

Taking responsibility beyond heritage: the challenge of Integral Planning in the Cusco Valley, Peru

Mireia Guix, Ramon Llull University

Zaida Rodrigo, Ramon Llull University

Ricard Santomà, Ramon Llull University

Xavier Vicens, URBATUR, Spain

1. Introduction

This chapter presents the Integral Tourism Destination Planning methodology (hereinafter known as ITDP), including the key elements of the responsible tourism approach, aimed at enhancing the effective planning of heritage tourism destinations. Firstly, the chapter revisits the theoretical concepts of: (i) destination planning, to present the evolution towards (ii) sustainable development management, to stress the need of long-term strategies underpinning destination planning and responsible tourism as the approach to achieve sustainable development by involving the key stakeholders of a destination and calling on their responsibility; and (iii) stakeholder theory as a key element of destination planning. Then, the chapter details the ITDP methodology, explaining its generic steps. A case study of the Quispicanchi Province in Peru exemplifies the tourism planning process and its consequences in the planning of a heritage site, such as the Andean Baroque Route.

2. Destination Planning: Addressing Diversified Stakeholder Needs

The focus and methods of tourism planning have evolved to meet the new demands of sustainable tourism. To understand the evolution, of particular importance are the four broad traditions of tourism planning: 'boosterism', economic or marketing approach, physical/spatial approach (land use) and community-oriented approach (Getz, 1986). 'Boosterism' planning draws from the attitude that tourism development is inherently good and automatically benefits the hosts. Tourism exploitation focuses on optimizing short-term benefits from cultural and natural heritage (Getz, 1986). Under this consideration little attention is paid to the Triple Bottom Line (known as TBL) impacts from tourism. The TBL includes the following criteria: (i) economic (products profitable for the local population and investors); (ii) social (boost the human development of local communities by improving their quality of life; and (iii) environmental (respecting the environment and resources to ensure successful long-term activity). Therefore, this approach is not aligned with sustainable tourism development.

The other three approaches – economic, land use and community-based tourism – contribute to the sustainability of a destination; however, by themselves they cannot achieve sustainable tourism development. The marketing-oriented planning is designed to optimize economic returns, emphasizing its efficient use in creating income and employment benefits.

The marketing and promotion aims to attract the type of visitor that provides the greatest economic benefit, paying no attention to the negative impacts of tourism (Hall, 2000), and when applied without links to other systems it does not contribute to sustainable development. The land-use approach positions the physical environment at the core of the tourism planning and development process. It focuses on minimizing the negative impact of tourism in the environment, measuring the physical and social carrying capacity (Mathieson and Wall, 1982), environmental thresholds (Hill and Rosier, 1989) and limits of acceptable change (McCool, 1994). The destination plans focus on natural resources and the limitations of sites to withstand tourism infrastructure, failing to give attention to the social and cultural attributes of a destination (Hall, 2000). Therefore they are not convenient for sustainable tourism development. Community planning is a bottom-up approach to optimize local communities' engagement and benefits from tourism planning and development processes that emphasize the development in the community rather than of the community (Blank, 1989). Community planning accommodates the social impacts of tourism; however, sustainable planning also considers the physical and economic aspects of tourism.

Effective destination management needs to be underpinned by an extensive ongoing planning process that considers the tourism environment and stakeholders' interests and develops an appropriate strategic direction for the development of the destination. The three guiding objectives are: (i) to develop the territory as a tourism destination; (ii) to meet the diversified needs of stakeholders, including local people, their representatives and the national and international market in a structured, quality and competitive way; and (iii) to respond to the criteria of the TBL concept (Elkington, 1997). Destination management and planning are required to deal with the visitors' impacts and to optimize the use of the destination resources (Davidson and Maitland, 1997). Therefore, sustainable tourism destination management focuses on the comparative advantage and competitive positioning of tourist destinations enhanced by their commitment to sustainable development principles and practices (Swarbrooke, 1999).

This chapter focuses on the perspective that explores ways to develop tourism alongside more traditional concerns so as to preserve cultural and natural resources and mitigate its negative impacts. This implies optimizing tourism's overall contribution to balancing the economic, social and environmental (UNEP, 2005) dimensions of sustainable development in host communities; to meet today's needs without jeopardizing those of future generations.

Nevertheless, achieving sustainable tourism development in practice is extremely difficult (Dutton and Hall, 1989; Hall and Butler, 1995; Hall and Lew, 1998). Dutton and Hall (1989) identified five mechanisms integrated in the ITDP methodology to enhance sustainability: (i) cooperative and integrated control systems; (ii) development of industry coordination mechanisms; (iii) raising consumer awareness; (iv) raising producer awareness; and (v) strategic planning to supersede conventional approaches. Furthermore, Hall and Lew (1998) consider

sustainable tourism issues context-specific. Sustainable tourism requires a long-term commitment to balance the tensions between the market and the tourism impacts, based on the principles of responsible tourism established at the Cape Town Conference on Responsible Tourism in Destinations in 2002, which endeavour to make tourism an inclusive social experience (Goodwin, 2011). The responsible tourism guidelines under-pin ITDP methodology, because they call on all stakeholders, individually and in collaboration with others, to take responsibility for achieving destination sustainable development which levers tourism to create more liveable places for inhabitants and more attractive places for tourists to visit, in that order.

3. Stakeholder Identification and Involvement in Strategic Destination Management

Every tourism organization should undertake strategic planning and management aimed at achieving differential competitiveness. The concepts of strategic destination management are a set of tools to aid organizations to detect the contextual challenges they face and devise proper responses. From an external environmental viewpoint, scenario planning plays an important role (Gössling and Scott, 2012) to advance understanding of the prevailing long-term uncertainties. From an internal context, for tourism to contribute to sustainable planning and development, heritage and cultural resources skills, local culture and political climate must be mapped and integrated in an innovative way in a strategy (Chen et al., 2011: 247) designed to attract new visitors (Fernandes, 2011). The next section examines the characteristics of the ITDP and emphasizes that effective strategy implementation depends on the engaged participation of the destination's stakeholders.

What is the stakeholders' role in achieving sustainable destination development and management? Several scholars identified the need to involve the different parties in successful destination management (e.g. Hunt, 1991; Long, 1991; Donaldson and Preston, 1995; Jamal and Getz, 1995; Sautter and Leisen, 1999; Fyall and Garrod, 2005; Fyall, 2011). In particular, Ritchie et al. (2001), Jamal et al. (2002), Piggott et al. (2003), Ritchie and Crouch (2003) and Dinnie (2011), amongst others, all agree that key stakeholders must be included in formulating strategies to ensure their effective implementation. Jamal and Getz (1995) indicate that to get the necessary consensus all the actors who might be affected by tourism policies should be involved in the decision-making process at an early stage to capture what Gilmore (2002) calls the people's spirit, understood as the way of capturing the cultural heritage inherited in the spirit of the people. However, Sautter and Leisen (1999) suggest getting all the stakeholders involved in understanding the dynamics of effective destination planning (Buhalis, 2000).

While paramount for tourism development (Hall, 2000), the harmonization of stakeholders around a common vision and goal is complicated by various factors. First, different stakeholders hold different views and interests while power is often quite unevenly divided among them. This is relevant because power is typically used to manipulate imagery of the destination and hence the perception of its heritage (Morgan and Pritchard, 1998; Cheong and Miller, 2000). In practice, stakeholder power over the destinations is a combination of the authority and status

that the individual holds in society (positional power), how believable and respected his or her ideas are (reputational power), and the ability to make decisions that are successful (decision-making power) (Aiken and Mott, 1970; Marzano and Scott, 2005). Second, Palmer and Bejou (1995) discuss how the fragmentation of stakeholders makes destination planning very complex. In particular, the independent stakeholders look primarily to maximize their own profits (Buhalis, 2000), rather than being concerned with the pursuit of a collective endeavour (Ritchie and Crouch, 2003; Morgan et al., 2003). Third, various countries have different structures; in most cases the public sector, and in particular the local and regional governments, will be more aware of the specific necessities of the destination (Ritchie and Crouch, 2003). The case study explains the stakeholders' involvement process paralleling the steps of the collaborative destination planning, and exemplifies the complexity of stakeholders.

4. Characteristics of the ITDP Methodology

The ITDP methodology (Fig. 1) overlaps the traditional approaches of community, land use and market-oriented tourism planning, by integrating the socio-cultural, environmental and economic dimensions of tourism planning and development. ITDP is guided by the belief that destination management serves a shared responsibility: no single stakeholder group is solely responsible for generating impacts or preserving the destination's natural and cultural heritage. Its aim is to develop meaningful heritage-based experiences for travellers while simultaneously improving the quality of life of residents. The case of Quispicanchi provides empirical evidence and serves as a practical guide for conducting heritage tourism destination planning using a responsible tourism approach. Its findings reveal the importance of community participation, local economic development, cultural and natural conservation, product development and strategic infrastructure planning.

The ITDP methodology consists of the seven interrelated steps depicted in Fig. 1, focused on a systematic approach (Hall, 2008), which conceives of planning and implementation as part of a single process.

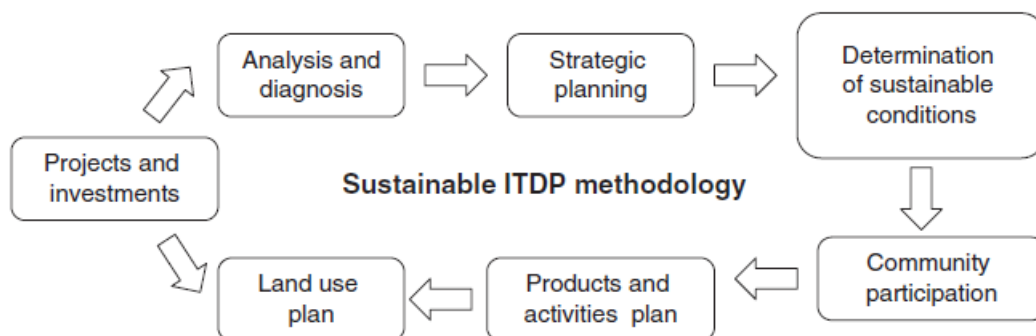


Fig. 1. ITDP methodology. Source: author compilation from GERC INARTUR.

4.1. Analysis and diagnosis

The initial step provides a systematic framework required to comprehend the spatial level of tourist activity and uses a comprehensive situation analysis. This initial step identifies cultural heritage and tourism priorities, conservation and management policies and only existing legislation and policies likely to affect long-term tourism development.

The analysis and diagnosis undertakes research (secondary and primary) and utilizes the findings to inform decision making. This research includes:

- A survey of meeting and focus groups with local authorities.
- Interviews with regional stakeholders.
- Qualitative face-to-face questionnaires to survey domestic and foreign tourists in the region. These are carried out to identify the tourists' profile, their information habits and product purchase, as well as their degree of satisfaction. Taking into account the consumer destination decision making at the beginning of a planning process enables strategy implementation, which enhances destination competitiveness (Hanlan *et al.*, 2007).
- Qualitative face-to-face questionnaires to survey travel agents: to determine the existing offer, the potential for tourism development and the entry barriers for operators.

4.2. Strategic planning – the tourism development strategy

The second step sets the specific goals and the tourism development strategy, identifying strategic pathways, and categorizing the issues and impacts in those pathways:

- Promote the participation of the territory in the tourism phenomenon, including: (i) governance, responsible planning and management; (ii) support infrastructure development; (iii) services; and (iv) responsible tourism infrastructure development.
- Secure participation of local inhabitants in the development of tourism, including: (i) livelihood and poverty reduction; and (ii) tourism training and human resources management.
- Protect the local environment and culture, including: (i) environmental management; (ii) cultural management; and (iii) tourism product and development.
- Capture touristic flow according to the previous, including responsible tourism marketing and sustainable market.

Later in the planning process, possible solutions envisaged and prioritized according to:

- Cost/benefit of investment.
- Stakeholders' ability to secure change for minimizing negative TBL impacts, generating greatest benefits to host community: economic, well-being, working conditions and access to industry improvements.
- Natural and cultural environment: makes positive contributions to conservation, maintaining diversity, engendering respect between tourist and hosts, and building local pride and confidence.
- Visitor experience: provides more enjoyable experiences for tourists through more meaningful connections with local people, and greater understanding of local cultural, social and environmental issues.

Depending on the total score, the interventions are categorized as high, medium and low priority, and addressed in realistic time frames: short term (1–3 years), medium term (3–5 years) and longer term (5–10 years). Later on, for each intervention, the activities, processes, key stakeholders involved and the measurement performance indicators are established. This often-overlooked element significantly impacts the development of different destinations. The strategic lines aim at guiding sustainability in the long-term destination plan. The methodology takes into account the institutionalization process of destinations by which more international investors and chains are attracted to the destination, consequently displacing local entrepreneurs. As DiMaggio and Powell (1983) explain, one of the main challenges is to explain to local managers that conforming to the ideas of international chain operators on how to run their own business may not necessarily result in greater effectiveness – due to the perceived loss of, for example, differential advantage.

This second step serves to conceptualize the destination's positioning in the tourism market with respect to the direct and indirect competition. Cultural and natural heritage are often scattered, and while one site on its own is unlikely to be of much interest, pooled together with others it may collectively attract a critical mass of tourists. Clusters are identified, as colocation of activities including both products and services linked along the value-chain horizontally, vertically or diagonally and served by public and private sector. Then a shared vision of tourism for the overall territory and each cluster is established and communicated amongst all stakeholders. Stakeholders are of particular importance for place branding (Hanna and Rowley, 2011) and especially the dialect between them for brand co-creation (Hatch and Schultz, 2010; Kavaratzis and Hatch; 2013). Consequently, the common vision constitutes a key element in the place branding process, and is understood as a dialogue between stakeholders to understand the sense of place experienced by residents so as to place their voices at the heart of the branding strategy.

To guarantee the project's implementation and management, both the commitment and the cooperation of all stakeholders are of paramount importance. Preparing a participatory management plan is a costly and time-consuming process. At this moment, stakeholder negotiations on the future of the destination are begun, and a process of reinforcement of the decisions takes place. Partnerships for development are fundamental to the correct implementation of a destination plan. The study identifies the key destination stakeholders during the analysis and diagnosis step (step one), seeking the support of governments (local, regional and state), the industry (tourism-related businesses, and the extended supply chain), visitors and community organizations. To optimize long-term benefits from the tourism planning, the non-governmental organizations are called to participate in the meetings, with the aim of balancing the short-term planning interests of governmental bodies (4-year plan). This methodology encourages third-party agreements with non-governmental organizations, government ministries, indigenous organizations, researchers, etc. aiming to successfully manage heritage tourism. Other partnerships encourage government policy initiatives, training and education, and small enterprise support, which can create a favourable environment. Regular meetings and e-mails provide a structure for communication and information exchange about the tourism plan development amongst stakeholders. Periodic meetings and workshops are among the main mechanisms for institutionalizing the collaborative process among stakeholders. The ITDP envisages long-term stakeholder collaboration to make businesses' and institutions' strategies converge towards the goals of sustainable development.

4.3. Determination of sustainable conditions

Achieving sustainable cultural tourism has proven elusive as large-scale tourism and cultural management are often incompatible; short-term commercial concerns and long-term goals of sustainability cause a heritage place to be altered or ignored. The third step, "Determination of sustainable conditions", aims to reduce this challenge. To balance tourism development and sustainability, a panel of experts from multiple fields evaluates cultural tangible and intangible resources, as well as identified natural resources, to determine the sustainable development conditions and the potential for tourism. The panel includes a total of 20 experts, ten aware of the resources and ten who do not know them.

The criteria used for evaluating the cultural resources are:

- Surroundings: harmonization within the local context.
- Local singularity: level of authenticity and uniqueness.
- Regional singularity: level of authenticity and uniqueness in the country.
- History: access to, value and usage of the historical attributes.
- Style: harmonious architectural style.
- Scale: size or scope of the field.

Each expert rates each criterion for each resource between one and five, five being the value given to the best rating. The quality of each resource is obtained by solving the following equation: $Q = aA + bB + cC + dD + eE + fF + gG$, where 'a', 'b', 'c', 'd', 'e', 'f' and 'g' are the assessment of the experts who know the resources and 'A', 'B', 'C', 'D', 'E', 'F' and 'G' are the values given by experts who had no knowledge of the cultural resources involved in the study. Then, the highest score is equated to one and the rest are reduced accordingly.

The project team established the Primary Hierarchical Framework to evaluate a number of factors outside the indigenous resource base. This present potential to manage tourism volume increases. The factors considered as a corrective measure are: connectivity (physical accessibility), concentration of resources, and availability of accommodation and catering services. Moreover, the project team considers a factor defined as K, a constant derived from the cost of transporting the product to the customer. That is, a function of the distance in time of flight between the originating market and the resource. After defining the target market, the K factor applied is: 1 (a maximum distance of a 1-hour flight), 0.8 (over a 1-hour flight), 0.6 (over a 3-hour flight), 0.4 (between a 6- and 9-hour flight), 0.2 (between a 9- and 12-hour flight) and 0 (over a 12-hour flight).

This method allows the identification of the cultural resources with the best potential design to attract tourists while resisting large tourist numbers. It detects the most appropriate cultural heritage places for tourism development and then encourages sustainable development, by preventing a waste of resources and negative impacts on heritage attractions. This step has the land-use approach to planning and would include establishing the physical and social carrying capacity, the environmental thresholds and limitations of acceptable change. The overall process determines the importance of each resource asset in relation to the potential market, underpinning the product and activities plan. If the intrinsic appeal is low or moderate, it is very difficult for an area to gain a competitive edge over other destinations.

4.4. Community participation – stakeholder involvement

The ITDP methodology adopts the community tourism planning approach, since a greater involvement of host communities in decision making facilitates strategic tourism planning at the destination level (Gunn, 1988). The aim of this fourth step, 'Community participation', is to know the perception of residents towards tourism, and their willingness to actively participate in the proposal process and its implementation. To successfully implement a bottom-up approach, the ITDP promotes local and international partnerships and the empowerment of local communities in the tourism development process at the destination level. The host perception is taken into account, to guarantee spreading the benefits of tourism. The ITDP develops aspirations analysis to identify the interest of the major stakeholders in the destination. The project seeks the support of local community leaders that are respected by the community, have technical and communication skills, and can effectively facilitate the local networks to lead the strategic planning process. Furthermore, the workshops also facilitate learning amongst stakeholders

about sustainable tourism, and are part of the wider stakeholder engagement process that parallels all the steps of the ITDP to ensure community ownership of the plan.

4.5. Products and activities plan – three-phased approach

The fifth step, products and activities, allows for the establishment of the real starting point for the consideration of new proposals to monitor resources more intensively and make them more attractive. It identifies the current tourism products of the destination via Internet search and tourism association interviews, and studies their connection with other tourism routes, and subsequently evaluates the price structure of the products among international, national and local rivals. The products and activities plan reflects three key phases of strategic management. The first *initial phase* concerns initiation of sustainable tourism, the second one is the *consolidation phase*, and the *final phase* serves to maximize the benefit of tourism for the well-being of the local community.

The initial phase proposes a portfolio of products, based on the range of possibilities, to meet the various market segment demands and the region's characteristics, particularly its tourist infrastructure, as a sequential process to accommodate new products and attract new types of visitors. The patterns of activities change, as do the places in which they take place. To avoid a mismatch between product development and the guiding sustainable tourism objectives, particularly in least-developed countries (Ellis and Sheridan, 2014), the ITDP methodology contemplates the identification of core decision making so as to understand both the tensions and interests of all those concerned, including internal and external stakeholders. Products are developed integrating three aspects – the tourist infrastructure, tourism facilities, and promotion and marketing – which avoid imbalance in organizational processes, particularly the visitors' perceived experience–service delivery gap (Govers and Go, 2009).

The *initial phase* focuses on market segments that target the existing tourism offer, aiming to increase the incidence of improved selected aspects in the subsequent phases of the process. The *consolidation phase* seeks to create new routes and products, involving a moderate investment for the completion of much of the infrastructure and facilities, so as to contribute to the destination diversity of services. The *final phase* culminates the tourist destination structuring process and requires a major investment in a set of first-class services that cater to tourists' needs, into the shoulder and low seasons.

4.6. Land use plan and projects and investment

The seventh step, the land-use plan, proposes a system of physical interventions of urban character in the destination, offering support to a complex system of activities, experiences and tourism flows that are strongly interrelated and designed as a tourist cluster. It includes a set of studies related to the planning discipline, grouped into three main sections: (i) land occupancy model; (ii) zoning plan; and (iii) regulatory concepts.

The land occupancy model evaluates and proposes the transport and communication systems, the accommodation offer, and the supportive infrastructure (recreational, sanitary, sociocultural, religious, commercial and markets). Moreover, it plans the tourism services and tourism infrastructure required to develop the destination with a programme to protect the historical and cultural heritage, as well as the natural environment. It also includes different guidelines for construction in order to maintain the traditional architecture design in the future infrastructure, based on the traditions of the various places.

Zoning includes the necessary studies to determine the perimeters and boundaries of the unique natural areas that are currently protected, or which require special protection. This leads to the planning of the location of the different components and urban elements proposed in the model. The regulatory concepts involve policy and management. This defines the different models and conditions for building the tourist facilities accompanied by formal and aesthetic references, which enable the contextualization of new construction in urban and natural environments. Finally, it proposes a set of guidelines applicable to the management of the plan that enable its effective implementation.

The last step is the development of projects and investment. This eighth step aims to access the funding opportunities, both private and public, for the different projects established through the three phases of the product and activity plan. The ITDP methodology looks closely at the source of investment, prioritizing local investment when available, through microfunding, crowdfunding and national investors.

5. The Quispicanchi Case Study

5.1. The destination

Located in Peru, Quispicanchi is one of 13 provinces in the Cusco region with an area of 7862.6 km² and comprising 12 districts (Fig. 2). The province divides into three axes within an altitude of 336–6372 m, which translate into three distinctive destinations: the Vilcanota Valley, the Andes Mountains, and the basin of the Amazon jungle. Each of the districts promotes local development of its territory, based on exclusive and shared competences, while the Municipality of Quispicanchi promotes the economic development of the province and has a Concerted Provincial Development Plan 2008–2018, which includes tourism references.

The province has 82,173 inhabitants (INEI, 2007) of which 64.82% reside in rural areas and live within subsistence economies. The inhabitants are scattered among small population centres and more than a hundred peasant communities, which are in an evolutionary process of binding and cleavage. The local communities maintain their ancestral traditions while living with the occidental world and Christian values (Mujica *et al.*, 2012). Only 48.5% of children finish primary school, and 28.1% secondary school (INEI, 2007). Only 24% of Quispicanchi's population can communicate in Spanish (concentrated in cities/villages) and 52.2% only speak the native language – Quechua (INEI, 2007).

Despite the tourism economic sector, in 2006 Cusco rated 20th out of 25 regions in terms of the Human Development Index, being the fifth poorest one in Peru. This reflects a non-inclusive and unsustainable tourism that does not contribute to the improvement of the quality of life of residents. Studies conducted a year later demonstrated that poverty is unevenly spread among the districts: 78.8% of Quispicanchi's population is considered poor, compared to 28.2% of Cusco's population (SIAR, 2007). These statistics help to explain why tourism development in Quispicanchi attracts minimal participation from the local population despite its cultural and natural wealth, and its geographical location close to the tourist capital of Cusco.

To reverse this situation, the local non- governmental organization CCAIJO (Centro de Capacitación Agro-Industrial Jesús Obrero) engaged experienced tourism consultants, since the tourism planning expertise was lacking at the destination level, to develop a tourism destination plan for the province. The NGO fostered ongoing collaboration between business, governments and the community across local, regional and state levels to undertake the tourism planning. The government of Quispicanchi was invited to participate in the partnership but decided to participate as another stakeholder of the destination. The partnership developing the ITDP in Quispicanchi was formed by:

- CCAIJO (Centro de Capacitación Agro- Industrial Jesús Obrero) located in Cusco, Peru, who financed the majority of the planning process and facilitated the stakeholder network.

- GERC INARTUR consultancy, which facilitated the ITDP methodology.
- School of Tourism and Hospitality Management Sant Ignasi – Ramon Llull University (Barcelona, Spain) and the Universidad Antonio Ruiz de Montoya (Lima, Peru), who supported the project with scholars and students.

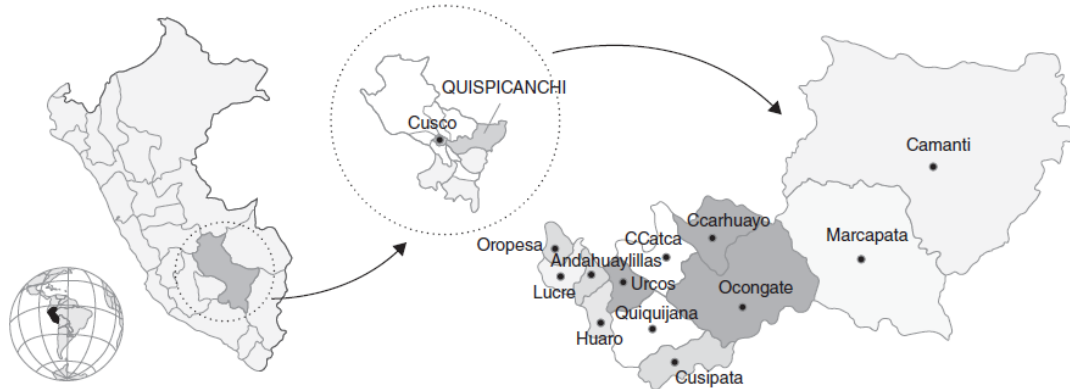


Fig. 2. Quispicanchi location. Source: Guix and Pi, 2012: 77.

The case of the cultural attraction of the Andean Baroque Route (henceforth ABR) illustrates the relationship between the ITDP methodology and cultural heritage, including San Pedro Apostol Temple in Andahuaylillas, Huaró and Canincunca Temples, and the Company of Jesus Temple in Cusco, which belongs to the Jesuit Company. This route consists of various churches from the 16th to 18th centuries, and can help local tourism by revitalizing Quispicanchi as an alternative to the saturated Cusco Sacred Valley. Its tangible and intangible cultural assets present local communities with opportunities to promote cultural immersion experiences for domestic and foreign tourists' encounters with the region's hosts.

5.2. Analysis and diagnosis

The extensive secondary research was followed by primary research, including:

- Two meetings with the association of the local authorities (AMPROC), and three meetings with local authorities grouped by regions.
- Interviews with regional stakeholders.
- Survey of 1210 tourists in the region of Cusco with face-to-face questionnaires, at the main destination arrival points from Cusco and Quispicanchi.
- Survey of three-quarters (400 out of 600 companies were chosen based on the volume of business and specialization) of the Cusco region travel agents with face-to-face questionnaires.

The analysis and diagnosis concluded that the case is presently unsustainable, because (Guix and Pi, 2009a):

- The tourism business is concentrated in a few companies, which generate minor, if any, improvements that contribute to the welfare of the regional population.
- The pricing policy and management fails to capture the economic resources and re-pair the degradation tourism causes.
- The present type of tourism generates a unique circumstantially acceptable product, without a chance of being competitive in the near future in international circuits due to basic deficiencies in its components (infrastructure and services), and risks progressive degradation of key resources (average atmosphere).
- There exists an oversupply of tourism services, especially accommodation, resulting in lower occupancy levels and subsistence income generation.

The project team detected several signs, however, which offer hope that the vicious circle can be reversed, among other things through the application of the following regional assets:

- The existence of assets (resources) that are not yet degraded.
- The existence of a system of settlements and infrastructures that could give territorial support and services to tourism.
- The collective consciousness of the potential tourism benefits and the unanimous desire to participate in such activity.
- The strategic geographical location, close to tourist products that are attracting great interest in the international market.

On the one hand, the jungle area of the province is a destination falling in the Exploration stage of Tourist Area Life Cycle (TALC) from Butler (1980). It has low numbers of visitors and irregular visitation patterns, with no specific tourism facilities favouring a high degree of contact with local residents due to the use of local facilities by tourists. On the other hand, the other regions closest to Cusco are under the Involvement stage of the TALC (Butler, 1980). These are characterized by: some regularity of visitors existing in specific products (e.g. the ABR), some locals providing facilities for visitors, with significant levels of contact between visitors and locals, and some advertising designed to especially attract tourists. Consequently, the ITDP methodology offers a practical tool to increase the incipient local involvement over the control and development of the destination.

Following the example of the ABR, the main characteristics of the ABR were identified. The cultural significance is a specific consideration on how the ITDP deals with cultural heritage management and the values attached to the heritage. The tangible and intangible cultural values recall the cultural significance of a place. The ABR appeals to outsiders; but what tourists perceive as cultural heritage is part of the everyday life of the inhabitants, and may not even be recognized as being of any cultural significance locally. Different segments of tourists have

different values and views of particular sites and intangible heritage, which change over time. Thus, the identification of common values characteristic for the different stakeholders needs to be monitored. According to Baker (1999), when deciding which aspects of cultural heritage need to be developed and presented for tourism purposes, the different stakeholder views are very important. Poor planning can compromise tangible values, for example physical damage to the heritage site, and intangible cultural values, such as when the storytelling of a place does not properly understand its cultural significance. The methodology, when including the views of the community members and heritage experts, recognized that community heritage (intangible cultural heritage) adds inseparable values to the site for its interpretation, and needs to be preserved. This methodology carefully takes into consideration these concerns in the standardization process of visitor experiences.

5.3. Strategic planning – the tourism development strategy

The objectives for the socio-economic development of the province are set according to the strengths, weaknesses, opportunities and threats from the analysis and diagnosis step. To achieve the objectives the team developed the basic strategic guidelines or strategic pathways for the province. These guidelines define what the planning process needs to deliver in terms of competitiveness, territory organization and development, socio-cultural assets, resources, infrastructure and services, and management if it is to be successful. For example, in terms of tourism resources, the planning process first evaluates the cultural resources and catalogues and organizes them according to its tourism potential. Then, it delineates a heritage protection strategy and determines and limits the tourism use of each resource. The planning process also considers event organization as a potential tourism product. Finally, it considers the best options for cultural and heritage-related communications to both national and international markets and stakeholders.

The province is conceptualized in two clusters: cultural and ecotourism. The cultural cluster is divided into two sub-clusters, food and history, while in ecotourism there are three sub-clusters: health, active tourism and adventure tourism. Finally, in order to govern Quispicanchi as a tourism destination that provides major benefits for the poor, the ITDP undertakes a multistakeholder process that takes into account, engages and empowers the local community. Before starting the implementation, a consultation and revision process is executed in order to engage and facilitate the participation and feedback to assure that each actor takes responsibility for their actions, a fundamental characteristic of responsible tourism (Guix and Pi, 2009b). For example, among other things:

- Local district governments have the responsibility to promote tourism as an activity for local economic development and assist local populations in doing so.
- Accommodation and restaurant businesses are responsible for integrating local suppliers and complying with policies and plans.
- Tourists must behave responsibly towards the environment and the local culture, and actively provide feedback on products and services.

- Tourism operators identify market trends, assist in the development of products, and comply with policies and plans.

In the case of the ABR, key stakeholders include the national governmental institutions that protect, conserve and promote cultural heritage, and non-governmental organizations that provide funding and initiatives for training, infrastructure and micro-credits.

5.4. Determination of sustainable conditions

The project team identified in the province 68 resources with different tourism potential. Each resource has a summary table that contains the major details such as name, type, size, location, weather data, demographic data, accessibility, transportation, utilities, communications, accommodation, catering, other equipment, features, attractions, activities available, degree of current use, potential for exploitation, necessary interventions, priority for its use, level of investment, relation to other resources, and risks of environmental and social impacts (Guix and Pi, 2010a). For example, important attractions are the pilgrimage to the sanctuary of the Lord of Qoyllurit'i, known as an Intangible Cultural Heritage of Humanity (UNESCO, 2011), and Andahuaylillas Church, a National Cultural Heritage (INC, 2010), part of the ABR.

The tourism in Quispicanchi fits into the context of cultural tourism. To preserve the cultural heritage, the ITDP incorporates the carrying capacity as a management tool in accordance with Butler (1980), affirming that the carrying capacity and limits to growth are at the heart of tourism destination life cycles. The methodology acknowledges the physical carrying capacity, i.e. the number of people that a site can comfortably accommodate without the place deteriorating, the visitor experience declining, or the local community suffering. It also considers the social carrying capacity, meaning that the local community may not be ready or in the position to receive large numbers of tourists, both because it does not have the adequate infrastructure and because the people are not trained to handle visitors. Carrying capacity is a complex issue and there is no specific formula that serves all sites and destinations. This methodology considers the host community and those involved in managing the tourism site as the most appropriate to make the practical judgement on how many visitors the site can receive. To this aim, a plan of data collection in the diverse cultural heritage spots was designed accordingly, and training in sustainable practices envisaged.

Furthermore, taking into account the Authorized Heritage Discourse from Smith (2006), the methodology acknowledges that the community heritage is never as representative as 'national heritage' and consequently is devaluated or ignored. In the case of the ABR, the Andahuaylillas Church is categorized as National Cultural Heritage (INC, 2010). The ITDP method takes the views of different stakeholders into account so as to determine the importance of Andahuaylillas within a "Primary Hierarchical" framework. This means that the resource becomes an attraction system with the power to draw a significant national and international flow of visitors in combination with neighbouring attractions.

5.5. Community participation – stakeholder engagement

The ITDP method is based on the belief that tourism should not be imposed on local communities. Instead it considers the subject of “cultural consent”, meaning that the local community must agree to host tourists, after discussing and deliberating on the benefits and non-benefits of tourism. To this aim, three community workshops were organized in order to maximize the involvement in local decision making, with participation of 500 locals (Guix and Pi, 2010a). The locals’ perceptions are taken into consideration as another factor in the product development, since sustainable tourism needs to meet community development goals (Ellis and Sheridan, 2014). Thus, communities that are not willing to receive tourism on their land and lever the natural and cultural resources nearby are not included in the plan, despite the potential tourism offered to attain sustainable development. The community workshops, which are organized as community consultation, participation, ownership and control, are crucial to success and long-term commitment. Besides this, third-party linkages are created between non-governmental organizations, enterprises, researchers and public organizations. Stakeholder collaboration in Quispicanchi is based on strengthening the CCAIJO network and formalizing the linkages.

In the case of the ABR, special attention is placed on young local students since ‘Only by instilling a deep sense of responsibility in young people towards World Heritage can we be confident that the planet’s cultural and natural diversity will endure into the future’ (Pederson, 2001: 17).

5.6. Products and activities plan

There are 31 national and international operators working in Quispicanchi (Guix and Pi, 2010b). At an international level the province is visited in routes through South America, in circuits that span more than one country and have a certain thematic consistency. The incidence in the province, however, is very low (an hour approximately in circuits of 15 to 30 days). On a national level, the incidence is poor and answers to the types of demand served by each company or to the logistics needs. It is noteworthy that the routes are not homogeneous, which denotes a low incidence of prearranged products. Moreover, the commercialized Side Trips products coincide in their characteristics with the usual routes in the province, sold directly by the local tour operators to independent flows of tourism to Cusco. It is therefore presumed that this is a simple process of intermediation of operators in Lima, with wider distribution of products generated by local Cusco operators. Furthermore, serious imbalances are seen in the final prices of package tours depending on the purchasing country. Although there can be cost differences for some unique benefits, the disparity is high enough to confirm that the province is an emerging destination following the TALC model.

Given the distinct geographical features of the region, there is a diversification of tourist flows and market segments. The project team developed the products and activities plan in three phases: *initial phase* (nine products), *consolidation phase* (13 products) and *final phase* (eight products). The transformation of the supply is of paramount importance due to the distinct

geographical features of the region, and diverse tourist profiles and flows (Guix and Pi, 2010b). Table 1 summarizes the main objectives and actions involved in each phase.

The evidence suggests that the *initial phase* of the process contributes to improving the province's tourism products, rendering existing tourist flows more profitable, extending the tourism benefits to the whole territory and increasing both the quality of the services and retail prices. The team excluded tourist offerings that, by their nature, can mean a weakening of the tourism image of Quispicanchi. In the *initial phase*, certain regulatory and structural assumptions proposed are implemented progressively, without suddenly distorting the private sector, and allowing for an affordable tempo of the dynamics of public administration. To raise awareness of sustainability on the consumer and producer sides (Hall, 2000), the *initial phase* establishes development codes, environmental codes and tourist codes of conduct.

The *consolidation phase* and *final phase* are a consequence of the evolution of tourism, based on the interplay between the development of demand and the rural political economy in which it occurs. The *consolidation phase* strengthens a series of complementary basic offers that allow a fuller exploitation of cultural, anthropological and natural resources, and allows for the effective incorporation of the Quispicanchi region's human resources in a tourism protection strategy through an intensive process of specialist training based on preferential treatment to local initiatives and generating jobs for natives of the province. The final phase locates a set of upscale accommodations combined with activities and local heritage interpretation facilities that enable the creation of high-quality alternative products and longer stays. The *final phase* develops infrastructure and facilities that enhance the capacity to manage both the cultural and natural environment, and provide visitor information centres and quality interpretative services to improve the visitor experience.

Phase	Objectives	Actions
Initial	<ul style="list-style-type: none"> • Consolidate and improve the profitability of current flows • Improve and enhance existing products • Increase sustainability awareness both upstream (supply chain) and downstream (customers) 	Start the process of conversion and infrastructure development
Consolidation	<ul style="list-style-type: none"> • Extend the tourist stay at the destination • Generation of short radial excursions from the accommodation areas: e.g. 1 day and 2 days, 1 night tours from Cusco • Increase quantitative and qualitative demand 	Diversification of the destination access points
Final	<ul style="list-style-type: none"> • Increase quality of accommodation and other services • Incorporation of market segments with high purchasing power • Circuits with regular departures 	Comprehensive utilization of tourism resources at the destination

Table 1. Quispicanchi products and activities plan. Source: author compilation from case study, 2014.

The limit of the final phase is established by the territory's carrying capacity determined in the *initial phase*. Here, the intrinsic design of the ABR product serves to illustrate the momentum of local responsible tourism development, reevaluating traditions and empowerment and including locals with a particular emphasis on lower income groups in training. By promoting inclusive businesses created by social entrepreneurs such as handcraft souvenirs, it promotes tourism as a force for conservation of the cultural resources, mitigating the negative impacts of tourism in cultural sites and improving quality of life. In the *initial phase*, the project recommends controlling tourist flow through touring routes and closing off fragile sites and sites under reconstruction – and furthermore, investing in infrastructure and services and basic training (e.g. local guiding, management of tourist sites, food handling and English).

5.7. Land-use plan, projects and investment

The Master Plan Study models territorial occupation expressed graphically, and documents the urban system, the tangible elements such as roads and paths, the tourism services and the equipment in support of tourism activities within each cluster. The plan significantly encourages private investment opportunities to complete a circle of elements required for the completion of the proposed steps in a set time frame. Its implementation depends largely on the will of public and private stakeholders as opposed to its technical specifications.

6. Limitations and Further Research

The significant tensions that arise from the power of stakeholders during the planning process are the main limitations to applying the ITDP methodology. They are exacerbated by the lack of government support, leadership, awareness and coordination (Timur and Getz, 2009). The discontinuity of the planning processes due to public sector elections condemns destinations to short counterproductive strategies serving political interests without long-term objectives and results. The case study demonstrates that even with wide stakeholder involvement, the lack of long-term public sector commitment towards sustainable development hinders the ability to develop and implement integral sustainable planning. As in other developing destinations (Timothy, 1998; Tosun and Timothy, 2001; Hatipoglu et al., 2014), socio-political factors are the most important reasons for the lack of cooperative tourism planning in the area. The lack of political awareness further constrains the sustainable practice of cultural and natural heritage, and theorizing has failed to frame perspectives in ways to inform authorities and address structural power relations affecting local-level decision making (Blackstock, 2005; Hatipoglu et al., 2014), clarify the role and participation of stakeholders in co-creating the place brand (Kavaratzis and Hatch, 2013) and identify how study results could inform future destination planning processes better.

Since the basis for stakeholder power, i.e. the ability to participate in decision making, depends, in part, on the level of knowledge and information (Byrd et al., 2008; Moscardo, 2011; Wray, 2011), the ITDP methodology fosters knowledge acquisition and encourages learning among stakeholders on issues related to tourism and sustainability. It brings platforms for knowledge sharing through community and suppliers' workshops. When the process effectively communicates the opportunities and benefits of sustainability that contribute to the individual goals of stakeholders the destination may witness an increase in collective stakeholder involvement towards the common goal of sustainability. Three scenarios emerge. Scenario one is the present unsustainable management of heritage resources, which translates into higher probable risks. Scenario two uses the destination planning process to raise sustainability awareness among stakeholders, but fails to provide a coordination mechanism for implementing the sustainability approach properly. Even though the practical application did not take place, our assumption is that the products developed will probably contribute to balancing TBL impacts to a greater extent rather than if the destination planning process never occurred in the first place.

Our empirical appraisal shows that the planning process in the Quispicanchi case has managed to contribute significantly to community livelihood strategies, involving the communities by raising environmental protection awareness and cultural empowerment of the locals as a consequence of various actions. First, the process raised awareness of sustainability among multiple stakeholders along the Andean Baroque Route, who contributed to the long-term sustainability of this heritage destination, e.g. through local cultural itineraries. Second, the implementation of infrastructure, service and training translated into an increase of 14% of visitors from 2011 to 2012. Since 2012 Promperu, the official Peruvian tourism promotion department, has promoted Andahuaylillas as a new touristic option for Cusco, and has awarded the village fourth place in the "From my land a product" contest, organized by PromPerú (PromPerú, 2012). Third, the planning process led to several cooperation projects focused on reevaluating the cultural heritage and capacity building of the local community, promoting social entrepreneurship, training the informal sector to run micro-businesses such as guesthouses and restaurants serving local cuisine, or maintaining and upgrading the quality of arts and crafts.

The increase of knowledge and information about sustainability and tourism-related aspects helps the locals in gaining the control and the power to influence the development of tourism in their territory. The costs of integrating tourism as a complement to community livelihood strategies are economically high, but are viable as a long-term strategy if the difficulties of securing a sustainable market, skills development and distribution of profits in the community are to be overcome. To be competitive, Quispicanchi has tourism potential, and if the destination stakeholders consolidate their activities around a sense of place proposition, aimed at projecting a positive image, the region has a chance for sustainable and socially inclusive growth that will yield long-term pro-poor benefits from tourism.

7. Conclusions and Recommendations for Integral Heritage Planning in the Cusco Valley

This chapter stresses the relevance of the anticipation of overcrowding congestion and participatory processes, and encourages the promotion of proactive policy measures. It introduced the ITDP methodology, which provides a blueprint for destinations for leveraging responsible tourism that can be a driver for preservation and conservation of sustainable heritage tourism in the context of integral planning in the Cusco Valley, Peru. Our conclusion highlights the necessity for the commitment of all stakeholders, both public and private, as the key success factor for formulating, developing, implementing and managing the strategic destination plan. From the findings we derive the following recommendations:

- Sustainability requires informed decision making, followed by realistic planning based on extensive analysis and diagnosis of current conditions, future market trends and TBL local and global issues.
- Strategic planning is a necessity for generating a clear understanding of the external environment to identify opportunities for creating sustainable and inclusive tourism development strategies to attain long-term goals.
- An objective appraisal of internal resources, strengths and weaknesses is needed to develop a vision which among other things serves to reflect the sense of place within the destination's identity; a key aspect of brand construction.
- The effective implementation of the chosen strategy depends on the capacity to bring about a stakeholder dialogue and subsequently engage them in an inclusive process of community participative destination planning.
- The ITDP methodology serves as an instrument to monitor developmental conditions, particularly whether these comply with the criteria of responsible tourism resulting in sustainable development, in this case of Quispicanchi.

As every place is different, and there is no "one size fits all" in the destination planning" process in particular, the local institutions differ from place to place. Though we are unable to generalize our study findings, given the resource scarcities and the effects of climate change we expect that the analysis of differing scenarios and outcomes of heritage tourism aimed at sustainable development will continue to be a major topic for research for the foreseeable future.

References

- Aiken, M. and Mott, P.E. (1970) *The Structure of Community Power*. Random House, New York.
- Baker, D. (1999) Context for collaboration and conflict. In: Backer, D. and Chitty, G. (eds) *Managing Historic Sites and Buildings: Reconciling Presentation and Preservation*. Routledge, Abingdon, UK, pp. 1–21.
- Blackstock, K. (2005) A critical look at community based tourism. *Community Development Journal* 40(1), 39–49.

Blank, U. (1989) *The Community Tourism Industry Imperative: The Necessity, the Opportunity, its Potential*. Venture Publishing, State College, Pennsylvania.

Buhalis, D. (2000) Marketing the competitive destination of the future. *Tourism Management* 21, 97–116.

Butler, R.W. (1980) The concept of a tourist area cycle of evolution: implications for management of re-sources. *Canadian Geographer* 24, 5–12.

Byrd, E.T., Cárdenas, D.A. and Greenwood, J.B. (2008) factors of stakeholder understanding of tourism: the case of Eastern North Carolina. *Tourism and Hospitality Research* 8(3), 192–204.

Cape Town Conference on Responsible Tourism in Destinations (2002) Cape Town Declaration on Responsible Tourism. Available at: <http://responsibletourismpartnership.org/cape-town-declaration-on-responsible-tourism/> (accessed 17 May 2016).

Chen, C.M., Chen, S.H. and Lee, H.T. (2011) The destination competitiveness of Kinmen's tourism industry: exploring the interrelationships between tourist perceptions, service performance, customer satisfaction and sustainable tourism. *Journal of Sustainable Tourism* 19(2), 247–264.

Cheong, S.-M. and Miller, M.L. (2000) Power and tourism: a Foucauldian observation. *Annals of Tourism Research* 27, 371–390.

Davidson, R. and Maitland, R. (1997) *Tourism Destinations*, 1st ed. Hodder & Stoughton, London.

DiMaggio, P.J. and Powell, W.W. (1983) The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review* 48(2), 147–160.

Dinnie, K. (2011) The ethical challenge. In: Morgan, N., Pritchard, A. and Pride, R. (eds) *Destination Brands: Managing Place Reputation*, 3rd ed. Butterworth-Heinemann, Oxford, UK, pp. 69–80.

Donaldson, T. and Preston, L. (1995) The stakeholder theory of the modern corporation: Concepts, evidence and implications. *Academy of Management Review* 20, 65–91.

Dutton, I. and Hall, C.M. (1989) Making tourism more sustainable: the policy/practice conundrum. *Proceedings of the Environment Institute of Australia Second National Conference*, Melbourne, Australia, 9–11 October.

Elkington, J. (1997) *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Capstone Publishing Ltd, Oxford, UK.

Ellis, S. and Sheridan, L. (2014) A critical reflection on the role of stakeholders in sustainable tourism development in least-developed countries. *Tourism Planning and Development* 11(4), 467–471.

Fernandes, C. (2011) Cultural planning and creative tourism in an emerging tourist destination. *International Journal of Management Cases* 13(3), 629–636.

- Fyall, A. (2011) The partnership challenge. In: Morgan, N., Pritchard, A. and Pride, R. (eds) *Destination Brands: Managing Place Reputation*, 3rd edn. Butterworth-Heinemann, Oxford, UK, pp. 91–103.
- Fyall, A. and Garrod, B. (2005) *Tourism Marketing: A Collaborative Approach*. Channel View Publications, Clevedon, UK.
- Getz, D. (1986) Models in tourism planning: Towards integration of theory and practice. *Tourism Management* 7(1), 21–32.
- Gilmore, F. (2002) A country – can it be repositioned? Spain – the success story of country branding. *Vacation Marketing* 14(1), 60–67.
- Goodwin, H. (2011) *Taking Responsibility for Tourism*, 1st ed. Goodfellow Publishers, Oxford, UK.
- Gössling, S. and Scott, D. (2012) Scenario planning for sustainable tourism: an introduction. *Journal of Sustainable Tourism* 20(6), 773–778.
- Govers, R. and Go, F.M. (2009) *Place Branding: Global, Virtual and Physical Identities, Constructed, Imagined and Experienced*. Palgrave Macmillan, Basingstoke, UK.
- Guix, M. and Pi, M. (2009a) *Plan de Ordenación Turística Integral de Quispicanchi. Capítulo 1: Diagnóstico*. CCAIJO, Cusco.
- Guix, M. and Pi, M. (2009b) *Plan de Ordenación Turística Integral de Quispicanchi. Capítulo 2: Planificación Estratégica*. CCAIJO, Cusco.
- Guix, M. and Pi, M. (2010a) *Plan de Ordenación Turística Integral de Quispicanchi. Capítulo 3: Condicion-antes para un desarrollo sostenible y Talleres Populares*. CCAIJO, Cusco.
- Guix, M. and Pi, M. (2010b) *Plan de Ordenación Turística Integral de Quispicanchi. Capítulo 4: Productos y actividades*. CCAIJO, Cusco.
- Guix, M. and Pi, M. (2012) Turismo y desarrollo. caso práctico en Perú. *Revista Papers TSI* 2, 74–91.
- Gunn, C.A. (1988) *Tourism Planning*, 2nd ed. Taylor & Francis, New York.
- Hall, C.M. (2000) *Tourism Planning: Policies, Processes and Relationships*. Prentice Hall, Harlow, UK.
- Hall, C.M. (2008) *Tourism Planning: Policies, Processes and Relationships*, 2nd ed. Pearson Prentice Hall, Harlow, UK.
- Hall, C.M. and Butler, R.W. (1995) In search of common ground: Reflections on sustainability, complexity and process in the tourism system – a discussion between C. Michael Hall and Richard W. Butler. *Journal of Sustainable Tourism* 3(2), 99–105.
- Hall, C.M. and Lew, A. (eds) (1998) *Sustainable Tourism: A Geographical Perspective*. Addison Wesley Longman, Harlow, UK.

Hanlan, J., Fuller, D. and Wilde, S. (2007) Destination decision making: the need for a strategic planning and management approach. *Tourism and Hospitality Planning and Development* 3(3), 209–221.

Hanna, S. and Rowley, J. (2011) Towards a strategic place brand-management model. *Journal of Marketing Management* 27(5/6), 458–476.

Hatch, M.J. and Schultz, M. (2010) Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management* 17(8), 590–604.

Hatipoglu, B., Alvarez, M.D. and Ertuna, B. (2014) Barriers to stakeholder involvement in the planning of sustainable tourism: the case of the Thrace region in Turkey. *Journal of Cleaner Production* 1, 1–12.

Hill, G. and Rosier, J. (1989) Seabird ecology and resort development on Heron Island. *Journal of Environmental Management* 27, 107–114.

Hunt, J. (1991) *Tourism on our Terms: Tourism in the Western United States*. Western Governors' Association, Denver, Colorado.

INC (2010) Diario Oficial El Peruano. Resolución Dictatorial Nacional N° 882-INC, Lima, p. 2. Available at: <https://www.box.com/shared/820nlp52u7> (accessed 6 April 2013).

INEI (2007) Censo Nacional de Población y Vivienda. Instituto Nacional de Estadística e Informática, Peru.

Jamal, T.B. and Getz, D. (1995) Collaboration theory and community tourism planning. *Annals of Tourism Research* 22(1), 186–204.

Jamal, T.B., Stein, S.M. and Harper, T.L. (2002) Beyond labels: Pragmatic planning in multistakeholder tourism-environmental conflicts. *Journal of Planning Education and Research* 22(2), 164–177.

Kavaratzis, M. and Hatch, M.J. (2013) The dynamics of place brands: an identity-based approach to place branding theory. *Marketing Theory* 13(1), 69–86.

Long, P.T. (1991) *Tourism on our Terms: Rural Community Tourism Development Impacts and Policies*. Western Governors' Association, Denver, Colorado.

Marzano, G. and Scott, N. (2005) Stakeholder power in destination branding: a methodological discussion. In: *Proceedings of the International Conference on Destination Branding and Marketing for Regional Tourism Development*, Macau. Available at:

https://espace.library.uq.edu.au/view/UQ:8843/Marzano_stakehol.pdf (accessed 28 January 2016).

Mathieson, A. and Wall, G. (1982) *Tourism: Economic, Physical and Social Impacts*. Longman, Harlow, UK.

McCool, S.F. (1994) Planning for sustainable nature dependent tourism development: the limits of acceptable change system. *Tourism Recreation Research* 19(2), 51–55.

- Morgan, N. and Pritchard, A. (1998) *Tourism Promotion and Power: Creating Images, Creating Identities*. John Wiley & Sons Ltd, Chichester, UK.
- Morgan, N.J., Pritchard, A. and Piggott, R. (2003) Destination branding and the role of the stakeholders: The case of New Zealand. *Journal of Vacation Marketing* 9, 285–299.
- Moscardo, G. (2011) Exploring social representations of tourism planning: Issues for governance. *Journal of Sustainable Tourism* 19, 423-436.
- Mujica, E., Arapovic, J. and Barrio, E. (2012) *Un destino con futuro. Contribuciones para el desarrollo sostenible del turismo en Andahuaylillas – Cusco*. Fundación BACKUS, Lima.
- Palmer, A. and Bejou, D. (1995) Tourism destinations marketing alliances. *Annals of Tourism Research* 22(3), 616–629.
- Pederson, A. (2001) *Managing Tourism at World Heritage Sites: A Practical Manual for World Heritage Site Managers*. UNESCO, Paris. Available at: <http://whc.unesco.org/uploads/activities/documents/activity-113-2.pdf> (accessed 22 July 2013).
- Piggott, R., Morgan, N. and Pritchard, A. (2003) Destination branding and the role of the stakeholders: The case of New Zealand. *Journal of Vacation Marketing* 9(3), 285–299.
- PromPerú (2012) Andahuaylillas, PromPerú. Available at: <http://www.demitierraunproducto.gob.pe/andahuaylillas.html> (accessed 26 November 2015).
- Ritchie, J.B. and Crouch, G.I. (2003) *The Competitive Destination: a Sustainable Tourism Perspective*. CAB International, Wallingford, UK.
- Ritchie, J.R.B., Crouch, G.I. and Hudson, S. (2001) Developing operational measures for the components of a destination competitiveness/sustainability model: Consumer versus managerial perspectives. In: Mazanec, J.A., Crouch, G.I., Ritchie, J.R.B. and Woodside, A.G. (eds) *Consumer Psychology of Tourism, Hospitality and Leisure*, 2nd edn. CAB International, Wallingford, UK, pp. 1–17.
- Sautter, E.T. and Leisen, B. (1999) Managing stakeholders: a tourism planning model. *Annals of Tourism Research* 26(2), 312–328.
- SIAR Gobierno Regional Cusco (2007) Incidencia de la pobreza total, Cusco 2007. Available at: <http://www.siar.regioncusco.gob.pe> (accessed 3 June 2013).
- Smith, L. (2006) *Heritage, Communities and Archaeology*. Duckworth, London.
- Swarbrooke, J. (1999) *Sustainable Tourism Management*, 1st edn. CAB International, Wallingford, UK. Timothy, D.J. (1998) Cooperative tourism planning in a developing destination. *Journal of Sustainable Tourism* 6(1), 52–68.
- Timur, S. and Getz, D. (2009) Sustainable tourism development: How do destination stakeholders perceive sustainable urban tourism? *Sustainable Development* 17(4), 220–232.

This is a post-print (final draft post-refereeing)

Published in final edited form as

Guix, M., Rodrigo, Z., Santomà, R. and Vicens, X. *Taking responsibility beyond heritage: the challenge of Integral Planning in the Cusco Valley, Peru* in Álvarez, M.D. *et al.* (eds). *Heritage tourism destinations: preservation, communication and development*. Wallingford: CABI, 2016, pp. 169-185

Tosun, C. and Timothy, D.J. (2001) Shortcomings in planning approaches to tourism development in developing countries: the case of Turkey. *International Journal of Contemporary Hospitality Management* 13(7), 352–359.

UNEP (2005) *Making Tourism More Sustainable: A Guide for Policy Makers*. United Nations Environment Programme, Paris and World Tourism Organization, Madrid.

UNESCO (2011) Pilgrimage to the sanctuary of the Lord of Qoyllurit'i. Available at: <http://www.unesco.org/culture/ich/index.php?lg=en&pg=00011&RL=00567> (accessed 2 June 2014).

Wray, M. (2011) Adopting and implementing a transactive approach to sustainable tourism planning: Translating theory into practice. *Journal of Sustainable Tourism* 19, 605–627.