Scientific and Cultural Organization
4 Introduction

In the 17th Century when upper-class European young men were undertaken the “Grand Tour” to discover and study the wonders of the Western-European civilization, they could not imagine that they were about to create one of the most significant economy in the World. In fact, nowadays, tourism in the World has registered receipts for 642 billion\(^1\) Euros in 2008 and it is for many developing countries the first sector of economic activity.

In the Lake Geneva Region, the tourism industry represents today a volume of activity of 4.56 billion\(^2\) Swiss Francs.

Its tourism activity can be separated into two different sectors: Leisure tourism and Business tourism. The leisure segment includes, sport tourism, nature tourism and cultural tourism. The cultural offer in the region is abundant and diverse. However, among the above-mentioned form of tourism, the cultural tourism is the segment with the less promotional support. This segment represents an opportunity for the Lake Geneva Region that should not be overlooked.

The main objective of the thesis is to propose solutions to improve the visibility of the cultural offer and position the Lake Geneva Region as a strong cultural tourism destination. In order to achieve this goal, this project has been divided in three distinct parts.

Firstly, the problem will be defined more specifically in taking into account cultural tourism definition and a short explanation of the author’s motivation will be given. Then the methodology and theories used will be explained as well as literatures that will be relevant for the analysis of the situation.

Secondly, the general situation of cultural tourism in Europe and more particularly in the Lake Geneva Region will be described as well as the role of the Lake Geneva Region Tourist Office (OTV). After that, its cultural tourism will be analyzed in using marketing and management methods and theories such as the Porter’s five forces model and the SWOT analysis.

Finally, this thesis will propose three main recommendations in order to enhance and increase the visibility of Lake Geneva Region cultural offer.

\(^1\) World Tourism Organization, http://www.unwto.org/index.php, 24.10.09
5 Problem definition

"How can we enhance and increase the visibility of Lake Geneva Region’s cultural offer?"

As mentioned in the introduction my thesis aims to answer a main question which can be rephrased as “How can we promote, in a more efficient way, the Lake Geneva Region’s cultural offer?"

The thesis theme is about a form of tourism called “cultural tourism”, to give you a better understanding of its general context. Please find below a definition given by the Pan-European Federation for Cultural Heritage:

“Cultural tourism is that form of domestic and international tourism whose object is, among others aims, the discovery and enjoyment of historic monuments and sites focusing on the immovable and movable cultural heritage, including the cultural landscapes, of heritage destination areas, to experience places and activities that authentically represent the cultural heritage of the host communities.”

Before going further into details, I would like to explain you why I have chosen this problematic. In fact, I have always been attracted and interested about architecture and cultural heritage which is abundant in the Lake Geneva Region (Canton of Vaud). Additionally, I have the opportunity to live in this region overwhelmed with history with remains from all historical periods. The Lake Geneva Region Tourist Office gave me the opportunity to work on a concrete project about cultural tourism, in the context of my graduation work placement. Therefore, I took this opportunity to make use of tools and apply theories that I have studied as an IBMS student to expend my researches to finally find relevant answers and solutions to the problematic that will be described in the next paragraph.

The Lake Geneva Region is one of Switzerland’s 26 political cantons geographically situated from South to North between the Lake Geneva and the Lake of Neuchâtel and from East to West between the Alps and the Jura Mountains. This localization gives to the region the advantage of having a great diversity of sceneries and atmospheres and thus a wide range of touristic offer.

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From a touristic point of view, the canton of Vaud is one of the 13 Swiss touristic regions defined by the National Tourist Office (ST). Each touristic region has an umbrella organization in charge of its promotion and plays the role of intermediary between local tourist offices and ST. The Lake Geneva Region Tourist Office is recognized by the Government of the canton of Vaud to achieve this task. Consequently, it is also its responsibility to promote and improve the cultural sites' visibility in collaboration, with local tourist offices.

The Lake Geneva Region has a great diversity of built heritage covering all historical eras and also has one of the greatest museums’ density in Switzerland. In addition, inhabitants have succeeded preserving their cultural heritage such as traditions and culinary art. Furthermore, the recognition of Lavaux, Vineyard Terraces at the UNESCO World Heritage shows how valuable is the regional heritage at a universal level.

However, the main problem for this region is that this exceptional offer is not recognized at a large scale and therefore does not have the visibility and promotional support that it should have. To illustrate this point we can mention that the Lake Geneva Region Tourist Office does not have any information material presenting the cultural offer of the area and more especially about its built heritage sites. Another example is the lack of collaboration between actors. For instance, even though, the region as the greatest density of castle in Switzerland, there is no collaboration between those sites and thus it is not possible to buy a unique pass that allows visitors to combine visits of different castles or other monuments.

Statistically speaking, the travel motivation “To visit sights and natural attractions” is ranked only at the 8th place according to a survey carried out by Switzerland Tourism. More specifically, regarding to most popular activities that are experienced in the Lake Geneva Region, the activity “Visits to historical buildings, squares, and monuments” is ranked only at the 24th places out of 29 activities.

These are only few examples and statistics that shows obviously that improvements need to be realized with the help of regional tourist offices which can contribute to foster local collaboration and improve promotion that will at the end, offer a wider cultural experience to hosts and improve its visibility.

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4 See appendix: “Touristic Regions’ map”
5 Swiss castles directory: http://www.swisscastles.ch, 09.01.2010
6 Theoretical approach and related literature

In order to support the analysis of the problem and also to understand the context of this thesis, several management and marketing tools and theories are pertinent to be used and therefore, will give a guiding thread and keys to come to a preferred situation. In addition, theoretical foundations of this thesis are based literatures presented in the second part of the chapter.

6.1 Analysis theories and tools

6.1.1 PESTEL analysis
The PESTEL analysis is a framework which helps analyzing the macro environment which is breaking down by categories of factors\(^7\) that will influence an organization. This framework is really useful to understand what are the particular threats and opportunities for tourism development and diversification. It will be relevant to take into account these factors that will influence the development of tourism activities.

6.1.2 Porter’s five forces
This framework is used to analyze the micro environment of the organization. Those five forces “determine the competitive intensity and therefore attractiveness”\(^8\) of the tourism industry and in this case, more specifically, the cultural tourism market in the Lake Geneva Region. Coupled with the analysis of the market itself I will facilitate identifying competitive advantages.

6.1.3 SWOT analysis
The analysis of the Strengths, Weaknesses, Opportunity and Threats of the Lake Geneva Region’s cultural offer is a relevant evaluation of the microenvironment. It will assist defining where strengths are and what are the opportunities that could be developed while minimizing effects in taking into account what are the weaknesses and where are the threats that could be avoided.

6.2 Literatures

6.2.1 Cultural tourism, Claude Origet du Cluzeau
Book written by Claude Origet du Cluzeau, economist and “engineer-adviser” in tourism and culture. This book explains what are the different markets and offers in the field of cultural tourism, the product life cycle of this specific product and its future perspectives. The author has also defined what is cultural tourism and what are the customers’ types. It emphasizes benefits from a close collaboration between “culture” and “tourism”. This literature will help analyzing the

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\(^7\) Categories of factors: Political, Economical, Social, Technological, Environmental, Legal
actual situation and give an overview of what is the relation between culture and tourism and how we can improve this cooperation.

6.2.2 Culture, tourism et développement: Les voies d'un développement, Claude Origet du Cluzeau, Jean-Michel Tobelem and various authors
This book is complementary to the above literature and is partially written by the same author supported by other professionals who have a link with the culture and tourism industry. The participation of authors coming from different horizons brings more practical examples of cultural tourism and its economic and development advantages for a touristic area. In this analysis, these examples will allow supporting the thesis with real examples and attest what the best methods to be specifically applied to the Lake Geneva Region are.

6.2.3 The encouragement of cultural tourism and the mitigation of its effects, Europa Nostra
Europa Nostra council, the Pan-European Federation for Cultural Heritage, has established 5 proposals to reduce effects of tourism development on cultural sites. This position paper and its recommendations shows, at a European Level, where improvements need to be made to find the right balance between economic growth and cultural sites preservation. Thus, it is also applicable to a smaller region such as the Canton of Vaud.

6.2.4 Tourism monitors Trends Switzerland, Switzerland Tourism and the Institute for Public Services and Tourism, University of St. Gall
"The Tourism Monitor Switzerland (TMS) is the national visitor survey about tourism in Switzerland" carried out by Switzerland Tourism. This is a relevant tool to support the importance of cultural tourism for the region and it shows “scientifically” and accurately what visitors’ fields of interests are and what activities while spending holidays in the area they are doing.
7 General situation of cultural tourism

Cultural tourism was the first type of tourism which started at the time when young British aristocrats undertook between the 17th to the 19th Century the “Grand Tour” in quest of art, culture and the discovery of Western civilization’s roots. After World War One and with the democratization of paid holidays which appeared in 1936 firstly in France and later in most of the Western European countries, tourism activities shifted from mainly cultural to leisure and nature tourism.

7.1 European cultural tourism

Nowadays, tourism, in general, is a significant economic activity in Europe. It represents about 6 millions\(^9\) direct jobs and contributed at a rate of at least 4\(^{10}\) to the EU GDP. Cultural tourism is only one segment of the tourism industry which is in fact a “ multisectoral” activity. Despite the fact that there are few statistics about the importance of cultural tourism, due to its heterogeneity, according to the Kuoni Study about the “Future of Leisure Travel – Trend”\(^{11}\) travelers which can be divided in different categories as explain in the next paragraph, are looking for “immersion in a culture” or want during their holidays learn about the past. Thus these trends which are representing mainly activities considered as cultural tourism shows the significance of this segment.

According to Europa Nostra Council, tourism and culture are seen as powerful drivers for economic growth and employment across Europe. In addition it plays a vital role in encouraging understanding the rich diversity of regional cultures in Europe. Moreover, a third of the UNESCO’s World Heritage sites are localized in Europe focusing mostly on the built heritage.

7.1.1 Cultural tourism’s customers types

Claude Origet du Cluzeau\(^{12}\), engineer-adviser in tourism and culture, as defined 3 types of European travelers whose cultural activities are, at different levels, a travel motivation.

- Visitors who are attracted about one specific theme and very motivated.
  This type of people could travel across the entire world to see a specific site or monument. It is the main reason why they are travelling.

- Very motivated tourists who are interested in all kinds of cultural themes.

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\(^{10}\) To create a touristic offer, it includes nights, transports and visits which are services coming from 3 different economic sectors.
\(^{11}\) Gottlieb Duttweiler Institute, (2006) The Future of Leisure Travel
\(^{12}\) Claude Origet du Cluzeau, (2007), Que sais-je, Le tourisme culturel, p.9
These people who are generally well educated and have extensive knowledge about culture are mainly travelling to visit cultural sites, monuments and museums.

- Occasional visitors, curious and eclectic.

This public which represent the major part of visitors on a cultural sites want to experiment cultural activities. Cultural tourism is not the main purpose of their holidays but they are adding “cultural sequences” to their stay.

8 Lake Geneva Region’s cultural offer situation

After having analyzed the situation of the cultural tourism in general, we will now examine particularly the situation of the Lake Geneva Region tourism, its macro and micro environment as well as its cultural offer. Before that, it is necessary to understand the role that plays the Lake Geneva Tourist Office in the promotion of the tourism offer.

8.1 The Lake Geneva Region Tourist Office

The Lake Geneva Region Tourist Office (OTV), umbrella touristic organization, recognized by the canton of Vaud has the main goal to support and develop, in a sustainable way, the touristic economy in maintaining a tight collaboration with local tourist offices and the national Tourist Office. Its main activity is to promote, in Switzerland and abroad, the Lake Geneva Region as a touristic destination. This strategy aims to increase the touristic sites and destinations’ frequentation and also to promote the canton’s image.

To achieve these objectives 23 people are working at the office which is divided in 6 different departments:

8.1.1 Departments

8.1.1.1 Administration

The administration service is regrouping the board of directors, led by the President, Mister Charles-André Ramseier and supported by the Vice president, Mister François Michel. An executive secretary is in charge of human resources and administration. This department also includes the analytic accounting and general accounting service.

8.1.1.2 Information/content

This department consists of 2 main services; the visitors information service which aims to answers hosts enquiries about touristic destinations mainly by email or over the phone. The
second service in charge of the Internet and multimedia development which includes mainly
tasks of administering the web site contents and managing the program: “Partner Website\textsuperscript{13}”.

8.1.1.3 Public relations/ Marketing partners
This service plays an essential role of communicating the importance of the tourism industry for
the Canton of Vaud through publication such as the “Reflet touristiques”, publication which
present the past year activities and future developments of the OTV. It also works closely with
large Multinational companies established in the area to promote the touristic offer to their work
force originate from abroad.

8.1.1.4 Media relations
This service is aiming to communicate and develop media relations and welcomes journalists
from Switzerland and abroad. Its mission is to communicate and inform the Swiss French media
about tourism news and the evolution of the touristic activity. In addition it also realizes and
distributes press releases and newsletters.

8.1.1.5 Customers marketing
The main mission of this service is to represent, communicate and support leisure and business
tourism at a national and international level according to the OTV’s marketing strategy. It also
support and develop the visibility of destinations and tourism infrastructures.

8.1.1.6 Offer and Demand Analysis
This service is analyzing and communicating on main tourism indicators such as night statistics.
It also carries out market analysis and benchmarks as well analyzing the evolution of the
climate. In addition, it works on various projects such a tourism signals on highways and
main roads. Finally, it has the task to follow projects about sustainable development.

8.1.1.7 Products development
The products development service is aiming to create interaction between destinations or
cantons based on the OTV’s strategy in order to show off the advantages of the tourism offer.
Therefore, it is responsible to create “mood-making” and themes brochures. It has also the
mission to manage the advertising campaigns with Switzerland Tourism and work on different
project related to tourism offers of the Lake Geneva Region. Finally, it is responsible for the
evolution of the corporate identity.

\textsuperscript{13} Project which aims to unify Internet content in providing to destinations, web pages based on the same technology
than the OTV website which allows to share contents with the help of a content Management System (CMS).
8.2 Lake Geneva Region tourism macro environment

To understand the context in what the tourism sector evolves, using the PESTEL framework, gives the advantage to dissociate by groups the influential factors. The tourism industry being dependant from many economic sectors, only relevant factors that are likely to change in a more or less near future and that will have an impact on the tourism industry have been chosen. In this framework, any kind of tourism activities are taken into account. Secondly, we will specifically talk about the cultural tourism offer of the region.

8.2.1 PESTEL framework

8.2.1.1 Political

According to the “Rütter & Partner Study”\(^{14}\) the tourism industry represent 7.2% of the cantonal GDP (Swiss average 6.2%) which shows that tourism has a significant value for the cantonal economy. However, at the cantonal level there is not any lobbying organization to defend this sector. Nevertheless, tourism industry in Switzerland is supported by the FST, the only tourism lobbying organization which acts at the Federal level in defending the tourism sector at the Federal chambers when it comes to vote laws which could have consequences on the Tourism sector.

For example, the Federal transportation project called “Rail 2000” which has been launch to improve trains frequency on major lines and foster the piggy-packing\(^{15}\), has also many beneficial effect for the Lake Geneva Region. It allows linking the region with the European high-speed trains’ network and increasing connections with the rest of Switzerland.

8.2.1.2 Economic

Anytime there is somewhere in the world an economic recession or crisis tourism is hardly hit. It is mainly due to the nature of the “tourism sector which is in fact a “multisectorial” activity providing variables services, thus it is much more sensitive to economic changes coming from different industries. The Lake Geneva Region has succeeded in diversifying the visitors’ provenance which helps to counteract effects of economic turmoil.

Another example of economic influential factor is the exchange rate difference. For instance, exchange rates between the Swiss Franc and both the Euro and the Pound heavily affect tourism arrivals from Euro’s countries and the United Kingdom. For Tourists coming from the “Eurozone” it is becoming more or less expensive to travel to Switzerland because they will have


\(^{15}\) Cargo trucks transit by train
a lower or higher buying power and prices will be more or less expensive for them according the actual situation of currencies. However, if foreign currencies are weaker the consumption price will be lower and thus, in Switzerland, citizens will have more money to spend for leisure activities.  

The emergence of low cost airlines such as EasyJet and Ryanair have changed profoundly tourism behaviors. For example, Geneva International airport (GVA) home of an Easy Jet's hub, carried more than 3.6 million passengers in 2008 travelling to or from GVA each year. This low cost airline has grandly contributed to the increase of European tourism arrivals to the Geneva Lake Region. However, it also has the disadvantage to amplify the competition between leisure and cultural destinations and thus has made more affordable destinations with a high cultural potential in Eastern Europe or North Africa, for example.

8.2.1.3 Social
Travelling behaviors have evolving from “once a year long holidays” to “more often and shorter trips” around Europe. These major changes have modified and will change the way of promoting and selling touristic destinations.

Another trend which needs to be taken into account is the fact the population from industrialized country is ageing. Those retired people who have good pensions and are in good health are willing to travel and experience something new or different from their everyday life. It is seen as an opportunity for the Lake Geneva Region to develop this segment.

The quest for experience and more responsible tourism rather than “sun, sea and sand holidays” is growing quickly in consumers’ mind. In a near future, tourists will focus more on “preserving identities and cultures celebrating the unique and conserving what is locally distinctive about a place.”

8.2.1.4 Technologic
Since the beginning of the 21st Century, the democratization of the Internet has changed drastically the way people are gathering information and booking their holidays and leisure

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17 60 kilometers from the canton of Vaud’s capital ; Lausanne
activities. According to the Swiss Federal Statistics Office\textsuperscript{20}, the third reason why people are using the Internet in Switzerland, is to search information about transportation and travel. Nowadays, the internet has evolved to the web 2.0\textsuperscript{21}, the second generation of Internet based services, which let people collaborate and interact online in sharing information. This interaction allows people to share experiences and information about touristic destinations and accommodations. For example the world known web site Trip Advisor is providing more than 20 million\textsuperscript{22} reviews and opinions about touristic sites and accommodations.

\textbf{8.2.1.5 Ecological}

Switzerland and especially the Lake Geneva Region are facing direct consequences from global warming. Due to its continental climate and its relatively Northern latitude, temperatures have risen on a highest proportion that the rest of the World. Regarding to world average, we have measured an elevation of 1.6 degrees Celsius\textsuperscript{23} for the Western part of Switzerland during the 20th Century. Consequently, low and mid-mountain ski resorts are already facing a diminution of snow falls due to the elevation of the snow limit.

The actual trend to protect the environment has an impact on the tourism sector. People are moving toward more environmentally friendly activities and products. For instance, low impact-activity such as biking or hiking is becoming trendy.

\textbf{8.2.1.6 Legal}

Switzerland has signed the Schengen Agreement. Therefore there is no border anymore between European Union countries and Switzerland. This agreement has also facilitates the visa delivery for visitors from a number of countries willing to visit Switzerland.

Another example of legal factor is the problem of acquisition of real estate which is restricted for foreigners. Each canton has an annual quota with a limited number of real estate which can be purchased. This law, known as the “Lex Koller, is quite constraining for touristic areas where revenues are mainly coming from foreigners. However, this Federal law is already abrogated in many cantons.

\textbf{8.3 The Lake Geneva Region cultural tourism}

After having examined the general environment of the tourism sector in the Lake Geneva Region, in the following chapter, we will have a deeper look into its cultural offer. After a short
description of the cultural offer, we will use the Porter’s five forces model to assist us in the understanding of the microenvironment of the cultural tourism in the area, considered here as a global touristic offer. This model will be used in the analysis to observe the competitive intensity of this specific market in the region and its attractiveness. Finally, the use of the SWOT analysis will help to evaluate the microenvironment’s strengths, weaknesses, opportunities and threats of this specific offer.

8.3.1 Cultural offer
The Lake Geneva Region is often described as a “concentrate of Switzerland” due to its landscape diversity. It is also true about its cultural offer. In such a small area you have almost the entire European civilization history represented, starting with Prehistoric remains, followed by Romans cities, medieval castles and in a nearest past astonishing “Belle Époque” luxury hotels.

- Prehistoric sites
In the Lake Geneva Region, prehistoric remains have been found nearly everywhere on the “Plateau” (Middle Land situated between the Lake Geneva and Lake Constance). Some of them are very well preserved. There are also several museums and outdoor sites presenting standing stones or lake houses.

- Romans sites
Due to the location of the Lake Geneva Region, at the crossroad of the Roman Empire, several colonies were built such as Aventicum (Switzerland roman capital), Lousonna or Noviodunum24. Nowadays, arenas, theaters and mosaics are still visible and can be visited.

- Medieval sites
The Lake Geneva Region has one of the greatest densities of Castles in Switzerland. The most visited monument is the Medieval castle of Chillon (near Montreux), with 321'815 visitors25 in 2008. As comparison, the Anne-Frank House received 998'943 visitors26 that same year.

- Renaissance sites
Even though, Switzerland do not have many “Renaissance” built heritage, the proximity of France, influenced the architecture of several private houses and castles on the shore of the Lake Geneva. On the area called “La Côte” between Lausanne and Geneva, there are several representative examples of castles built in “French classicism” style.

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24 Romans names for Lausanne, Avenches and Nyon
26 Anne Frank House, Annual Report 2008
• **Contemporary built heritage**
With the peak of “bourgeois” tourism in the area at end of the 19th Century, colossal luxury hotels are built on the Lake shore from Lausanne to Montreux. This built heritage is well renewed and it is attractive for people who want to spend a night in a luxury historic hotel. Finally, the beginning of the 21st Century has seen the construction of avant-gardes’ buildings such as the new Learning Center of the Federal Polytechnic School of Lausanne.

• **Museums**
A wide range of museums are located in the area. All kinds of cultural themes are presented. Some of them are unique in the World such the Olympic museum.

Additionally to the built heritage, the region has preserved its traditions and ancestral crafts. Regional gastronomy is present across the whole canton. Reputed wines, mountain cheeses and sausages are some examples of the traditional culinary art. The registration of Lavaux, Vineyard Terraces at the UNESCO’s World Heritage is the recognition of the universal value of this heritage.

### 8.3.2 Porter’s five forces
This framework is used to analyze the microenvironment and more specifically the forces that are affecting the cultural tourism development and will determine the competitive intensity of this segment and its attractiveness. In combination with the SWOT analysis, it will facilitate identifying competitive advantages.

#### Threats of substitution
In the field of tourism, many products or offers could be substituted from one to another. Competition is strong on the segment between different types of tourism activities such as leisure, sport or adventure tourism. However, according to the Heritage Counts Report, “more than 50% of the tourism activity in Europe is driven by cultural heritage which is also credible for Switzerland.” As a matter of fact, even though, culture is not always the main reason why people are travelling, threat of substitution is quite low.

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Threats of newcomers
The threats is coming here from other countries with a great cultural offer which is still underdeveloped due to tourism regulations, political instability or high travelling costs. For instance, the extension of low-cost airlines’ destinations to Eastern Europe is making some cities with an important cultural heritage more affordable and this represents a threat for the Lake Geneva region’s cultural tourism.

Touristic partners’ bargaining power
The key success factor for a touristic destination is the efficiency of its supply chain. To provide a high-quality touristic experience to visitors, many “service providers” are involved in the process. For instance, when you want to visit a cultural site, at least 3 “chain links” are implicated such as public transportation company, restaurant and accommodation. Therefore, all those touristic partners have a strong power on the quality of the final product delivered to the client.

Tourists’ bargaining power
The Lake Geneva Region is recognized has a famous touristic destination at an international level and thus, has a strong brand awareness. In addition certain destinations within the region have their own international recognition such as Lausanne and Montreux Riviera which reinforce this awareness. However, in such a competitive market, the loyalty is generally low because brand awareness doesn’t necessarily mean that customers are loyal to a single destination.

Competitive rivalry
Every Swiss region has its own cultural highlights, which are attractive for tourists. In addition, several other destinations in and outside the country, have a similar offer than the Lake Geneva Region from a “cultural-touristic” point of view. For that reason, within Switzerland the competitive rivalry is high between touristic regions.
8.3.3 SWOT analysis of the cultural offer

After having summarized chronologically researches carried out about the cultural offer and analyze the forces that are interacting within the micro environment of the Lake Geneva Region’s cultural offer. In the following table we will find out what are the strengths and weaknesses of the cultural offer and what would be opportunities to be developed in minimizing threats.

<table>
<thead>
<tr>
<th>8.3.3.1 Strengths</th>
<th>8.3.3.2 Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Proximity between cultural heritage sites</td>
<td>• Many private buildings²⁸</td>
</tr>
<tr>
<td>o More than 50 monuments²⁸ on a territory big as nearly twice Zeeland.</td>
<td>o There are still many monuments such as castles which are not open to public.</td>
</tr>
<tr>
<td>• Wide range of monuments²⁸</td>
<td>• Insufficient touristic signalization³¹</td>
</tr>
<tr>
<td>o Castles, churches, abbeys, dolmen, mines, cemeteries, “Belle Époque” hotels…</td>
<td>o Some historical sites have inefficient signals equipment to access to the site or are devoid of explanations.</td>
</tr>
<tr>
<td>• Wide diversity of historical sites²⁶</td>
<td>• Lack of touristic information³²</td>
</tr>
<tr>
<td>o Every historical eras are represented</td>
<td>o Cultural sites’ promotional brochures are most of the time old fashion or even inexistent.</td>
</tr>
<tr>
<td>• Well preserved sites²⁹</td>
<td>• Use of modern tools</td>
</tr>
<tr>
<td>• Museums linked to sites³⁰</td>
<td>o Websites are hardly used to provide basic information such as contact and location.</td>
</tr>
<tr>
<td>o Almost every monument has its own museum with related exhibitions.</td>
<td>o Web 2.0 resources are barely exploited</td>
</tr>
<tr>
<td>• International recognitions</td>
<td></td>
</tr>
<tr>
<td>o Lavaux vineyard terraces, UNESCO World heritage</td>
<td></td>
</tr>
<tr>
<td>o Château de la Sarraz, European Heritage Label</td>
<td></td>
</tr>
</tbody>
</table>

³¹ Vaud Canton State Council, document about the “signaling problematic in Lavaux”, September 2009
³² Lake Geneva Region Tourist Office “Information/Content” department
### 8.3.3.3 Opportunities

- Rising trends for cultural tourism
- Private monuments opening to publics
- New synergies between touristic actors
- Use of Web 2.0 applications
- Cultural networks and labels
  - Emergence of cultural labels such as European heritage label or Cluny’s Benedictine order network.
- Governmental and institutional support for cultural projects

### 8.3.3.4 Threats

- Strong visitors’ affluence that could damage historical sites
- Competition coming from Eastern European countries.
- Increasing prices of public transports’ tickets
- Different needs between culture preservation and tourism development

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8.4 Actual situation and related problems

At a global level, the actual trends in tourism as reported by Justin Francis, Managing Director of responsibletravel.com, people are looking for more responsible holidays and a quest for authenticity. Moreover, the global warming which has an effect on winter sport tourism for example, doesn’t have, for now, much effect on cultural tourism which is a chance for the development of this segment.

At a regional level, these elements augur a bright future for cultural tourism development in the Lake Geneva Region. Additionally to the fact that the combination between the proximity of each cultural heritage sites and the wide diversity of monuments and historical remains makes the Lake Geneva Region very attractive in term of cultural offer.

We saw that the Lake Geneva Region has strong brand awareness but that the competition is high between touristic destinations. Thus, the brand loyalty being quite low in this sector, the boom of low-cost airlines has increased the competition in the sector because it has open access, to a wider population, to countries or regions that are very attractive in term of cultural offer.

The fist problem here is that in the Lake Geneva Region’s cultural tourism offer is not promoted homogeneously and touristic destinations are presenting their cultural offer individually without a global strategy.

Therefore, it cannot counter this strong international competition without having reached an international recognition level as “cultural destination”.

Nevertheless, we can mention that the only cultural site which has a global reflexion about its promotion and tourism development is Lavaux, Vineyard Terraces recognized for its universal value by the UNESCO World heritage. This area is already promoted by the cantonal tourist office as the Unique Selling Proposition (USP) of the Lake Geneva Region. Therefore its promotion strategy is well established and tasks are well distributed between local and regional tourism organizations.

In addition, as mentioned in the macro-environment analysis, tourism industry is very sensitive to economic changes due to its appurtenance to several economic sectors. For the region, this complexity is translated into a lack of collaboration between actors coming from different sectors with different interests. Consequently, this situation has for consequences to provide a spread
and disorganized communication about the cultural offer. In addition, because of the lack of collaboration between actors, the quality of the product is, at the end, not satisfactory.

To illustrate this problem of collaboration and as mentioned in the PESTEL and SWOT analysis, Swiss’ public transport network is dense and has very good connection with the international network. However, tickets and train passes are expensive compared to European fares and you cannot find combined pass that gives discounts on cultural sites entrance. Thus, a small increase in the price will have a damageable influence on tourist frequentation and on the product’s image.

Finally, another main problem that appears about the promotion of the cultural offer in the Lake Geneva Region is that it is hard to find information material about these sites. This is why several weaknesses listed in the SWOT analysis such as the lack of tourist signalling equipment, tourist information materials and interactive online contents are seen as an obstacle to cultural tourism promotion.

Therefore, those weaknesses above-mentioned, can be sorted into two different categories; on-site information and off-site promotion. In the first case there are many monuments and especially remains which are open to visit but unfortunately are not giving sufficient information about the site and the monument such as signposts providing historical tips or anecdotes about its history.

Secondly, in term of promotion and touristic contents, in on hand some cultural sites are well documented and advertised using different promotional supports and on the other hand, it is barely possible to find a paragraph talking about the cultural site in the local touristic brochure. In addition, it is important mentioning that for almost every cultural site, local or regional tourism organizations are not using actual technologies or multimedia applications to promote and offer a better visibility of their cultural offer.
9 Analysis and results workout

After having painted the picture of the actual situation and identified the main problems which need to be resolved to answer to the thesis question, this final part is aiming to find solutions but will also demonstrate limitations.

In fact, a unique solution will not give a satisfactory answer to the main question. This is the reason why three key recommendations will be given with several actions to implement in the field of:

communication – collaboration – information

These suggestions will together give concrete and feasible actions to increase the visibility of the cultural offer and thus promote it in a more efficient way.

9.1 Positioning Lake Geneva Region as a cultural destination

As mentioned in the analysis, the main problem that needs to be resolved is that the Lake Geneva Region needs to be recognized, in term of touristic offer, as a valuable cultural destination.

The question that needs to be asked first is, why people who do not have a specific interest for cultural subject are choosing Paris, Vienna or Barcelona if they want to have a “cultural experience”? Why aren’t they coming to the Lake Geneva Region for this purpose?

The first answer can be certainly found in the renown of these cities for their cultural offer’s diversity and their accessibility with any kind of means of transports. However, as seen previously, the Lake Geneva region provides almost the same benefits that those cities above-mentioned. In fact, it has a low cost carries’ hub situated in Geneva, it is very well deserved by every European high speed trains including French TGV, German ICE and Italian Cisalpino. In addition, its central location in the middle of Europe makes it easy to reach by car from most of the Western European countries.

The objective here is to position the region at the same level as other cultural European cities or at least at a similar level. To reach this objective, it is necessary to work on the communication strategy of the OTV and its local partners.

Practically this can be implemented in taking measures explained below.
9.1.1 Using the renown of the UNESCO World Heritage

As explained previously, the recognition by the UNESCO World Heritage of Lavaux, Vineyard Terraces is already the communication’s spearhead for the region. However this communication is mainly centered on the gastronomy and lifestyle of the area.

In this case, it is important to “think outside the box” and use this incredible offer to promote not only Lavaux area but also all other cultural offers which are not necessarily situated in the area.

As a matter of fact, the main action to adopt is the insertion of the UNESCO World Heritage logo on the OTV’s corporate identity. Therefore, any brochure, flyer, headed paper or Internet content will have this “easy to identify” sign. Practically, it means that the OTV has to come to an agreement with the Secretary of the Swiss UNESCO Commission\textsuperscript{35} to be allowed to post the UNESCO logo on its documents.

In using this logo for the OTV’s communication, it will give the advantage that the logo will be easily recognized and also if somebody sees it, he will directly associate it with “culture”. In addition, it gives the advantage to be an easy to implement and affordable solution.

The limitation of this measure is that the logo is normally utilized only for publications which are directly linked with UNESCO World Heritage sites. This is why it would be wise to find a compromise with the Swiss UNESCO Commission. For example, we can think about a partnership between the two organizations where the OTV would provide to the UNESCO an advertising space in its brochures and flyers and website and in return, the OTV would be allowed to utilize their logo.

9.1.2 Showing the cultural offer

To advertise the region as a cultural destination and to reinforce the initiative of affixing the UNESCO World Heritage symbol, it is primordial to show and broadcast this cultural offer in using the power of images which will arise readers’ emotion.

Concretely, it means using more cultural sites’ pictures for brochures’ covers or inside front cover. On top of that, the best support of communication where these pictures can be more often changed according to seasons and readers’ interest is the OTV’s website. The features that the new website of the Lake Geneva Region offers such as posting panoramic pictures has to be exploited for this purpose.

Nevertheless, the limitation of the solution comes from the availability of cultural sites’ pictures in high resolution.

9.1.3 Talking about “Culture heritage”
A final action which is more a recommendation in the way of communicating about the region, would be the systematical mention of the cultural heritage offer’s value of the area in the written communication. Consequently, this means that in all kind of written supports aiming to promote the area such as, brochures, press releases, internet contents and other promotional materials, phrases or paragraphs that refers to the significance of the culture in the Lake Geneva Region should be used.
A good way to achieve this goal would be the use of slogans mentioning the word “culture” such as competitors do.\(^{36}\)

9.2 Creating partnerships and involving actors
Communicating about the cultural offer at a global level will resolve only a part of the problem. In fact, it will make aware the outside world that the Lake Geneva Region as a valuable cultural offer. However, it will not solve the problem seen previously about interest divergences between actors. Therefore, the following action will give solutions to improve the actual situation.

9.2.1 Cooperating between different tourism actors
Cultural tourism is involving tourism organizations which want exploiting sites as a touristic offer in one hand, and on the other hand, cultural organizations are aiming to protect cultural sites. If we take the example of a medieval castle, touristic destinations would like to increase visitors’ frequentation and lengthen the touristic season to satisfy hoteliers and businesses related to tourism economy, although, cultural organizations want to limit the number of entries to preserve the heritage building.
To avoid this kind of conflicts and find a balance between each actor’s interests, it is essential to implement actions to favoring dialogue.

First of all, at the cantonal level, the OTV should take the initiative of informing the regional and local tourism structure about the importance of their cultural heritage. This can be concretely done in organizing, for local tourism decision-makers, meetings about the subject of cultural

\(^{36}\) See appendix: “cultural destinations’ competitors“
tourism to raise their awareness about the problem. To host these meetings specialists from different field such as cultural sites’ conservators, Art historians but also tourism experts should be invited to confront ideas and thus implicate tourism actors in this complex reflection.

9.2.2 Involving actors in an unifying project

After having involved tourism actors in the cultural tourism reflexion, other intermediaries that are offering services such as accommodation and restaurant owners, transportation companies or even leisure activities providers need to be unified around a project which will at the end provide a high quality cultural experience to visitors.

To this end, the implementation of a value program that aims to offer discounts on cultural visits and activities but also on public transports’ tickets and accommodations, will be beneficial for all. In one hand, it allows creating partnerships between actors and on the other hand visitors will benefit from a network of cultural sites providing high quality experience and with on top of that discounts on transportations, accommodations and other activities.

In this type of project, the OTV has to play a central role in managing the conception of this value program which has to follow different steps to be created.

After having evaluated the feasibility of such a project, the cantonal tourist office, will need to contact directly public transport companies and indirectly, through the regional tourist offices, cultural sites and accommodations providers. Firstly they would have to explain them the objectives of the project and show why it would be profitable for them to participate to this program. Secondly, when they would reach enough participants in term of numbers but also in term of geographical localisation and diversity of sites, it would come the time to start the program with the physical creation of a “discount card” and related material to advertise this new offer.

In addition, it would be interesting to take this opportunity, to offer to visitors packages on different themes according to the season or regrouped sites that have common characteristics such as historical periods (Roman era, Middle Age...) or type or architecture for example.

This promotional tool seems to be the solution to unify actors and provide an appealing offer to visitors. However, we should not underestimate the fact that this kind of program regrouping all kinds of touristic activities has been already created by some destination in the Lake Geneva Region. This is why at first, we need to be really careful to offer a product specific to cultural heritage to avoid competing in the same segment as the other “discount cards”.

Guillaume Dupré 0004708
Lausanne, January 2010
9.3 Providing homogenous tourist information

Measures explained in the first paragraph above, are aiming to improve communication outside the region in order to make aware potential visitors that the Lake Geneva Region has a diverse and complete cultural offer. The second action is dealing with problems encountered with the intermediaries which are offering services related to the cultural offer. This measure is aiming to unify service providers under a common project to at the end offers a high quality product. However, after having solved those problems, when visitors want to prepare their holidays, as revealed by the SWOT analysis, they still don’t have relevant and practical information about this cultural offer at their disposal.

Moreover, providing information material is the basic role of a tourist office. Nevertheless, in the field of cultural tourism, as explained, there is not any document at the cantonal level that is showing and giving practical information about this offer. To compensate this gap and to provide homogenous information, it is needed to work simultaneously on two fronts; First on the conception of paper materials such as brochures and secondly on internet content and multimedia applications.

9.3.1 Cultural brochure “Built heritage through the ages”

Starting from the fact that there is not any brochure gathering all cultural sites of the Lake Geneva Region, the conception of a brochure is the first goal to achieve. However, it is not possible to create a brochure with all cultural sites of the region. Thus it is necessary to find a concept with a main theme that allows covering the principal cultural heritage sites.

In analyzing the cultural offer, as you have seen previously, the region has an exceptional built heritage covering each historical period. From this fact, the brochure’s concept chosen is the presentation of the cultural built heritage organized chronologically from Prehistory to Contemporary time with several sub-chapters regarding specific subject within an era. Moreover, to create a link between built and human heritage, interviews from craftsmen such as watchmaker or wooden-tile maker who are talking about their passionate work is added.

This publication aims to promote the most representative built heritage monuments or sites of each historical era and thus it is not an exhaustive list. For every chapter (historical era) a list of complementary activities such as museums, art galleries, guided tour is presented.

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37 See appendix: brochure’s paste-up.
Technically, to meet customers’ needs this brochure is published in 3 languages (French, English, German). In addition this brochure will be distributed to regional and local tourist offices, to Switzerland Tourism’s mailing house and will also be available in electronic format. It will be possible to download it on the OTV’s website and national tourist office’s website in PDF or it would be possible to directly read it online.\footnote{See examples: \url{http://www.myswitzerland.com/el/58017/?lang=lang_en.sys}}

\subsection*{9.3.2 E-content and multimedia applications}

Despite the fact that this touristic brochure is about a theme never realized before, the concept explained above have nothing new from another touristic publication. However, the real evolution is the introduction of interaction between “internet content and paper content”. In fact, the brochure can be seen as an entrance doors to a myriad of online information about cultural sites. To link the brochure’s content with the OTV’s website, the development of a “webcodes” system that are added to each site presented in the brochure had been necessary. Therefore, each site has a unique code that allows brochures’ readers finding directly further information about the cultural site and practical information such as address, phone number, email, official website address, but also Google maps localization and pictures.

This “webcodes” system is a first improvement which uses actual technologies. However, to reach actual customers’ needs, it is recommended to make use of web 2.0 potential in creating interaction between internet users and tourism professionals. This should be implemented in creating an OTV’s blog base on the concept of TripAdvisor\footnote{Wikipedia, Trip Advisor, \url{http://en.wikipedia.org/wiki/Trip_advisor}, 29.12.2009} with content organized by categories of touristic activities and destinations. In the case of the cultural offer, you will find each site, present on the OTV’s website, listed with the possibility to add comment about it. For example, if you want to add comment about the Castle of Chillon, you will find, on its dedicated page of the OTV’s website, a button that says “add comment or read reviews”. Then you will be redirected to the blog where you can read and add comment about this cultural site. Then reader will be able to see what people really think about this cultural site and thus they will be able to make their own opinion and see if it matches with what they are looking for.

Another application that should be offer for each cultural site’s page is the option to use Google Street View to explore the built heritage site or monument. However, in this case, the limitation here is that not every monuments have been photographed for Google Street View yet.
10 Conclusion

As we can tell from the developed thesis, tourism in general and especially cultural tourism evolves in a context which is extremely complex due to its "multisectoriality”. To provide a final product to visitors it involves many actors and intermediaries. Therefore, to improve this final product it is not possible to find a single solution which will solve the problem on its own. As we saw, it is more a compilation of targeted actions that will at the end improve a global solution.

This taught us that to give satisfactory answers to a problem, tourism actors and intermediaries need to work hand-in-hand even though they do not have the same interest at the beginning. Nevertheless if you succeed in showing them what advantages they will take out from this collaboration, it is obvious that they will be more open to discuss about a future collaboration.

In the case of the Lake Geneva Region Tourist Office, this collaboration has succeeded in various fields in applying the theory of destination management which aims to regroup tourist destinations under a same brand such as Montreux Riviera or Villars-Gryon.

Global promotion strategy with well established collaboration at a local level will provide the best final product to visitors. Therefore, in a near future, after having resolved problems found with the help of this thesis, we can open the discussion about the creation of a global cultural heritage sites network with a distinctive brand name and its own promotional plan apart of the OTV promotion.
11 Recommendations
As explained earlier in the discussion part, it is recommended to achieve three distinctive actions to resolve the question of visibility of the Lake Geneva Region’s cultural offer.

Firstly, it is needed to work on the Lake Geneva Region’s communication to position the region as a distinctive cultural destination. Therefore to achieve this goal several actions have to be implemented in using the actual resources of the area such as the World renowned Lavaux, Vineyard Terraces registered at the UNESCO World Heritage. This practically can be done in using their logo for the OTV’s communication. In addition to show to potential visitors that the area as a valuable cultural heritage, this offer should be advertise in making use of slogans that are positioning the region as “the place to be visited that offer genuine cultural experience”. Finally, attractive pictures of the cultural heritage must be shown in the OTV’s communication on different supports such as brochures and Internet pages.

Secondly, after having made aware visitors that the cultural offer is abundant and diverse, this cultural potential needs to be understood by local tourism organizations and other intermediaries involves in the tourism industry. Consequently, meetings about the importance of cultural tourism must be organized for tourism professionals. In order to unify service providers related to the cultural tourism activity, it is crucial to elaborate a project where both professionals and visitors will draw benefit from this action. The conception of a value program offering discounts for visitors will be beneficial for both parties.

Finally, in taking into account observations made in this work, it is essential to provide to potential visitors practical information about the cultural offer in a comprehensive and homogenous way. This lack should be solved in creating a brochure presenting most representative cultural heritage sites of the Lake Geneva Region. In addition, it is crucial, to create interaction between the OTV and its potential visitors in making use of the actual web 2.0 and its innovative tools. Thus it is recommended to launch a blog where people could add comments about tourism destinations and offer and, in this case, especially about cultural offers.

To conclude, this thesis has mainly exploited the built heritage and its related cultural offer. Therefore, further investigation could be done in the future to cover themes such as human heritage which includes traditions and local crafts or linking cultural routes with the actual movement aiming for soft mobility.
12 References

12.1 Books


12.2 Reports /studies

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Christoph Kull, (2007) *Climate change is a fact-and now?*, Organe consultatif sur les changements climatiques, Bern, Switzerland


Prof. Dr. Christian Laesser, (2007) *Tourism monitors Trends Switzerland*, Survey, Switzerland Tourism and Institute for Public Services and Tourism, University of St. Gall, Switzerland


12.3 School manuals


**12.4 Internet**


Swiss castles directory: [http://www.swisscastles.ch](http://www.swisscastles.ch), 09.01.2010


13 Appendixes

13.1 Brochure paste-up: “Built heritage through the ages”
13.2 Brochure paste-up (2)

Des années fastes sous l'empire romain

Par une navigation dans le haut Moyen Âge et du 8e siècle, nous sommes arrivés à la période des invasions et des guerres entre les différents royaumes d'Europe. Le Moyen Âge est débuté par l'arrivée des Vikings qui ont commencé à s'installer dans le nord de l'Europe. Les Vikings ont commencé à construire des châteaux et des fortifications pour se protéger des attaques ennemies. Ensuite, le Moyen Âge est suivie par l'ère des troubadours et des guerres de religion. Les règles politiques et religieuses étaient très spécifiques à cette époque.

Activités annexes

Au temps des comtes, ducs et seigneurs

En même temps, l'Europe était en pleine expansion. Les royaumes s'étendaient et de nouveaux royaumes étaient créés. Les comtes et les ducs étaient devenus des figures importantes dans ces royaumes. Les ducs et les princes étaient des personnages très influents et avaient un pouvoir important. Les comtes avaient également un rôle important dans l'organisation des royaumes. Ils étaient responsables de la défense des royaumes et de la protection des citoyens. Les ducs et les princes avaient également un rôle important dans l'organisation des royaumes. Ils étaient responsables de la défense des royaumes et de la protection des citoyens.

Destinations

Moyen Âge

Un siècle après l'arrival des Vikings, l'Europe était en pleine expansion. Les royaumes s'étendaient et de nouveaux royaumes étaient créés. Les comtes et les ducs étaient devenus des figures importantes dans ces royaumes. Les ducs et les princes étaient des personnages très influents et avaient un pouvoir important. Les comtes avaient également un rôle important dans l'organisation des royaumes. Ils étaient responsables de la défense des royaumes et de la protection des citoyens. Les ducs et les princes avaient également un rôle important dans l'organisation des royaumes. Ils étaient responsables de la défense des royaumes et de la protection des citoyens.
13.3 Touristic Regions’ map
13.4 OTV organization chart
### 13.5 Cultural destinations’ competitors

<table>
<thead>
<tr>
<th></th>
<th>Density of cultural heritage sites</th>
<th>Historical periods represented</th>
<th>Museums linked to heritage sites</th>
<th>UNESCO World heritage site</th>
<th>Cultural tourism promotion at a regional or “state” level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lake Geneva Region</strong></td>
<td><strong>High</strong></td>
<td>From Prehistory to contemporary era</td>
<td>Most of them</td>
<td>Lavaux Vineyard terraces</td>
<td>Lake Geneva Region Tourist Office</td>
</tr>
<tr>
<td><strong>Graubünden Region</strong></td>
<td>Medium - Graubünden canton is the Switzerland’s largest canton and the sites density is low</td>
<td>From millennium standing stones to contemporary buildings</td>
<td>Few</td>
<td>Convent St-Jean in Müstair Rhaetian Railway</td>
<td>Graubünden Kultur marketing</td>
</tr>
<tr>
<td><strong>St-Gallen – Bodensee Region</strong></td>
<td>Medium - A few spread over the canton. Most of them are in the city of St Gall</td>
<td>From Middle age to contemporary era</td>
<td>Few</td>
<td>Convent of St Gall</td>
<td>Mainly the tourist office of St-Gall</td>
</tr>
<tr>
<td><strong>Basel</strong></td>
<td>Very high Slogan: “Culture unlimited”</td>
<td>From Roman era to contemporary buildings</td>
<td>Most of them</td>
<td>None</td>
<td>Basel Tourist Office</td>
</tr>
</tbody>
</table>

#### European destinations

<table>
<thead>
<tr>
<th><strong>Catalonia Region</strong></th>
<th>High Slogan: “Catalonia is culture”</th>
<th>From rock painting to industrial heritage</th>
<th>Most of them</th>
<th>7 sites registered</th>
<th>Turisme de Catalunya</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alsace</strong></td>
<td>Medium-high spread over 2 departments (High &amp; Low Rhein)</td>
<td>From Prehistory to contemporary era</td>
<td>Most of them</td>
<td>City of Strasbourg</td>
<td>Comité régional du tourisme d'Alsace</td>
</tr>
<tr>
<td><strong>South Holland (Rotterdam)</strong></td>
<td>High Slogan: “City of architecture”</td>
<td>From Middle age to contemporary era</td>
<td>Most of them are museums seated</td>
<td>Mill Network at Kinderdijk-Elshout</td>
<td>VVV Zuid Hollande</td>
</tr>
</tbody>
</table>