

Developing Doe Castle as a Heritage Centre

Sheephaven Bay, North West Donegal



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Abstract

Doe Castle a National Monument has been considered by many people in the local community as a built heritage that has potential to be further developed in the interest of tourism and for the benefit of the local people in Sheephaven Bay. It is acknowledge that heritage can bring economic benefits to rural regions, and the development of Doe Castle into a heritage centre would heighten the profile of this area and bring greater tourism acclaim by further enhancing the offerings to visitors that visit or may consider visiting County Donegal and this region.

This dissertation focuses on the understanding of heritage, the features of a heritage tourist, the importance of management and sustainability and how marketing plays an overall role in the development of a heritage site. A further focus is on the importance of stakeholders working together in partnership, understanding that there can be conflicts within this partnership that must be managed if a successful outcome is to be achieved.

An extensive study was carried out on relevant literature and practical research was implemented, the latter involved three methods of primary research, a survey, semi-structure in-depth interviews and focus group interview.

The survey findings gave an overview of the profile, perceptions and views of visitors that visited Glenveagh National Park, a destination that is both a natural reserve and a place of heritage, it provided an understanding of the relationship that the heritage/cultural tourist has with the visited site and reinforced opinions taken from the literary review. It also confirmed that when a site is managed well visitors return again and promote the site by word of mouth a most powerful marketing tool. Appreciating the views of the various stakeholders both the government bodies that have charge of the site and the local communities have shown that small steps will be necessary over several years to achieve the full potential development of Doe Castle. The willingness of all the stakeholders to consider development ideas and work together was a positive finding.

The conclusion shows that the stakeholders including potential visitors will gain positively from the development of Doe Castle. The government bodies directly in charge of the site will benefit from further conservation/preservation, the local community from extra visitors and another local attraction, and Failte Ireland from an improved offering in Sheephaven Bay which will further enhance Donegal's future as a vibrant tourist destination.

If sustainability is to be achieved at the site it will require a good story, excellent management, the right target market and overall marketing. It was discovered that some visitors to Glenveagh National Park were interested in Doe Castle and the Park would be willing to partner with the site in the future.

The recommendations are to bring together members of the local community and various government bodies interested in this project. Create a long term vision for Doe Castle with short term gains along the way that will help advance the project gradually and sustainably. Gain understanding of the target market that would suit the site and how they can be reached and further investigate similar sites in Ireland or abroad and learn from their experiences.

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List of Abbreviations

DEHLG	Department of Environment, Heritage and Local Government
DLDC	Donegal Local Development Company
FIT	Free Individual Travellers
NHAs	Natural Heritage Areas
NIAH	National Inventory of Architectural Heritage
NMS	National Monuments Service
NPWS	National Parks and Wildlife Services
OPW	Office of Public Works
SAC	Special Areas of Conservation
SPAs	Special Protection Areas
SPSS	Statistical Package of Social Sciences
SRS	Simple Random Sampling
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WTO	World Tourism Organisation

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Chapter 1

Introduction

1.1 Background

Doe Castle a National Monument is situated in the Sheephaven Bay region of North West Donegal. Tourism has for many years been a major industry in this area. In the mid 1990's the OPW (Office of Public Works) did extensive structural work on the interior and exterior of the tower house at Doe Castle, prior to this it was nothing more than a ruin. The researcher has undertaken this dissertation in the desire to see if Doe Castle can be developed further in the interest of the local community and local tourism. The researcher's long-term involvement with tourism in this area has led to an understanding that this development would be welcomed by many locally. This is an opportunity to see if such a project is viable and if so how it can be achieved.

1.2 Research Focus

The research focus will look at the heritage visitor in relation to what they are seeking and how to develop the heritage site's uniqueness that will enhance their experience. An understanding of how the collaboration of stakeholders and management can augment sustainability and the part marketing plays in the overall objectives of achieving the successful development of a heritage site.

Through the literary review the academic knowledge in the above fields will be evaluated and further empirical research will be conducted to understand the heritage visitor and relate the views of the stakeholders which will help in justifying the findings.

1.3 Overall Research Aim and Individual Research Objectives

The aim of this dissertation is to validate the developing of Doe Castle as a heritage centre so that it will be sustainable into the future. The following objectives are vital to the understanding of the different aspects of the project and will offer guidance on the way forward.

1. Evaluate visitors' expectations and what they find relevant to a heritage site visit and the importance of uniqueness.

2. Explore the stakeholders views on the future of Doe Castle and how they can influence its development through collaboration
3. Identify the importance of management and sustainability at a site and the conflicts that exist.
4. Highlight the significant benefit of marketing to the overall project
5. Formulate recommendations that will progress the development

The first objective will look at understanding the visitor so that their needs can be met and place a focus on discovering what is unique to the heritage site; this forms part of the literary and empirical research. Without understanding the customer it would be difficult to develop a successful product. The second, third and fourth objectives will make up the main body of the literary review and will involve the study of areas such as, interpretation, authenticity, development, stakeholders, management and marketing, further empirical research will also be conducted in relation to the stakeholders. Finally as a result of the literary review findings and an analysis of the quantitative and qualitative research recommendations will lay out a plan of actions that will forward the development.

1.4 Value of this Research

Biernacka-Ligieza (2011) suggests that “cultural heritage can be a resource that enhances the development of regions and improves the conditions of economic growth”. The tangible and intangible cultural heritage in a region can be the main assets of raising its competitiveness.

“Ireland’s built and natural heritage resource is a key national asset which is fundamental to our nation’s well-being and attractiveness as a country. It is important to who we are as a people and is an essential foundation to national economic recovery. Our heritage assets are also of importance in terms of planning and sustainable development”.

Department of Arts, Heritage and the Gaeltacht (2011)

The success of any tourism region lies in the ability of that area to attract visitors, it is these visitors that have the buying power that makes these regions economically successful and sustainable (Alhroot and Al-Alak 2009). Governments’ worldwide and especially those in less developed countries recognised the value of tourism as a clean and renewable industry that had the potential of driving economic growth (Berno and Bricker 2001). Elliot (1997) adduces that both developed and developing countries realise the economic importance of tourism and the contribution it makes to their national economies through foreign exchange,

investment, economic stimulation, job creation and development of poorer regions. Kinni (2009) relates that even “in the midst of global recession Walt Disney World is still hopping”. Tourism and leisure are an essential part of the economic development plan of a country, it is a source of employment opportunities and an income generator.

Failte Ireland (2010) research estimated that over three million foreign visitors engaged in historical/cultural activities while visiting Ireland. The World Tourist Organization (2001) stated that 20% of tourist visiting Europe did so for mainly cultural reasons and a further 60% incorporated a cultural experience into their visit. They also suggest it is one of the highest growing markets. Sayyed Ali pour et al (2011) show the importance of tourism in creating wealth, employment and national assets. The Irish Tourist Industry Confederation (2007) refers to the importance of tourism to rural Ireland and especially to its West Coast regions.

1.5 Outline Structure

Chapter 1 Introduction

This provides the reader with background information on why this research is being conducted, what are its focus and justification, its overall aim and objectives, and why the research is of value.

Chapter 2 Literary Review

The academic research and theory in the fields of cultural/heritage tourists, interpretation, authenticity, management, stakeholders, development of a heritage site and marketing are reviewed.

Chapter 3 Methodology

The research objectives, philosophy, design and data collection method and analysis are discussed.

Chapter 4 Findings and Analysis

Examines the response to the survey in relation to the questions posed and also the outcome of the semi-structured interviews and the information obtained from the local tourism focus group

Chapter 5 Conclusions and Recommendations

Here the overall conclusion of the research is detailed in relation the objectives, followed by the researchers recommendations for the progress of developing Doe Castle , while looking at limitations of the research and reflections of the complete experience.

Chapter 2

Literary Review

2.1 Introduction

This literary review will examine the knowledge already available in regards to cultural/heritage tourism. It will look at the various factors that are involved in the development of a heritage site and seek out any impediments that could hamper the success of the project. The study within the review focuses on the first four objectives as set out in sub-section 1.3 of the introductory chapter, further information on the first two objectives will be gained through empirical data collection and analysis, the fifth objective is derived from the results of the overall findings.

By exploring the literature in relation to the objectives, meaningful contribution will be made in understanding the conflicts that exists between visitors and preservation/conservation of heritage, the various stakeholders, conservation, consumerism and marketing and the overall management. Guidelines on developing a heritage site will be examined with Doe Castle in mind and the relevance they may have to the project achieving its aim. The value of studying the literature in relation to the areas described will aid in the investigation and critical understanding of what needs to be done.

At the end of this chapter it is hoped a critical understanding of the main issues are displayed, that the readers will be better informed in these areas and a clear focus will appear, so the reason for empirical research in the development of Doe Castle will be obvious to further justify the research. It is logically therefore to start our investigation by looking at what is considered cultural heritage tourism and who are the tourists.

2.2 Cultural Heritage Tourism

“Tourism framing of history and its relationship with narratives of national identity have assumed increase significance with the emergence of heritage tourism”.

Johnson (1996, pp.551-566)

MacManus (1997) acknowledges that heritage has many meanings (and cites Herbert 1995: xi) “that which is inherited from the past”. The National Trust for Historic Preservation in the United States defines heritage tourism as “travelling to experience the places and

activities that authentically represent the stories and people of the past and present”(Vidyadhar Joshi 2012). Heritage tourism has long been in existence Timothy (2011) notes the history of this tourism can be shown in the pilgrimages that people undertook for religious reasons, to the ‘Grand Tour’ of the 1600s to the 1800s where people of wealth travelled all over the continent to further their education. The modern tourist still recognises heritage as an important experience when visiting a different country. Heritage and culture are intertwined they are both tangible and intangible, such as buildings, rural landscapes and art, to music, dance, folklore and beliefs.

In Western society the ideology is that tourism and leisure are to be ‘consumed’, a wide selection of offerings are produced and marketed in this highly competitive industry and people are free to choose what will give them entertainment and fun. Walmsley (2003) suggests that society over the recent past due to increase of income, more leisure time and availability of credit has become a ‘consumption society’, the tourist now travels to fulfil psychological needs such as self-actualisation and social interaction.

2.3 Heritage Tourists

Timothy (2011) breaks heritage tourists into two groups, the serious who look for meaningful, educational or spiritual experiences and the casual who looks for entertainment during a stay. Mac Cannell (1999) suggests that tourists are “sightseers, middle class, who are at this moment deployed throughout the entire world in search of experience”. These views are further strengthened in this quote on heritage tourist as;

“one who earns more money and spends more money while on vacation; spends more time in an area; is more highly educated than the general public; is more likely to be female than male; and tends to be in older age categories.”

(Silberberg 1995, as cited by Yankholmes and Akyeampong 2010)

The postmodern tourist of today lives in a capitalism consumerist society where culture is seen as commodity for pleasure seeking consumption. The consumptions are an interaction between the tourist and what the heritage site has to offer them. (Hannabuss 1999)

Yankholmes and Akyeampong (2010) further refer to Cohen (1979) definition of a tourist as ‘a voluntary, temporary traveller, travelling in expectation of pleasure from the novelty and change experienced on a relatively long and non-recurrent trip’, he furthermore subdivided

them into ‘institutionalised (organised tour groups) and non-institutionalised (individual travellers)’. Poria et al (2003) from research broke heritage tourists into three categories.

1. Those visiting a site/place that had no connection to their own heritage.
2. Those visiting a site/place that was part of their own heritage
3. Those visiting a recognised heritage site

Understanding the various tourists profiles will aid in selecting the correct target market or specific visitor to whom the heritage attraction will appeal to, this selection depends on a careful review of potential clients and supporters, their needs, attitudes and buying behaviour (Johnson 1986). Yankholmes and Akyeampong (2010) look at Poria et al (2001) suggestions that understanding the customer’s perception of heritage sites would help in the management in respect to the mission of the heritage attraction, pricing policy and funding, understanding the visitors profiles and sustainable management.

2.4 The Many Layers of Management

The role of management at a heritage site can be broken into eight parts, conservation, accessibility, education, relevance, recreation and quality, financial and local community. Appendix 1 lists these elements individually in relation to the mission of a heritage attraction. These first six elements can be considered under interpretation and authenticity. (Timothy and Boyd 2003, p.134)

2.4.1 Interpretation of the heritage site

Timothy and Boyd (2003) suggest that “Interpretation is an education-based activity that reveals meanings behind historic sites and their stories”. Interpretation deals with conservation, accessibility, education, relevance, recreation and quality and adds to the enjoyment, education and appreciation of the attraction.

Austin (2002) outlines views from other authors that presentation and interpretation allows for education and entertainment of the tourist. He lists a further three issues also expressed by Leighton (2007) that can affect the tourists visiting a heritage site, prior expectations, their emotional state and inter-visitor relationships. Failte Ireland (2009) supports these views and state that how well your interpretation works will depend on how people feel. The visitor is influenced by the pre visit promotion, the approach to the site, the welcome, the attitude of staff, customer care, the structure and accessibility of the site and more. (Figure 2.1 shows the communication cycle experienced by visitors)

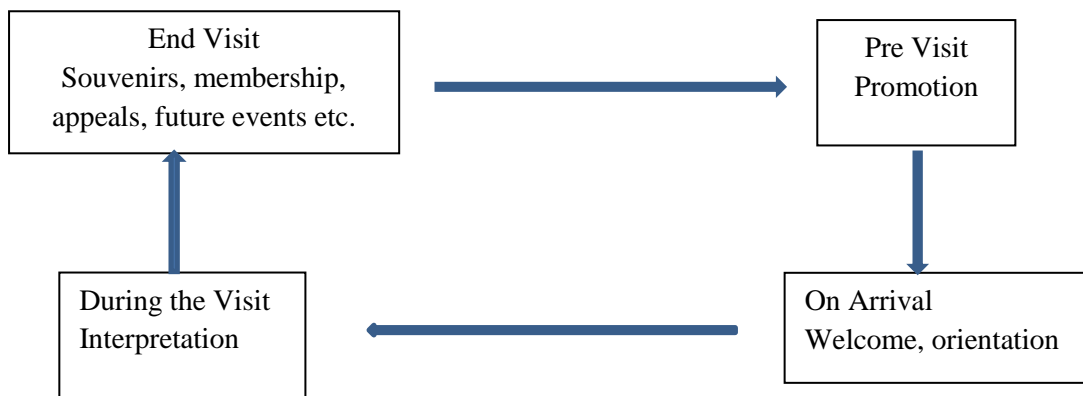


Figure 2.1: Failte Ireland (2009) The cycle of communication with visitors to a heritage site

Adding to the experience is interpretation, creating a novel historic experience, interactive multi-media and live interpretation.

Interpretations and authenticity go hand in hand, Timothy and Boyd (2003, p.25) refer to Zeppel and Hall (1991) observations that people like to visit historic theme parks to learn the history and see how people lived in the past, but they list many academic observers that feel that the history that is presented at these parks are fake and display inaccurate lifestyle of the past.

2.4.2 Authenticity

“History tells how things came to be: heritage passes on myths of origins and continuation, endowing groups with a sense of purpose. Heritage must revise the past in order, not simple to suit current values, but to give values legitimacy by rooting them in our shared, if imagined past.”
Gordon (2004)

Li (2003) cites DeLyser (1999) view that “Heritage tourism provides tourists experiences with authenticity by offering a narrative about the past in the present.” The popularity of heritage stems from the sense of authenticity it conveys, and that authenticity comes from the historical facts selected from the past and currently presented. Tourist value authenticity but what is seen as authentic may not tally with historic reality (Albert and Hazen 2010). Tourism challenges authenticity in two ways, firstly visitors come with preconceived ideas about what they expect to see and site managers may attempt to ensure these expectations are met even if authenticity is compromised, secondly providing facilities for the visitors such as restrooms, lighting, heating and access routes may be incompatible with preservation goals. (Albert and Hazen 2010)

Albert and Hazen (2010) looks at the divide between those who wish to maintain historical structures as close to their original state and those that acknowledging that adapting the structure to contemporary use is necessary. They list four approaches, preservation or conservation, restoration, reconstruction and adaptation. The conflict between these approaches can compromise the authenticity of the heritage site. Likewise not allowing any modern development, such as transportation infrastructure or economic activities can limited the ability of the site to make money.

There is fine line between the presentations of culture/heritage that will make it marketable to the tourist who are seeking a new experience and keeping its authenticity. The development of heritage experiences can be a useful commodity to educate the visitor and generate income for a heritage site. Due to decreased funding and competitive pressures heritage site managers are looking at ways to increase revenue streams by improving the entertainment and value to visitors. Landorf (2009) refers to Garrod and Fyall (2000) views that improving the entertainment value is seen as incompatible with the conservation and educational goals in the management of heritage sites. But in saying this he admits that very little research has been done in this field to prove or disprove the theory.

2.4.3 Financial

The cost in telling the story and conservation from the increase of visitor numbers and other environment pressures all add up. Financing whether by direct funding from external bodies or internally from the heritage site or a combination of both will all have to be decided by management. (See Appendix 2 for Various Revenue Sources)

Heritage sites need revenue to fund the running of the site, its maintenance and upgrading, Gilmore et al (2007) suggests that revenue obtain from the provision of services at the site is the most direct and easiest means of achieving this objective. Another source of revenue is admission fees, management have to consider where to charge them, whether the fees should include all the facilities on offer, when to charge and whom to charge. (See Appendix 3, Arguments for and against charging admission fees)

2.4.4 Sustainable management at a heritage site

Fyall and Garrod (1998) acknowledge the many debates by academics on the principles of sustainability and how it can be best achieved. They surveyed historic property owners, consultants, managers and representatives from the heritage industry. The finding showed

that while high usage, every day wear and tear, pilfering, graffiti and traffic were problems for concern. The conflict between satisfying the visitors' needs and the possibility of compromising the authenticity of the heritage experience was an issue.

Loulanski and Loulanski (2011), set out fifteen factors that help achieve sustainability in heritage tourism, local involvement, education and training, authenticity and interpretation, sustainability-centred tourism management, integrated planning, incorporation into a wider sustainable development framework, controlled growth, governance and stakeholder participation, market and product diversification, suitable funding provision, international governance and support systems, a heritage capital approach, effective site management, destination management and a sound theoretical base. Many of these apply to the development of a heritage site. Sustainable tourism cannot occur until and unless the product development/promotional roles are integrated (McKercher and du Cros, 2002).

Managing tourism activity at a heritage site sustainably is critical to its future success. The 'Bruntland Report' (UNESCO 1972, cited by Landorf 2009) defines "sustainable development as developments that meet the need of the present without compromising the ability of future generations to meet their own needs". The lack of a holistic approach to heritage tourism is mainly due to the fragmented nature of the tourism industry, weak links between tourism supply and demand and the high level of competitive rivalry (Landorf 2009). These factors must be considered when developing a heritage site.

2.4.5 Development

When considering the development of a heritage site certain steps can help in the process;

“Establishing a sense of urgency - forming powerful guiding coalitions - creating a vision - communicating the vision - empowering others to act on the vision - planning for and creating short-term wins - consolidating improvements - developing the means to ensure leadership development and succession.”

Kotter (1995)

These steps can be furthered enhanced by utilising a project management system such as Stage Gate™ created by Cooper (2001). Where focusing on ideas, scoping them, building a business case, developing the ideas, validate them and finally launching will facilitate

development. But it must be noted that the development of a non-profit commercial sites differs from a commercial ventures, there are constraints and conflicts.

The UK Heritage Lottery Fund has set out guidelines for developing a heritage site.

“You must be able to demonstrate the heritage importance of the asset. Proposal for development should always be led by conservation considerations. Applicants need to show that their project will help to acquire maintain, preserve, or enhance through improve access or display, the public’s enjoyment or knowledge”

(Leask et al 1999, chap. 2, p.6)

Heritage is not about making money it is precious and irreplaceable (Timothy and Boyd, 2003). MacManus (1997) raises the issue of conflict between conservation and development. The importance of heritage tourism has already been stated, the marketing and its management has thrown up some concerns. The question of the authentic history of the site can be undermined by developing a romantic picture of the past other than the reality to please the tourist. Financing the building of interpretative centres which are expensive to the detriment of preserving the heritage site, where money could be better spent on research and publication. She argues that tourists come to Ireland to experience the landscape, history, culture and its people not to visit heritage centres. MacManus further states the need for appropriate development of sites; this may mean easier access, good signposting, an informative plaque or a guide book. She counter argues that interpretative centres are appropriate in some cases but not all. Another problem with tourism growth to a heritage site is the strain on existing services, such as water, sewerage, litter, traffic and noise. These must be taken into account prior to the development and in some cases may show that total restriction of the public is necessary. The whole principle of heritage management is to minimise overall impact on the environment, benefit the local community and be sustainable.

It is acknowledges that tourists will only visit a destination that is appealing, and the heritage manager must satisfy their consumption needs. But the economic effects will benefit the heritage site and help in its conservation and renovation. It is argued that a heritage site that maximised efforts in conservation instead of commercialisation would fail in business, showing the contradictions between conservation and change. (Li 2004)

2.4.5.1 Developing Cultural Tourism Attractions

Mac Cannel (1999) defines a tourist attraction as an empirical relationship between a tourist, a sight and a marker (information about a sight). Sightseeing is considered a modern ritual attitude where the tourist travels specifically to places to visit a sight. Sights can include panoramic views, historical monuments, historical artefacts, landscapes, and indigenous people. These sights would have no value as an attraction unless they were marked for people to realise their significance. The marker can be guidebooks, information displays, films, slideshows, travelogues, souvenirs etc. (See Appendix 4, Pictures, Information and History on Doe Castle)

McKercher and du Cros (2002) list several strategies that can be considered in developing a heritage attraction. (See Appendix 5) These strategies, developments and tactical ideas will only come to fruition when all stakeholders collaborate together on the project.

2.4.6 Stakeholders working together holistically

Promoting the principle of sustainable development require all stakeholders to participate in its development. Stakeholders include government agencies, heritage conservative groups, business associated with tourism and non-governmental organisations. (Appendix 6 displays Hall and Jenkins (1995, p. 50) tourism interest groups)

Companies both in the public and private sector are involved in the planning and management and delivery of tourism service, it is recognised that the tourism industry is fragmented and a need for co-operation between all the interested parties is vital to a the implementation of sustainable tourism, Gilmore et al (2007) lists the many recognised experts holding this view.

Potential tourism trade will come from people wanting to visit the region as well as experience specific features or facilities. Gilmore et al (2007) confirm that already interaction and collaboration happens between various marketing bodies in the tourism industry, this helps individual tourism bodies which are small to access a larger audience. Gilmore et al (2007) showed that the Giant's Causeway management and tourism delivery was ad hoc and fragmented. There was a lack of co-ordination and co-operation in the delivery of the tourism product, and also a lack of integration and collaboration between the public and private companies involved this led to a poor tourism product delivery.

Residents should have opportunities to financially benefit from the development; community planning will help to create new businesses and employment. Training and education about the role and effect of heritage tourism in the region is important. It has been noted that small-scale tourism tends to remain more economically viable in the long term. (Timothy and Boyd 2003)

2.4.7 Local Community

The OPW (Office of Public Works) have recently set up an initiative called the 'Friends of Irish Heritage' where any local community group can become involve with organising suitable events or propose ideas that can assist the OPW in expanding the presentation of heritage sites not already serviced.

“The ultimate integration of tourism into the local community occurs when the local people discover the convenience and desirability of using facilities designed originally for tourists.”

Mac Cannell (1999, p.169)

Ryan et al (2011) state that the role of local communities in the development of tourism is known to be important, but they also noted that tourism can cause friction with locals if not managed correctly. Local residents are important as entrepreneurs in the industry, owners of assets and sources of capital, potential employees, voters that can influence local authorities funding and as people who interact with the visitors. Ryan et al (2011) suggest that the degree of support for tourism by locals is based on the apparent benefits both in terms of a process of involvement and economic gain.

Sustainable development includes stakeholder collaboration and community empowerment. But this is not always easy to manage, as each stakeholder will have their own agenda and some may be more powerful than others, the effectiveness lies in the skills of those managing the project.

2.4.8 Management

As stated earlier heritage requires conservation as it is irreplaceable and a non-renewable resource (Timothy and Boyd 2003). It provides a tangible link between the past, the present and the future and there are often conflicting objectives of conservation and tourism. Managing the heritage site well is vital to the success of the project. Millar (1989), (cited by Timothy and Boyd 2003, p.133) refers to the importance of good management at a heritage site “done well, it is the key to conservation and commercial success, done badly, it may

mean a significant part of our heritage is lost forever”. This is further reiterated by Garrod and Fyall (2000) who suggest that management is critical, looking after the property and maintaining it is the priority with financial solvency and public access only a secondary consideration, they further state that many heritage managers do not consider themselves in the tourism business, but see their role as guardians of the heritage site rather than providers of public access to it. Management and sustainability cannot be separated; sustainability will be achieved with developing managing strategies that can accommodate change. Timothy and Boyd (2003) look at three planning principles to show the connection between heritage tourism management and sustainability.

1. Managing the number of visitors suitable for the specific site that prevents any permanent ruin of the values associated with the heritage site.
2. The need for local communities involvement in the heritage management process
3. A strategic planning framework that identifies values, goals, objectives and appropriate actions for heritage management and it site visitation

The management of the visitor to a site is imperative to its sustainability, conservation and success. There is a need to maximise visitor’s appreciation and enjoyment and minimise the negative effects that can evolve due to overcrowding, health and safety issues and protection of the site. At all times the visitor should be seen as a guest and managers should have a clear flow chart of how the visitors are looked after from the time of arrival to their departure. (Timothy and Boyd 2003) (See Figure 2.1) Tourist experiences must be taken into account if the long term sustainability of a heritage site is to be achieved. Leighton (2007) cites (Robinson 1994; Schmitt 2000), the modern visitor seeks “value for money and worthwhile experience”, but also expect “to be entertained, stimulated, (and) emotionally creative challenged”. Part of this experience is achieved through excellent service provided by the heritage staff at a site. (See Appendix 7, What Visitors remembers most from heritage site visits)

The importance of local community involvement has already been discussed in the sub section 2.4.7. The strategic planning framework can be developed with marketing at its core.

2.5 Marketing

Kotler (2003) suggests that marketing is seen as “the task of creating, promoting, and delivering goods and services to consumers and businesses”. With the development of any product the importance of marketing is paramount to success. Barbour and Turnbull (2001)

“analysed how entrepreneurial thinking and marketing strategy contribute to heritage tourism” in relation to castles in Scotland. They outline the importance of the 7Ps (people, process, physical evidence, product, price and place). Veverka (2001) states that “Marketing brings in visitors and gets them to return again, successful marketing efforts equals staying in business”. Yet he is surprised with how many heritage sites still have no measures in place to evaluate the success or failures of their marketing efforts and have no visitor-based information to work from. He further states that marketing a heritage site successfully means “communicating with and convincing potential visitors that you have something they need or will benefit from, and that you provide a service or fill that need better than anyone else”. (Appendix 8, outlines questions that need to be asked in further research)

2.5.1 Marketing Framework

Chhabra (2009) believes in developing a holistic framework for “sustainable heritage tourism marketing”, he insists that along with the traditional marketing tools of segmentation, research and communication, environment analysis and preservation, community involvement should be taken into account.

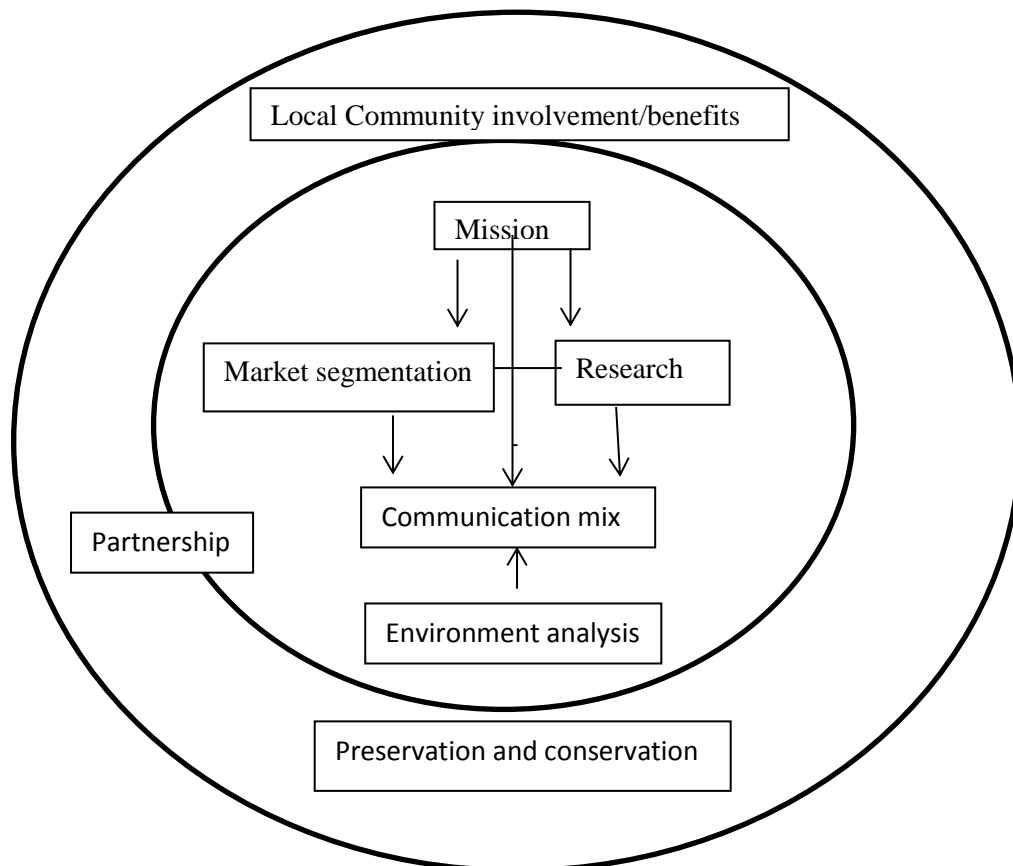


Figure 2.2: Chhabra (2009) Proposed sustainable heritage tourism marketing model

In the holistic approach to marketing both macro (political, economic and social) and micro (management, suppliers and employees) should also be considered. Chhabra (2009) sustainable heritage tourism marketing model (Figure 2.2), displays the interconnection of all the marketing elements. One of the first things to accomplish at the start of a project is to understand your objectives, what you want to achieve, this then becomes your mission.

2.5.2 Mission, Research, Market segmentation, Communication Mix, Environmental Analysis

Objectives provide direction and the answers to the question of where one wants to go, these will be inbuilt in the mission of a heritage site (Johnson 1986). Kotler (2003) suggests that a “mission statements should be guided by a vision that provides a direction for a heritage site for the following ten to twenty years. To discover the mission you need to undertake extensive research.

Kotler (2003) defines research “as the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing a company.”

The importance of primary data collection is essential for the success of any new product development. An understanding of the views of all stakeholders can only be achieved by posing questions and assessing attitudes at a given time. McKercher and du Cros (2002) suggest successful marketing depends on a good understanding of the product on offer, the target market and fundamental industry conditions. Failte Ireland (2011) sees a potential in targeting the 39 year olds, they describe this group as explorers that when on holidays are seeking cultural/heritage experiences that are off the beaten track. Doe Castle could easily suit their agenda.

Timothy and Boyd (2003) suggest that “No heritage site can be all things to all people”. In this they show the importance of knowing your target audience and how this helps in providing the experiences that will enhance their visit and understanding of the site. It allows managers to promote directly to this audience and increase public awareness about the heritage. The 39 year old target market that Failte Ireland describe do not want to visit a site that is crowded, they want to experience something different. (See Appendix 9, Profiles of the 39 year old target market)

Marketing is all about completely understanding your current or intended customers and competition. (Appendix 8, lists relevant questions that would help in this research) It is also

about market creation; this is where you decide who the visitors you wish to encourage are, such as, school groups, local visitors, special interest groups, coach tours or individual tourists (Veverka 2001), and at the same time compare what you are offering with your competition (other similar heritage sites).

McKercher and du Cros (2002) relate the benefits of assuming a marketing approach to the development of a heritage site, even though the site serves the needs of the visitors, they do not have the right to do what they want while there, nor should all visitors have the right to visit, sometimes demarketing can be used to control who visits. They suggest that the marketing approach helps the manager of the site to define the core product on their own terms and thereby identify and target the desired type of visitor. The cultural tourism market is still a small niche market, even though cultural tourism participation is carried out by most tourists. (Failte Ireland 2012)

Communication mix and environmental analysis are all part of the marketing approach that must be undertaken in any new product development.

2.5.3 Unique features of marketing in cultural/heritage tourism

There are three features that are unique to marketing cultural/heritage tourism, firstly the nonfinancial objective which is as important as the financial objectives. Building awareness through conservation and education may be more important objectives than increasing visitor numbers or financial gain. Secondly both tourists and local residents share the asset, creating the need to be aware of the external (tourist) and internal (local residents) market. Thirdly many managers of heritage sites fail to understand that their facilities are tourist attractions. (McKercher and du Cros 2002)

The ultimate goal in strategic marketing is to identify and exploit the sustainable competitive advantages in the market place. What is unique to the heritage site, which is not offered by others? Barbour and Turnbull (2001) suggest marketers must assess the strength and weakness of the heritage product, areas of improvement, target visitors and value represented by the product and price.

Leighton (2007) adds to the argument the importance of experiential marketing in a volatile and over-supplied heritage and cultural market. Marketing the heritage site to visitor as a total experience is important, she notes the conflicts “between visitor access and conservation and between scholarship and entertainment.” Visitors see heritage as a product for consumption,

in the past marketing was focused on product or supply, but now visitors seek fulfilment of a fantasy. McKercher and du Cros (2002) suggest that without a marketing plan stakeholders will misunderstand the core product, target market, financial and nonfinancial objectives, and how to develop a plan of action that will benefit the heritage site. (Appendix 10 displays a sample marketing plan for heritage tourism sites and attractions)

2.6 Conclusion

Through the extensive literary research several issues have come to light that will require further investigation. McManus (1997) raised the issue of whether a heritage site should be developed, that visitors do not come to a country to visit heritage centres and probably just a plaque giving some information on the site is all that is needed. Visitors accordingly are looking for an experience that is enjoyable there is a need to discover what is unique to Doe Castle and how it can be portrayed. To whom will the development benefit and is it really necessary (Fyall and Garrod 1998; Timothy and Boyd 2003). Not all tourists will perceive certain heritage sites of value to them, this is why selective target marketing is suggested for the long-term sustainability of the site (Timothy and Boyd 2003; McKercher and du Cros 2002). It has been noted that not all heritage sites utilise this form of targeting.

The conflict between conservation and authenticity is well illustrated, exploring the views of the various stakeholders would help in creating a plan of action that will balance this matter (Li 2003; Gordon 2004; Albert and Hazen 2010). The literary review also points out the fragmented nature of the tourism industry and the importance of stakeholder's holistic management, are they prepared to work together on this project (Hall and Jenkins 1995: Gilmore et al. 2007; Landorf 2009).

Jeff and Nebenzahl 2001 (cited by Ryan and Silvanto 2009) holds the view “that cultural and economic development are important factors in shaping or reshaping the image of a country” and likewise a rural area/region. But in this present climate where the government is reducing spending in the public sector financing the development of Doe Castle is a problem that needs to be addressed, in a creative and innovative manner.

It has been decided that empirical research will be undertaken to further understand the visitor, their perception, what they consider important and value and to gain insight into the views held by the various stakeholders. The following chapter details the research methods

to be used to capture this empirical data including details of the research strategy to be implemented, data collection technique, sample selection and the data analysis framework.

Chapter 3

Methodology

3.1 Introduction

In the conclusion of the last chapter certain themes were shown to required further investigations. This chapter presents the format this research will take and the justification for applying the methods to be used while considering some of the limitations.

“Research is the collection and analysis of data from a sample of individuals or organisation relating to their characteristics, behaviour, attitudes, opinions or possessions.”
(Wright and Crimp 2000, p.3)

Scriven (1976) cited by Robson (2002) compares the research task like that of a detective, gathering information to make a case and from the evidence; choosing a particular method of studying the suspect/subject; then decisions are made about the best explanation of the findings. The research objectives give the road map to the particular information required and the research strategy explains how it is to be achieved and by what means.

3.2 Research Objectives

The overall objective of the research is to explore the potential of developing Doe Castle as a heritage centre and to understand the views of the government bodies and other stakeholders' involved.

Objectives and sub objectives of the research are;

1. To clarify the position held by National Monuments and OPW (Office of Public Works) on the possible further development of Doe Castle
 - 1.1 To highlight the importance of all stakeholders' involvement in the development of the site.
 - 1.2 To identify stakeholders positions and how they can influence the project.
2. To discern what the visitor's expectations are at a heritage site, through comparison with another site.
3. To explore the extent that marketing research, segmentation and targeting are used by other OPW visitor sites

3.1 To determine if the visitor that visits Glenveagh National Park would be a likely target market for Doe Castle.

4. To understand the views on sustainable management by the official bodies.

4.1 To investigate the type of management structure needed to progress the development.

5. To put forward the findings and recommendations from the results of the research.

3.3 Research Philosophy

According to Saunders et al (2003) there are three research philosophies, positivism, realism and interpretivism. Positivism views facts scientifically, gathers and quantifies them. Interpretivism seeks understanding of the subjective reality of those being studied and tries to comprehend their motives, actions and intentions. Realism looks at the context and setting of where the research is taking place and the established beliefs of the people involved.

Robson (2002) states positivists believe “that one reality exists and that it is a researcher’s job to discover what it is”. The post-positivists have a slightly different view to the positivist they believe a reality exists but considers it can be known only imperfectly as it is bias by the researchers limitations and views. Basically it is recognised that the researcher cannot be fully objective while conducting research.

According to Saunders et al (2003), of these philosophies one is not better than the other, they are merely better at doing different things. This research is investigating what knowledge is necessary to develop a heritage site and will use a mixture of positivist and interpretivist, while reflecting the standpoint of realism.

3.4 Research Approach

Saunders et al (2003) list two types of research approaches, deductive or inductive. In the deductive approach one develops a theory and possibilities and then designs a research plan to test the possibilities, this favours the positivism philosophy. The inductive approach is where one collects facts and develops a concept as a result of the research, this tends to favour the philosophy of interpretivism.

This research leans more to the inductive approach with a mixture of exploration and description, which supports interpretivism. The exploratory research provides insight and

understanding using a flexible and unstructured process, analysing a small sample qualitatively and descriptive in trying to test certain hypotheses and relationships by using formal and structured research processes in a quantitative manner (Malhotra 1996). In the basic research the exploratory section will discover ideas and insights and the descriptive section will define the market characteristics by using secondary data, surveys of qualitative and quantitative designs.

Phase one of this research surveys a random sample of visitors at the nearby National Park which receives over one hundred thousand visitors yearly. This sample visitor was considered a possible target market for the heritage site being developed. There was also exploratory secondary research on heritage management and marketing. Phase two and three of the research sought semi-structured interviews with various stakeholders to understand their collective views on the sites development.

3.5 Data Collection Methods

Firstly secondary data research was performed followed by sequential quantitative (survey) and qualitative (individual semi-structured and focus group interviews) research. Trafford and Leshem (2008) suggest that exploiting literature allows the researcher to become intimately engaged and conversant with certain theories held by various experts. Creswell (2003) looks at the mixed method approach (quantitative and qualitative research) and how it helps researchers to create understandable designs out of complex data and analyses.

An extensive literary review was conducted to define heritage, heritage assets and tourists, followed by sourcing information on the ingredients needed to manage a heritage site successfully. This secondary research threw up many interesting beliefs and conflicts between the various stakeholders involved in a heritage site, between tourism and heritage, conservation and consumerism, issues on sustainable management and marketing were themes that needed to be further researched in relation to the specific development of Doe Castle and the various stakeholders. Objectives 2 and 3.1 would be addressed by a survey at Glenveagh National Park.

Sibanda (2009) describes quantitative research as focusing on gathering numerical data and generalising it across groups of people. This is often done in the format of a surveys and observation. Malhotra (1996) explains it as a research format that seeks to quantify data using some form of statistical analysis. According to Wright and Crimp (2000, p.19), quantitative research “has been criticised for scrapping the surface of people’s attitudes and

feelings”. It is felt that quantitative data (the survey at Glenveagh National Park) is a justifiable means of understanding the visitor’s expectations and to garner if they may be potential heritage visitors.

Wright and Crimp (2000, p.19) relate that using quantitative and qualitative research together “guards against the sin of omission”. Qualitative research endeavours to explore beyond past facts and superficial comments, it attempts to understand the real underlying causes of behaviour. Qualitative data has been described as an “attractive nuisance” (Miles 1979 cited by Robson 2003, p. 455). The attractiveness is to do with narrative that people like to express themselves in terms such as “rich, full and real” language, which is more interesting than mathematical figures. But the nuisance comes into play in the researchers deciphering and analysing these comments in an objective manner. This type of data collection is not statistical it is harder to measure and it cannot be used as a generalisation, it tends to be an individual view or group views (Malhotra 1996).

A focus group interview is similar to an individual interview, except is it with more than one person (normally 8-12 people) and looks at specific topics. It is an open-ended group discussion steered by the researcher/moderator. There is a debate to whether the group should be homogenous (common background) or heterogeneous (different background). The advantages of the former is it helps communication, promotes exchange of ideas and experiences and gives a sense of safety in expressing conflicts or concerns, the latter can stimulate enrich discussion, may inspire other group members to look at the topic in different ways but can risk power imbalances, lead to lack of respect of opinions held by other members and also lead to dominant participant destroying the group process (Robson 2003, pp.284-286). Malhotra (1996) lists ten advantages of a focus group some of these are listed above the disadvantages can be the researcher’s bias towards certain data, the difficulty in moderating a focus group and analysing responses and the result is not necessary representative of the general population. (See Appendix 11 for the full list of advantages and disadvantages)

In this exploratory study in-depth interviews with semi-structured questions and group interview will aid in responding to objectives 1, 3 and 4 (Saunders et al 2003). The rationales for using these techniques are based on the individuals and focus group to be interviewed. Some of the interviewees have a certain amount of sway within the government bodies and the focus group is a local tourism community group within Sheephaven Bay.

The research for this dissertation required a three phase approach in gathering data using the quantitative (survey) and qualitative (in-depth interviews and focus group), phase one a survey in the form of a questionnaire and phase two and three semi-structured individual interviews and group brainstorming themed session.

3.5.1 Phase One: Survey/Questionnaire

Surveys have the advantage of being a simple and straight forward approach to the study of attitudes, values and beliefs. Large amount of standardised data, can be adapted to collect generalised information, they allow anonymity and encourage frankness and can be efficient in providing large amounts of information. Some of the disadvantages of a survey, is that data is affected by the characteristics of the respondent (personality, experience, knowledge, motivation), the respondent may not give a true picture of their feelings, there can be a misunderstanding of the questions asked. (Robson 2002, pp.233-234)

In attempting to get further insight in to the views of visitors to a heritage site it was decided to conduct a survey at Glenveagh National Park, an attraction only twelve miles from Doe Castle with over 100,000 visitors yearly. The Park is not only a natural wildlife reserve but is a site of heritage value with a castle in its grounds. Prior to surveying, permission was sought and granted from the Manager at Glenveagh National Park, a copy of the questionnaire was produced (the researcher at this stage gave the Supervisor of Visitors Services an opportunity to peruse the questionnaire, a consent form was then signed on behalf of the National Park).

Over 110 respondents took part in the survey over a three day period (June Bank Holiday weekend, this period was chosen to optimise the amount of responses in the short period available). The questionnaire is mainly descriptive, the focus was to discover the socio-demographic profile of the visitor, how they heard about the park and what their preference was during their visit, what facilities they felt were important and what they valued most in relation to the park. A further question assessed their likelihood of visiting other cultural/heritage centres. Open ended questions were used to assess what they enjoyed most and they were asked to suggest any improvements that would further enhance their experience. (See Appendix 12 for the questionnaire and consent letter) The advantages and disadvantages of the survey were taken into account prior to the design and implementation.

Visitors are one of the many stakeholders of a heritage site, the information gained from the visitor survey will be used in the discussions with the other stakeholders. Wright and Crimp (2000, p. 19) refer to the advantage of linking quantitative and qualitative research.

3.5.2 Phase Two: Semi-Structured Interviews

Robson (2002) suggests that interviews are a flexible and adaptable way of discovering information, observing behaviour is useful in enquiring but directly asking people what is happening is quicker. There are three types of interview styles, fully structured, semi-structured and unstructured. Fully structured interviews have a list of predetermined questions that are open ended. The semi-structured interview has also predetermined questions but the questions may not follow a specific order. The unstructured interview has a general area of interest but allows a conversation to develop within that area otherwise known as in-depth interviews. King (1994) as cited by Robson (2002) refers to semi-structured and unstructured interviews as qualitative research interviews he lists the circumstances where they are best applied, when one is focusing on the meaning of a phenomena, where individual perceptions are being studied, when conducting exploratory work or when clarifying the meaning of certain findings.

After looking at the advantages and disadvantages of the different interviewing techniques, it was decided that conducting semi-structured interviews with the main stakeholders was more suitable to gain information and more appropriate for the interviews conducted by telephone. A theme sheet (Appendix 14) on the topics to be discussed and certain predetermined questions were prepared prior to the interviews. Interviewees included the Principal Officer of National Monuments' OPW (Office of Public Works), Manager of the Visitor Section that deals with the marketing at all the sites, the Destination Development Officer in Failte Ireland, as well as the local Failte Ireland Officers, these were conducted over the telephone. Direct interviews were organised with the Managers at Donegal Castle: Glebe House Gallery and Gardens and Glenveagh National Park and with the Supervisor of Visitor Services at Glenveagh National Park. Further telephone interviews were conducted with the Heritage Officer, and Road Engineer in Donegal County Council. In the fact finding journey telephone and personal interviews were conducted with the OPW Maintenance Manger the Foreman and the Caretaker at Doe Castle and the Senior Archaeologist in charge of National Monuments. To get a view of the history of the castle a telephone interview was held with the head of the MacSweeney Clan (See Appendix 13 and 16 for all interview details and transcripts)

This flexible and adaptable interview technique allows other lines of enquiry to be pursued and gives greater insight into the topic being investigated. Its disadvantage is the amount of

time it takes to organise and complete and the difficulty in recording the data. During the interview notes were taken and a full report was written directly afterwards. (Robson 2002, pp. 272-273). The order of the questions was dictated by the flow of the conversation. (See Appendix 12 for transcript of the interviews)

Saunders et al (2003) and Robson (2002) both refer to the importance of taking notes during the interview and writing a full record of the interview. All the interviewees agreed to participate and were most informative in their responses. It was discovered during the interviews that many of the opinions found in the literary review were reflected by the interviewees. With the combination of the literary review, the quantitative and the qualitative research findings, a greater understanding to what is required in the development of Doe Castle as a heritage centre was gained.

3.5.3 Phase Three: Focus Group

A meeting with a local focus group was organised and certain themes were put forward for open discussion, the moderator participation encouraged and prompted when necessary and gave information on certain aspects when asked during the session. The session followed the guidelines suggested by both Malhotra (1996) and Robson (2002). The focus group consisted of ten people who had a heterogeneous background (they came from different professions and had diverse interests), but they all had an interest in local community development in the area. The interview lasted about two hours and in that time a lively discussion took place and interesting ideas were put forward. The moderator with the aid of a fellow student achieved a more precise recording of the meeting. The transcript for the focus group can be found in Appendix 17.

3.6 Measurement Techniques

In developing a framework for the questionnaire Burn and Bush (2002, p.101) refer to a “hierarchy of effects” it traces the steps that a consumer goes through prior to purchasing. (See Appendix 15 for Framework) This framework helped in the construction of the questionnaire, defining the questions that needed to be asked and what measures the possible answers one would receive. The questions were designed with measurement and scaling in mind. Comparable (ranking scale questions), shown on question five of the questionnaire ask the respondent to rank in order of benefit certain items and non-comparable (likert scale questions) were questions that had measurements of one to five response categories ranging from strongly agree to strongly disagree. A good scale will be valid and reliable and will

measure what it is supposed to measure (Malhotra 1999). Additional open ended questions were asked to obtain the visitors own opinions.

The themes of the survey were directed towards the visitor and mainly came from the literary research. The better understanding of the visitor on the ground and especially in relation to their visiting habits and interest gave insights into the type of questions that needed to be posed to the focus group and other stakeholders.

3.7 Sampling

Saunders et al (2003) state that probability sampling is identified with survey based research where a need to compare your sample with the population chosen is necessary to answer the research questions.

It was decided to interview one hundred people in the survey at Glenveagh National Park and to select people randomly from the 18-64 age groups. This sample frame represents the visitor market that would most likely also visit Doe Castle. Simple random sampling (SRS) was decided on for this primary research, as it is easier understood. However like all sampling it has limitations that must be remember and considered when analysing the results.

1. The SRS often result in lower precision with larger standard errors than other probable sampling techniques.
2. SRS may or may not result in a representative sample.

(Malhotra 1999, chap.11, p. 339)

Even though the sample number was not large (time constraint being a limiting factor), the main focus of the survey was to get a feel of the potential customer.

The research population also included other stakeholders, the OPW (Office of Public Works), Failte Ireland, Donegal County Council, National Monuments and the Local Tourism Group. The analysis of their attitude to the project is essential to forward the development of Doe Castle.

3.8 Data Analysis

SPSS (Statistical Package for the Social Sciences) was used to analyse the questionnaire. First a code book was created to record the numerical answers to each question, in the case of open ended questions specific themes were coded when similar answers were given, this was completed after all the questionnaire were studied. Then each question was entered into the

program and labels were created, each questionnaire had a unique number that could be traced in case of errors. When all data was entered frequencies were recorded and a cross tabulation was conducted between certain questions. This produced statistical information that could be placed in suitable charts or tables. (Pallant 2007) (See Appendix 16 for supplementary information from phase one of the primary research)

The semi-structured interviews and focus group interview were documented, they were analysed in relation to themes explored during the interviews. In all cases during the analysis the data was collected under specific themes and described, certain group themes and issues were correlated, allowing for interpretation.

3.9 Limitation and potential problems

The result research cannot be generalised to the wider community as the number surveyed was relatively small, there was 110 respondents analysed, a further 10 were unable to be used as the respondents had failed to complete the majority of the questionnaire. To get a better picture conducting the survey in August which is peak season would possible gain better results. Nonetheless the survey did take place over a holiday weekend when large numbers of visitors were present.

Notes were taken during interviews, but there were certain themes discussed that the interviewee did not want related and there was a possible bias in the questions being posed.

3.10 Conclusion

The research was undertaken to explore the objectives and sub objectives set out at the beginning of this chapter an explanation of the research strategy and data collection and analysis was explored. The research is exploratory and mainly descriptive in design. The following Chapter 4 details the finding and analysis of this empirical research,

Chapter 4

Findings: Description, Analysis and Synthesis

4.1 Introduction

This chapter reveals the results of the surveys and interviews described in Chapter 3 Methodology. The research concentrated on three groups the heritage visitor, the government stakeholders and the local community.

The literary review in Chapter 2 showed certain areas that needed further research in relation to the development of Doe Castle. Should a minimum or more extensive development be considered, if conflicts existed and how a further understanding of the visitor and their expectations would transmit to the proposed heritage site development? It was felt that an understanding of the main stakeholders views needed to be explored. Interviews were conducted with various people who would have a direct interest in the project, these included the OPW (Office of Public Works), National Monuments, Donegal County Council, Failte Ireland and the Local Community. The heritage visitor profile and expectations was also considered, firstly from the literary review and secondly from seeking a greater understanding of the tourist that visits this area with the survey undertaken at Glenveagh National Park.

This chapter looks at the findings and analysis of the three methods of data collection used to synthesise the research on developing Doe Castle as a heritage centre. Phase one examines the findings of the respondents who completed the questionnaire at Glenveagh National Park, phase two analyses the semi-structured interviews given by qualified members of the government stakeholder organisations and phase three analyses the finding from a local tourism group. In Appendix 16 (the semi-structure interviews) and 17 (the focus group interview) you will find evidence of the transcripts from the interviews from individuals and the focus group and the results of the responses to the questionnaire in Appendix 18.

4.2 Phase One: Survey

A three day survey was carried out at Glenveagh National Park over the June Bank Holiday weekend to understand the profile and view of the visitor.

4.2.1 Visiting Pattern

73% of respondents had visited Glenveagh in the past and 27 % were first times visitors (Figure 4.1). Poria et al (2003) saw one category of heritage tourist as those visiting a recognised heritage site, as in the case of Glenveagh National Park. The nationalities of the total were broken into 61.8% Irish and 21.8% from the UK, over 16% from other countries. The first time visitors had heard of the park mainly via word of mouth (58%), online (16%) and through travel guides (13%), a smaller percentage had heard of it through tourist offices (3.2%), print media (3.2%) and brochures (6.5%). (This was an interesting result as it corresponded with Failte Ireland (2012) findings on how holidaymakers to the North West heard of the region). Over 65% of respondents that had visited the park previously had done so within the last twelvemonths, and 13% within the last two years and a further 20% more than two years ago.

The respondents' length of stay varied between two to four hours (80%) and less than two hours (18%).

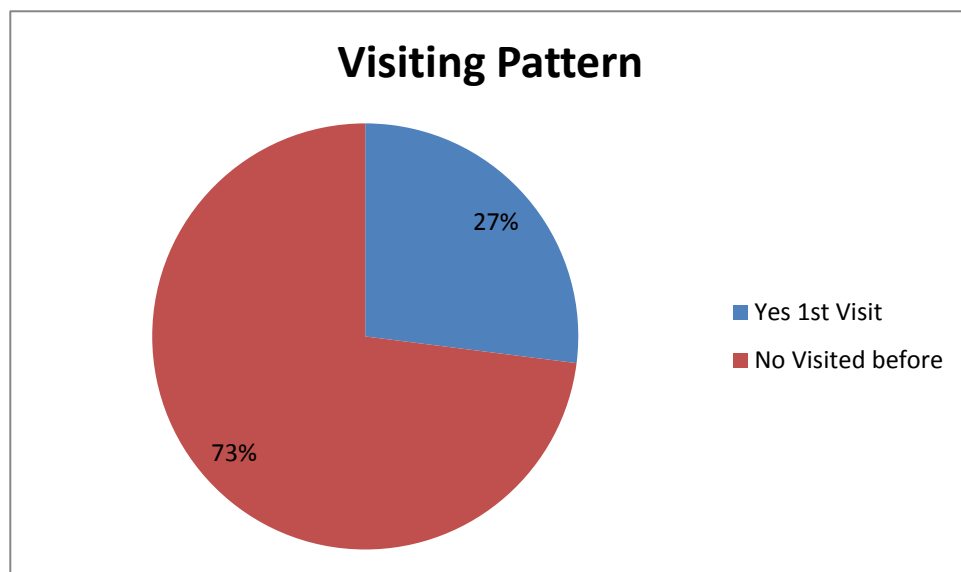


Figure 4.1 Percentage of first time visitors and those that had visited before

4.2.2 Visitor Demographic Category and Age

Middle management accounted for 30.9% of the respondents', with top management to skilled manual accounting for a total of 80% (ABC1C2 social status category), this reinforces MacCannell (1999) suggestion that tourists tend to be middle class. (Figure 4.2)

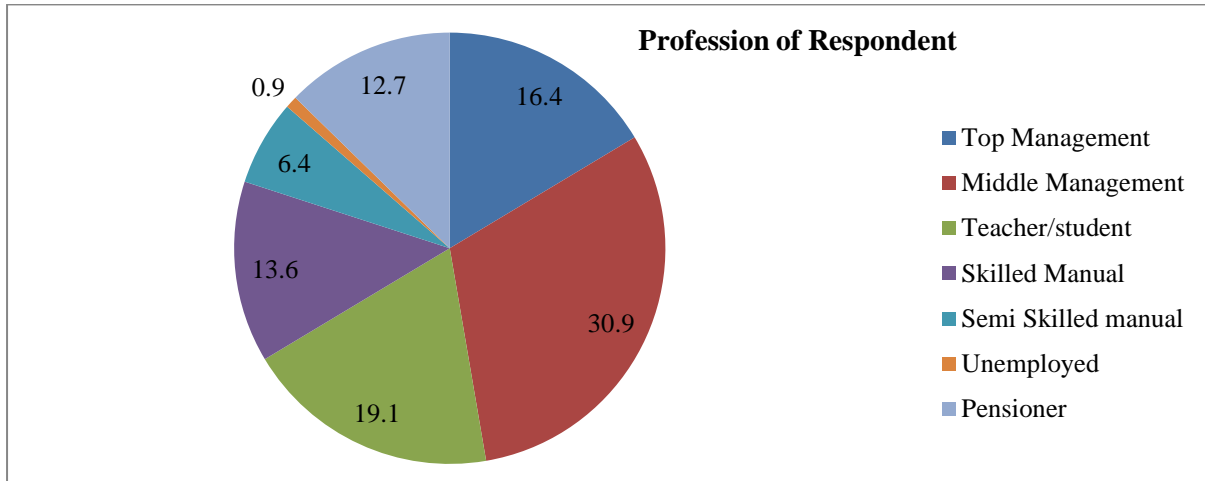


Figure 4.2 Profession of Respondent

Failte Irelands research has shown that the majority of heritage tourists tend to be middle aged and highly educated this also sums up part of a view held by Yankholmes and Akyeampong (2010).

Age	Percentage
16-24	12.70%
25-34	5.50%
35-44	26.40%
45-54	29.10%
55-64	20%
>65	6.40%

In Table 4.1 over 55% were aged between 35 to 54 years and 20% between 55 to 64 years, only 18% in the age category from 16 to 34 years and a very small percentage over 65 years. Of the total respondents approximately 46% were male and 54% female.

Table 4.1 Ages of Respondents

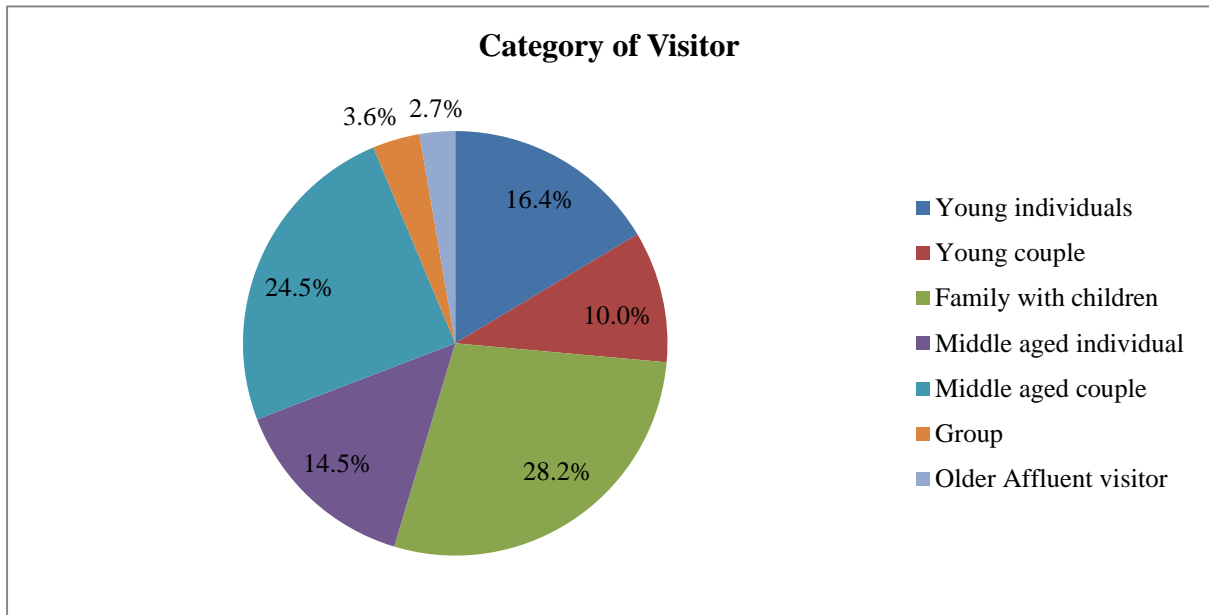


Figure 4.3 Category of visitor

The family with children (28.2%) and middle aged couples (24.5%) accounted for the majority of those surveyed with both young individuals and young couples accounting for 30.9% with a relatively small percentage of groups and older affluent visitors.(Figure 4.3). This reflected that the experience offered at Glenveagh National Park was enjoyed more as a group activity rather than an individual activity. Glenveagh National Park is a very large facility and would tend to host the three categories of visitor that Poria et al (2003) recognised (see chap. 2.3). Doe Castle being of a smaller scale will need to be more specific in choosing a target market.

4.2.3 Visitors Preferences

Li (2004) states that tourist visit places that are appealing, the respondent's main interest in the park was the scenery and walks (over 46%), with the castle tour only being mentioned by 16%, and the restaurant by 14.5%, a further 14.5% made no comment on their preferences during their visit, only 3% mentioned the organised activities that were available during the period on the castle grounds.

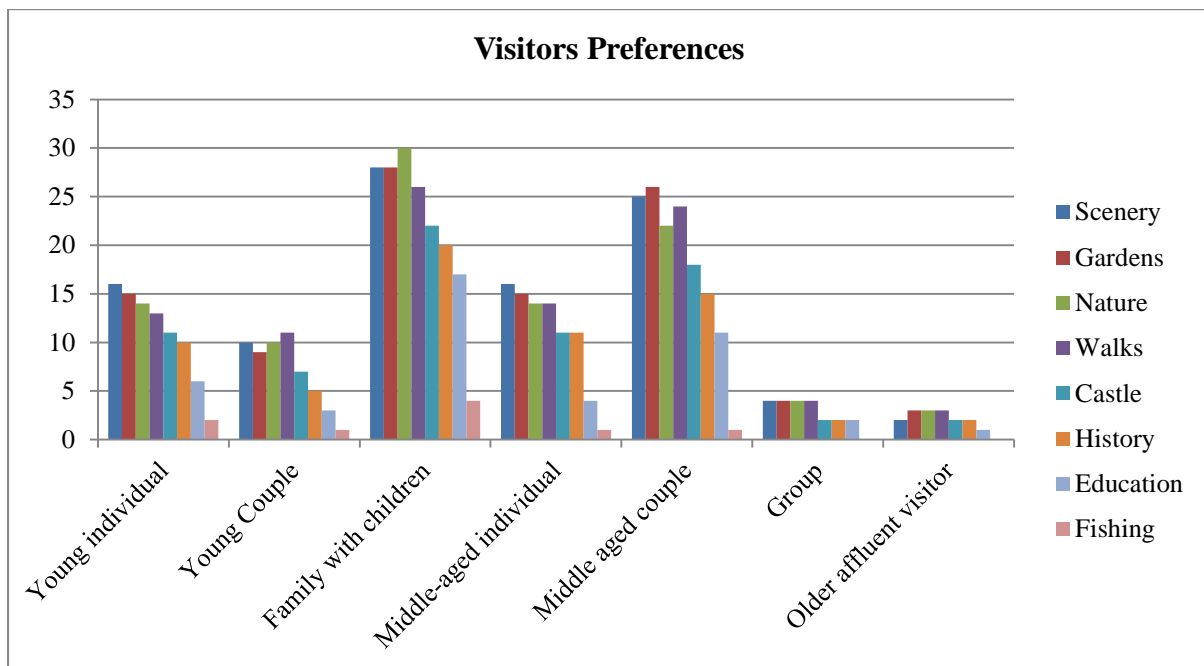


Figure 4.4 Visitors Preferences

Figure 4.4 displays the preferences of the various categories of visitors, the top four in all categories are scenery, gardens, nature and walks, with the castle, history education and fishing showing lower value. Similar preference was shown by the ABC1C2 categories in the survey and between the various age groups.

4.2.4 Perception of facilities

Albert and Hazen (2010) looked at the importance of providing modern facilities at heritage sites. The survey asked the respondents what value they placed on certain services, toilets, paths, parking and customer service scored highest. The restaurants, sign posting and bus services were considered of high value but not as important as the first four services. (Figure 4.5)

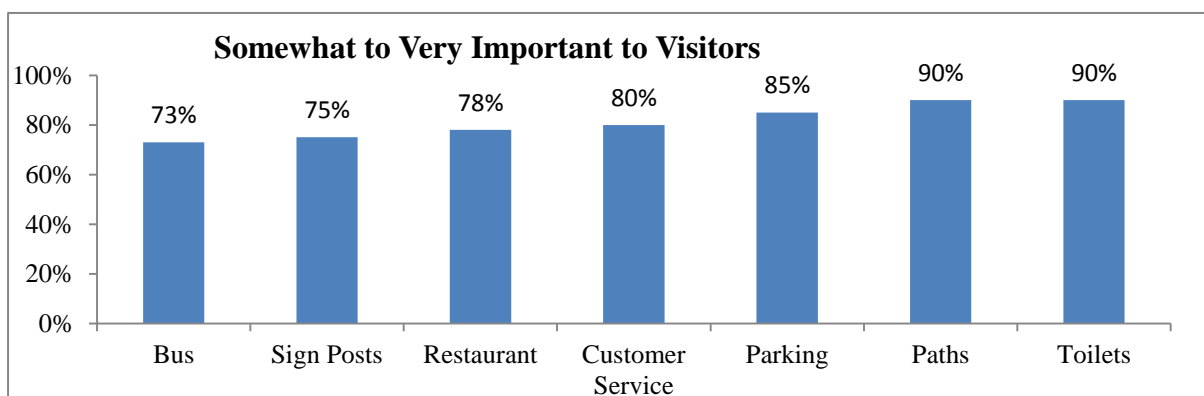


Figure 4.5 Visitor facilities importance

The respondents in the survey were asked to score what added value to their visit (see Figure 4.6). The wildlife, restaurant, castle, walks and gardens received the highest percentage of value, the visitor centre and historical value received a lesser value of 64% and 65%. Entertainment value received 50%, this displayed an equal amount of people viewing this of negative or neutral value, and it may suggest that the word entertainment is not correlating with their pursuit. The Souvenir shop was not seen of great value, this could be due to the fact that the majority of people visiting were Irish and regular visitors. Masberg and Silverman (1996) cited by Timothy and Boyd (2003) found what visitors remembered on visiting a heritage site were activities, companions, information, built environment, site personnel, culture, and nature. A similarity was shown in the result of what the visitor held as high value in the National Park.

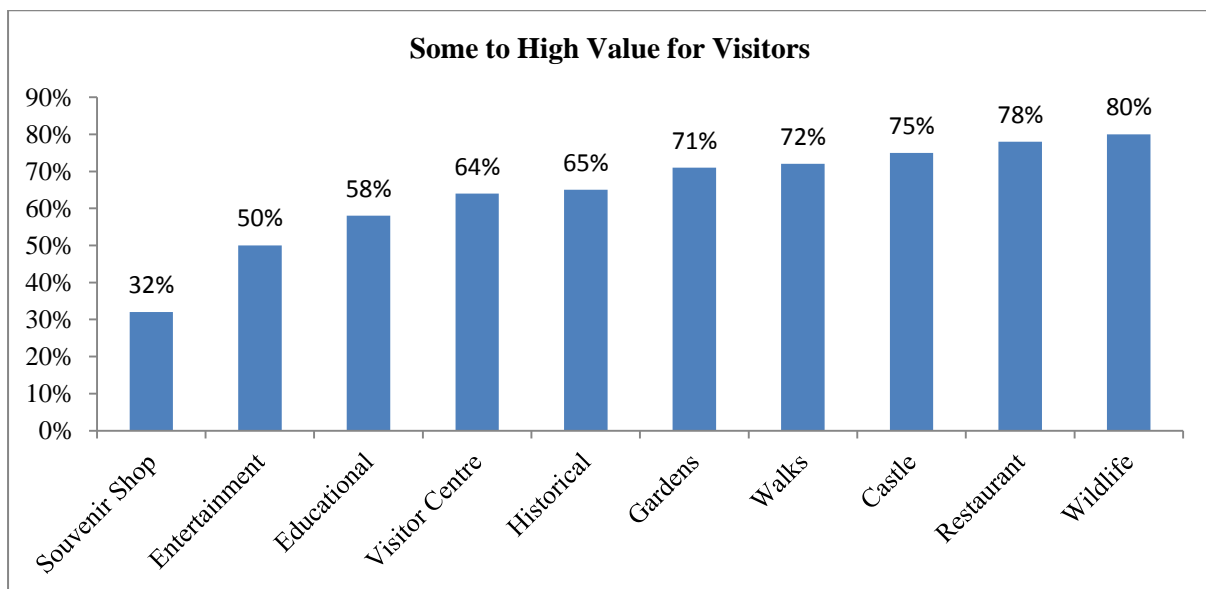


Figure 4.6 Visitors Values

4.2.5 Other Heritage Sites Visited

Figure 4.7 shows that some of the visitors to Glenveagh National Park could be potential clients for Doe Castle, 38.2 % of the respondents had already visited the site. Slieve League and Dunlewey Lakeside Centre had a higher percentage of visitations from the respondents and Glebe House and gardens had only been visited by 35.5% of the respondents.

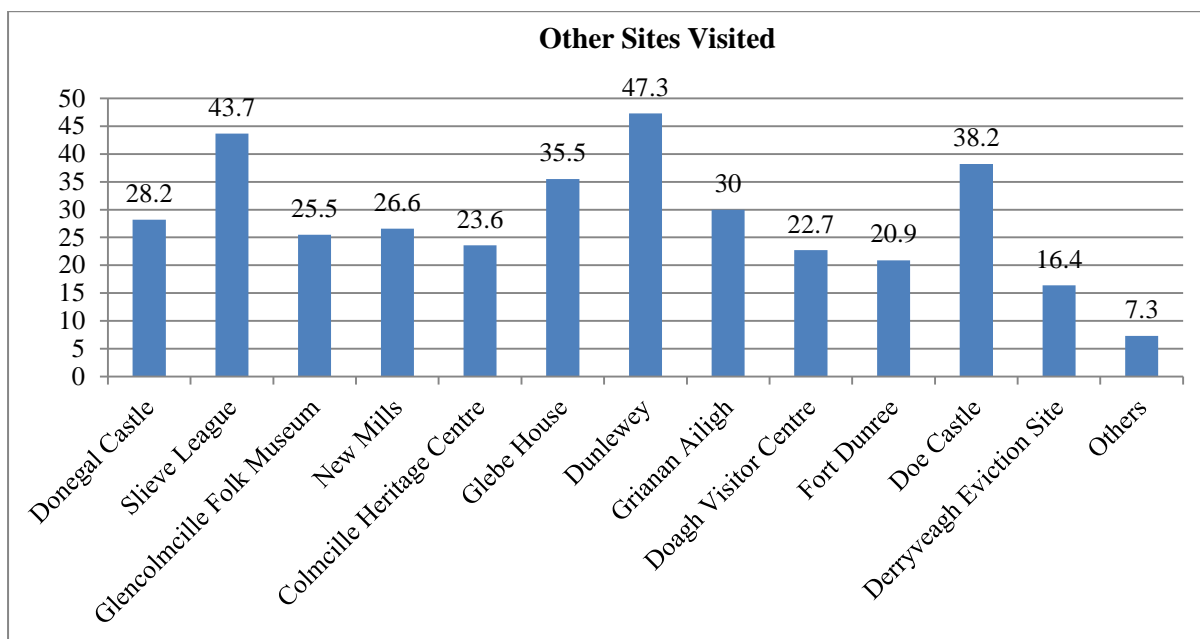


Figure 4.7 Other Heritage Sites in Donegal

Failte Ireland (2012) show from their cultural usage research that holiday makers tend to have more than one heritage/cultural experience while on holidays, Timothy and Boyd (2003, chap.2, p.50) acknowledge the importance of heritage trails which can encompass several different experiences. In 2014 Failte Ireland are launching a new promotion called the ‘Wild Atlantic Way’ this is a coastal road tour running from Cork to Donegal, Doe Castle will be featured as a site to visit on this trail.

4.3 Phase Two: Semi-Structured Interviews

4.3.1 Role of the Government Stakeholders

Hall and Jenkins (1995), Gilmore et al (2007) and Timothy and Boyd (2003) recognised the importance of various stakeholders holistically working together in the interest of the development of a heritage site.

The OPW along with National Monuments are major stakeholder in the preservation and conservation of Doe Castle, but other bodies such as Failte Ireland, the Donegal County Council and the local community have an interest in the site. The OPW comes under the remit of the Minister of State for Public Service Reform and the Office of Public Works), National Monuments would come under the remit of the Minister for Arts, Heritage and the Gaeltacht Failte Ireland under the remit of the Minister for Transport, Tourism and Sport.

Doe Castle adjacent car park and grave yard would come under the remit of Donegal County based in Dungloe, and overseen by the road engineer.

The OPW see their role as mainly managing, maintaining and preserving a site but also;

“Providing full interpretative facilities and a full guide service at 70 sites and improving education about the value of the sites, building awareness of the site importance so that the local/public can help in its preservation.”

Faillte Ireland views their role as aiding those;

“at local level in the development of a heritage site by working in partnership with the OPW, helping in the interpretation of the site and providing marketing development support”

National Monuments would not play a direct active role in the development of the site but as they are the owners of the site they need to be updated to changes that may occur so they can approve/disapprove. “We would be interest in seeing proposals for Doe Castle and would look favourably on any new development ideas.”

Donegal County Council has no direct dealing with the site, but they are in charge of the car park and graveyard directly beside Doe Castle.

“Our main role could be improving sign posting and infrastructure to and from the site, we would be prepared to work in partnership with the various government and local bodies involved at Doe Castle”

4.3.2 Role of Local Community

Ryan et al (2011) and Landorf (2009) note the importance of the local community involvement in the development of a heritage site. The community taking ownership of such a program can help in the long term sustainability of the project.

The OPW understand that the local community can play a vital role in protecting sites.

“some sites are remote and it is the local communities that act as responsible caretakers of the sites, by preventing vandalism and other unsocial behaviour.”

The Minister of Arts, Heritage and the Gaeltacht has implemented an initiative ‘Friends of Irish Heritage’;

“this initiative invites local community groups that have an interest in heritage to put forward ideas and proposals for sites in their locality”.

4.3.3 Interpretation of the heritage site

Austin (2002) cites that presentation and interpretation allows for education and entertainment of the tourist. Failte Ireland further reiterates the process of interpretation as being vital to the success of enhancing the visitors’ experience.

“Failte Ireland have produced three toolkits, one on ‘Cultural Experience’ another on ‘Built Heritage’ and the third on ‘Sharing our Stories’. These can be helpful in interpreting the telling of a story while making it engaging and lively and the step by step development of a heritage site”.

The OPW have taken on the role of presentation and interpretation “it is recognised as a factor that helps in the preservation of a site.”

Li (2004), Albert and Hazen (2010), Landorf (2009) refer to the conflicts between conservation/preservation and commercialism. The OPW are now looking for ways that serviced heritage sites can become more economical.

“the government are looking for ways that heritage sites can help regions economically, they realise the importance of the tourism business in times of recession and that it is one of the few growing industries, they are seeking ways that heritage sites may enhance this industry, at present funding by us would be an issue, if another means of funding was suggested it would be considered”.

4.3.4 Management of heritage sites

Timothy and Boyd (2003) and Garrod and Fyall (2000) emphasise the importance of good management in relation to maintaining a property and its financial solvency. Garrod and Fyall (2000) further list the connection between sustainability and management in dealing with visitor numbers to a site, creating a strategic planning framework and involving local communities in the management process.

“Doe Castle is under the regional maintenance manager for Donegal and Leitrim, there is a local foreman that looks after immediate maintenance and a caretaker that lives beside the site. On the financial side all sites are fully funded by the government and admission receipts

in the 70 serviced are deposited into a central account some of the service sites offer free admission”.

According to Failte Ireland the way to achieve a sustainable site is to create;

“something unique and through marketing develop a new audience while keeping the old audience and further developing a good economic framework. Possibly hosting one or two events a year at the site would accrue a financial spin off which could be used in the further development of the site”.

McKercher and du Cros (2002) suggest that good management will ensure that the needs, wants, and desires of visitors will be satisfied.

“The Glebe House, Gallery and Gardens have hosted events which have been very successful and Doe Castle has also been used to host certain events in the past.”

4.3.5 Marketing of a heritage site

Failte Ireland recorded that over 3.5 million visitors engaged in Historical/Cultural interests in 2011, almost a further one million come from the domestic home market. Kotler (2003), Barbour and Burnbull (2011) and Veverka (2001) emphasise the importance of marketing.

“The OPW Heritage Services works with other official agencies and partners who have key roles in promoting Ireland’s heritage”.

4.3.6 Segmentation

McKercher and du Cros (2002) suggest that the cultural tourist is older, well educated and affluent they cite Dickinson (1996) as suggesting that they are in the over-fifty market. Failte Ireland has similar views:

“The profile of the heritage tourist tends 50+, travel as couples and are in the ABC1 socio-demographic category”.

Failte Ireland (2011) from research has also discovered that a potential new market now lies in the 39 year old explorer holidaymaker.

4.3.7 The Marketing Mix

4.3.7.1 Product

The Visitor Service of the OPW is involved with the marketing of all the serviced heritage sites in Ireland.

“The OPW approach and philosophy to heritage services is mainly conservation, with the majority of resources dedicated to this end. Public access to heritage attractions has a high priority”.

4.3.7.2 Price

Timothy and Boyd (2003) set out arguments for and against fee charging at heritage sites.

“The OPW have set various price levels for the different individuals and sites, starting at €1 per child to €32 per family. It had been noted that some sites had found it difficult to attract local visitors when they charged an admission fee, so now some of the smaller sites offer free admission”.

OPW managers interviewed at some sites recognised that foreign tourists had no resistance to paying an entrance fee but the local population felt they had a right to visit the site and felt a small fee or no fee would be more appropriate. This was also noted by Failte Ireland, but they also stated “that price needs to meet or exceed the expectations and value for money is essential.”

4.3.7.3 Place

Ryan et al (2011) suggested that if the local community benefited from the heritage site, their support would provide an excellent distribution channel. The OPW information on local heritage sites is distributed not only in partnership with Failte Ireland but;

“Distribution is achieved through websites such as Heritage Ireland and Discover Ireland, also through local business and hotels, restaurants, other tourist accommodation providers, tourism sites and tourist offices”.

Chhabra (2009) marketing model reiterates the importance of local involvement and partnerships in the marketing mix

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4.3.7.4 Promotion

Failte Ireland (2012) in the ‘Holidaymaker Study of the North West’ listed word of mouth, internet and travel guide as the main source of discovering Donegal. The earlier survey also showed that these were the primary ways that visitors discovered places of interest, adding tourist offices, print media and brochures as other means.

The interviewee from OPW listed the promotional mix mainly utilised;

“Most of the promotions are organised through the Visitor Service Office and advertised on the Heritage Ireland website, but also each local site takes a part in networking with local businesses, tourist offices, schools, colleges and various interest groups they also utilise local media and radio to promote upcoming events”.

4.4 Phase Three: Focus Group

4.4.1 Local Benefit

The importance of tourism to the rural community has been referred to by several academics (Mac Cannell 1999; Ryan et al 2011; Landorf 2009). The focus group mentioned two benefits one to tourism in the area and the other for the local community. “People living locally like to bring their visitors to Doe Castle but at present once seen there is no desire for the visitor to re-visit again.”

Developing Doe Castle was agreed by everyone as something worth achieving, it was felt it could become a “jewel in the crown” of tourism in the area. Two members of the group were keen to be part of the development project.

4.4.2 Development Ideas

McKercher and du Cros (2002) listed several common features needed to develop a heritage attraction, tell a story, make the asset come alive, make the experience participatory, relevant to the visitor, of high quality and authentic. The focus group put forward many ideas from banquets, events and different displays. They all understood the need to ensure that the themes needed to come alive. Doe Castle was noted to have a long and varied history it even has its own ghost that could be part of any exciting story.

4.4.3 Funding ideas

It is well documented that funding for new public project ideas will be an issue going forward. But Timothy and Boyd (2003) and Gilmore et al (2007) have suggested that services provided at a heritage site if managed well can be an excellent source of funding.

The focus group came up with several funding ideas, it was expressed “where there is a will a way would be found to fund a project.”

The focus group already have achieved different developments in the area and have experience raising funds and working with various government bodies. They suggested seeking information from the Fanad Community group working with Irish Lights on the development of the Light House on Fanad Head.

4.5 Conclusion

The importance of creating a unique experience and understanding the visitor’s interest in visiting a heritage site is vital to the long term successful sustainability of a development venture. Glenveagh National Park has shown from the survey that they have achieved great success to this end. As the marketing role for the OPW heritage sites is carried out by their Visitor Services some of the local sites do not understand the role they play in marketing. Even though the OPW have an official web site for the marketing of certain heritage sites there would be an advantage for each individual operating site to have their own website so that they could actively update information and use it as a means of collecting customer data,

The holistic approach of various interested stakeholders working together is shown as an advantage. Already the various government bodies do partner with the OPW on projects and the new initiative (Friends of Irish Heritage) coming from the Minister of State for Public Service Reform and the Office of Public Works is hoped will encourage local communities to take a more active interest in the development of their local heritage.

The following Chapter 5 will take an in-depth look at the conclusions and suggest recommendations.

Chapter 5

Conclusions and Recommendations

5.1 Introduction

Doe Castle is a prominent National Heritage Monument situated on the seashores of Sheephaven Bay in North West Donegal. Its location is significant as sits on the point that joins both sides of the Bay together. It is recognised worldwide the economic importance of heritage tourism in a rural area, developing Doe Castle would aid in highlighting this coastal area in the North West of Donegal. Failte Irelands launching in 2014 of the ‘The Wild Atlantic Way’ a new coastal route where Doe Castle will be featured as a place to visit is an opportunity to further highlight the value of this proposal and aid in the improving of the visitors experience to the site. The secondary research has identified the many facets that are essential to the development of a heritage site from looking at the heritage tourist, understanding a heritage/cultural experience, the importance of sustainable management and marketing and the essential roles played by the various stakeholders. The primary research looked at the findings on the ground, what the attitude of the visitor was to a particular site, and the attitudes of the various stakeholders, and further relating these findings to the literature review. This chapter takes an overview of the main findings of the previous chapters and draws an overall conclusion in the context of the research objectives.

5.2 Clarifying the position held by National Monuments and the OPW on the possible future of Doe Castle.

National Monuments and the OPW are not adverse to the further development of Doe Castle. They would look with interest on any suggestions put forward by the local community, and are willing to work in partnership with them and other stakeholder organisations. The main issue for them at present is that they do not have access to funding for further development at the site, and conservation/preservation will always be a high priority as well as health and safety.

5.2.1 Highlighting the importance of all stakeholders’ involvement in the development of the site.

National Monuments, OPW, Failte Ireland, Donegal County Council, DLDC, and the local community are the main stakeholders that need to build a partnership if the development is to proceed. The findings have shown that there can be conflicts between different stakeholders

in managing heritage (Gilmore et al 2007; Hall et al 2000 cited by Landorf 2009). The importance of a good management system that encourages openness and promotes awareness of various conflicting issues and provides solutions through negotiations is essential. The research has shown at this initial stage that all parties have expressed an interest in the project. There is a need for them to meet together and develop ideas on the project. The researcher has already talked with the local Failte Ireland representative who would be willing to host such a meeting. The findings of this research would provide guidelines to enhance further discussions.

5.2.2 Identifying the stakeholder's positions and how they can influence the project.

A heritage site needs to maintain, preserve and enhance both the site and the public experience (UK Heritage Lottery Fund as cited by Leaks et al 1999). Hall and Jenkins (1995), Gilmore et al (2007), and Landorf (2009) all mention the importance of stakeholders holistic collaboration which includes the local community, Mac Cannell (1999) and Ryan et al (2011) have acknowledged the advantages and disadvantages of their involvement or lack of involvement.

Failte Ireland provides several comprehensive toolkits on developing heritage sites and marketing knowledge, they are willing to be involved in the project. Both National Monuments and the OPW who already work closely together can provide archaeology, architecture, management, marketing and other technological experience. Donegal County Council who oversees the adjacent car park and historical graveyard are willing to look at infrastructure that would complement the development. The local community will work with all the stakeholders and provide a source of local knowledge and volunteers that are dedicated to the project.

5.3 Discerning what the visitor's expectations are at a heritage site, through comparison with another site.

A heritage tourist can be described as serious or casual, middle class, affluent, looking for education, an experience or pleasure. (Timothy and Boyd 2003; Mac Cannell 1999; Yankholmes and Akyeampong 2010; McKercher and du Cros 2003). It is well documented that tourists are looking for authentic experiences, it is important that while bringing the past to life it resonates with the visitor. Heritage tourists wish to experience pleasure and fulfilment on visiting a site, it should give value for money, maintain integrity and authenticity, balance the needs of visitors and conservation and must be intelligently

accessible to various types of people (Fyall and Garrod 1998, cited by Timothy and Boyd 2003).

The findings have shown what the visitors value, the facilities that are important to them, and their preferences when visiting a site, interpretation and displaying a story that is entertaining and engaging is essential. Beautiful scenery, history/culture, and the Irish people are recognised by Failte Ireland of high interests to tourists.

5.4 Exploring the extent that marketing research, segmentation and targeting are used by other OPW visitor sites

5.4. a) Market Research

The importance of market research is recognised through the literature as being essential for development (Kotler 2003; McKercher and du Cros 2002). The OPW through their Visitor Services market 70 sites in Ireland, their belief that heritage belongs to the people makes public access to all sites a high priority. Very few sites ask for any feedback from the visitors and most of the sites have no formal way of collecting customer data.

5.4. b) Segmentation and targeting

Each heritage site has its own unique story and because of its situation and size it may not appeal to everyone (Timothy and Boyd 2003). Some sites are more suitable to small groups or individual travellers rather than coach tours. Failte Ireland in profiling the 39 year old cultural explorer have shown that places off the beaten track and less crowded are what they are seeking. Doe Castle would meet the criteria of this market segment.

5.4.1 Determining if the visitor that visits Glenveagh National Park would be a likely target market for Doe Castle.

Literature has documented that there are various types of tourists who are attracted to a variety of cultural/heritage experiences while on holiday (McKercher and du Cros 2002; Poria et al 2003). The survey carried out at Glenveagh National Park was to assess their visitor and see if they had shown any interest in other cultural/heritage sites in the county. The finding showed that over 38% had at some stage visited Doe Castle in the past. Even though Glenveagh National Park is different to Doe Castle in size they are both places with heritage and scenery, the visitors to Glenveagh have shown an interest in other places of culture and heritage.

5.5. Understanding the views on sustainable management by the official bodies.

Long term planning, conservation policies and authenticity are necessary to consider when considering sustainability, (Fyall and Garrod 1998; Timothy and Boyd 2003; Millar 1989). The OPW sees the importance of sustainable management especially as government funding has been reduced in recent years. A manager may have charge of several sites in a region as is the case in Donegal. Failte Ireland believes sustainability can be achieved by designing or creating something unique to a site and by marketing it to specific segments.

5.5.1 Investigating the type of management structure needed to progress the development.

McManus (1997) suggested there may only be need to improve access, have good signposting, and an informative plaque or a guidebook which would develop the site sufficiently. She claims that heritage management main principle is to lessen the overall impact to the environment, benefit the local community and be sustainable. Another suggestion was developing a linear touring routes (i.e. castle trails in Donegal) or hosting events (McKercher and duCros 2002; Timothy and Boyd 2003), Failte Ireland are ready to launch a coastal trail in 2014, that will include Doe Castle as a place to visit.

The partnering of National Monuments, OPW, Failte Ireland and an interested local group would be necessary to start the process. The holistic collaboration of all stakeholders to ensure sustainability is well documented (Hall and Jenkins 1995; Gilmore et al 2007; Ryan et al 2011; Mac Cannell 2011; Landorf 2009). McKercher and du Cros (2002) listed what should be considered in developing a heritage site, telling a story, making it come alive, creating participatory experiences, making it relevant for the tourist, focusing on quality and authenticity, the stakeholders will need to develop these suggestions. McManus (1997) raised further issues to be considered in development, are the existing public services available at the site, water, sewerage, litter, traffic and noise control. All these issues will need to be managed, it would be essential to delegate responsibility to the stakeholder most suited to the task.

5.6 Recommendations

The Wild Atlantic Way initiative that will be launched in 2014 by Failte Ireland is the trigger that will establish urgency in proceeding with this project. Assembling a group with enough power from within the local community and the various government stakeholders that will

form a strong guiding coalition, this team working together will create the vision for Doe Castle, and develop strategies for achieving this vision. It will be their job to communicate this vision to all stakeholders and empower others to act on the vision. Planning and creating short-term wins will encourage all stakeholders of the credibility of the project. It would be useful to set in place a procedure such as Stage Gate TM, so that at all stages from discovery to scoping, building a business case, developing, testing and validating, and launching can be assessed and measured. After the above steps are taken it is important to develop the means to ensure long-term leadership for the project that will ensure its continued success into the future.

Market research will be a vital element in the development, deciding who are the target audiences and what are they seeking to experience. Using the research already undertaken will help in identifying certain factors essential to the sustainably management of the project.

It is recommended that further research on similar projects that are successful be investigated, these do not necessary need to be in Ireland but can be anywhere in the world. Learning from others can help in avoiding potential pitfalls, and open the mind to new thoughts. A suggestion of setting up a blog or chat room inviting people to give ideas on the project could garner an innovative stance not already thought of by the project members.

Finally it would be considered advisable and more realistic to consider taking initially small steps in the development especially as funding is an issue.

5.7 Strengths and Limitation of the research

The strength of this dissertation lies in the greater understanding of what needs to be achieved to progress the development of a heritage site. By answering the objectives a clear step by step plan can be put in place. The research has pointed out what is considered as best practice in the development of a heritage site and looked at the fine line between conservation and preservation, authenticity and consumerism, while satisfying the needs of the visitor with the needs of the heritage experience. The research has discovered that a certain percentage of people that visited Glenveagh National Park are aware of the existence of Doe Castle. Another great strength is the positive attitude of the various government stakeholders to the development of Doe Castle.

The limitation in the research can be seen in the empirical survey conducted at a large site that was not exactly similar to the site proposed for development. The number of respondents

was low when considering the larger picture. The questions mainly related to the site being surveyed but it did give interesting feedback that correlated with research carried out through the literary review and by Failte Ireland. A further limitation was the word count restriction that made it necessary to curtail certain findings.

5.8 Research Reflection

The authors understanding of the importance of tourism locally in the Sheephaven Bay region of Donegal where Doe Castle is situated was the main reason for undertaking this project. For many years the topic of Doe Castle was placed on the agenda as a heritage site that should be furthered developed, it was considered especially from the tourism viewpoint that it would help promote this area, bringing benefits to the community and many local businesses. It was the view of the local tourism group that there was definite potential in the development of the site. When deciding on the dissertation the author felt this was an opportunity to see if such a project was viable and if so how it could be achieved.

The knowledge gained in the preparation of this dissertation utilised the learning achieved during the past year, from new product development, innovation, change management, the importance of entrepreneurial skills, and strategic marketing. Reading academic journals, books and government strategic plans that related to this project and networking with various stakeholders helped uncover the possibility of presenting a viable outcome to developing Doe Castle as a heritage centre. Each step added new layers of knowledge and opened the researchers mind to new ideas and opportunities. It was interesting to find that many of the concepts held by academics were mirrored in the physically research conducted with government organisations and heritage sites in relation to this dissertation.

It would be a great achievement if this research created momentum for the development of Doe Castle and added value to the Wild Atlantic Way.

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Appendix 1: Mission of a Heritage Attraction

Elements in the mission of heritage attraction	
Conservation	<p>Role of heritage manager to safeguard the heritage for posterity;</p> <p>Ensure that the use of the heritage by the present generation does not compromise the ability of future generations to use and benefit from those assets.</p> <p>Ensure that the present generation properly manages the heritage assets it holds in trust for the nation as a whole</p>
Accessibility	<p>Heritage only has significance in so far as it benefits people. If people can no longer experience heritage objects it is considered no longer part of their heritage. High levels of accessibility can lead to heritage asset being damaged, at the same time conservation requirements can prevent the present generation from enjoying heritage to the fullest extent</p>
Education	<p>To appreciate heritage visitors must be able to understand its nature and importance, including why it needs to be conserved. This provides the use of various interpretive techniques. Education is most effective when it is entertaining.</p>
Relevance	<p>Heritage sites must be relevant to as broad an audience as possible. Ideally all visitors should leave with a better appreciation of why the heritage asset is relevant to them, the local area and the nation as a whole. Heritage attractions should also seek to be something with which the local community can identify, giving them a greater sense of place and pride.</p>
Recreation	<p>Heritage attractions must entertain visitors and provide recreational opportunities. If the visitor does not enjoy the experience they will not return or recommend it to others. Conservation may by necessity limit the recreational potential of the heritage site.</p>
Financial	<p>Heritage sites need to be financially sound if they are to achieve their aims. External funding for expensive conservative work will be required.</p>
Local Community	<p>The heritage site should seek to work in harmony with the host community. Visitors should not be permitted to use the heritage attraction at the expense of residents. Heritage places can be important multiplier effects throughout the community</p>
Quality	<p>Heritage sites must provide high quality service to their customers if they expect to compete in an ever more crowded tourism marketplace. This includes providing a range of facilities, flexibility, a high standard of cleanliness, well trained staff and adequate car parking, if a charge is made for admission then the attraction should aim to exceed visitors' expectations.</p>

Timothy and Boyd (2003 p.134)

Appendix 2: Various Common Sources of Revenue for Heritage Sites

<p><u>Direct Funding</u></p> <p>Government Funding Local Authority Funding, Grants, Donations, Legacies, Membership, Endowments, Sponsorship/joint promotions, Affinity Cards</p>	<p><u>Retail</u></p> <p>Merchandising, Mail Order, Shops, Garden Centres, Off-site gift Shop, Speciality Shops</p>	<p><u>Events</u></p> <p>Festivals, Craft Fairs, Historical Re-enactments, Play/Concerts, Exhibitions, Traditional Irish Nights</p>
<p><u>Catering</u></p> <p>Restaurants/Snack Bars Banquets (Bunratty Castle)</p>	<p><u>Interpretation</u></p> <p>Guidebooks, Audio Tours, Audio-visuals, Guided tours</p>	<p><u>Admission</u></p> <p>Site/entrances/ Car Parking fees Activity participation Fees</p>
<p><u>Private Hire</u></p> <p>Film Sets, Photography, Product Launches</p>		

Sources of funding (Timothy and Boyd 2003, chap. 5, p.144)

It has been shown from research that tourists tend to spend while on vacation, and that they like to buy souvenirs that remind them of their travels, such merchandise include miniature replicas, guidebooks, photo albums, postcards, posters, sweets, t-shirts, calendars, coffee mugs, pens etc. and also craft unique to the region. Management must ensure that the retail experience is balanced with the appropriateness of the place. (Timothy and Boyd 2003) Providing restaurant/coffee shop facilities is another source of revenue that can enhance the experience to the site, themed local foods and historical re-enactment in banquet form can provide further entertainment.

Appendix 3: Arguments for and against charging admission fees

Arguments for charging or not charging at heritage sites are shown in

Against Fee Charging	For Fee Charging
Managers associate pricing of access with commercialisation, feeling it focuses less on conservation value	Entrance earnings can be used to protect and conserve. Visitors damage the site by their usage so should pay towards its maintenance and repair
Managers feel that heritage belongs to the people, and people have a right to free access	Fees can help reduce visitor flow
It is felt that people may not visit due to the fee charged	Fees can assist in educating the public and public officials of the value of a site
Observers feel that managers are distracted by commercial management at the expense of cultural, ecological and educational goals	Earnings help the attraction improve site quality
If a fee is imposed it is felt they will not spend on the other items of purchase available at the site	Accountability on the part of managers might improve
	When visitors are required to pay a fee they tend to be less destructive and more respectful

For and Against Admission fees (Timothy and Boyd 2003, chap.5, pp.150-151)

Fyall and Garrod (1998) cited by Timothy and Boyd (2003), believe that the positive view for fee charging can be justified in times of recession when government financial support is reduced and long-term sustainability becomes an issue.

Appendix 4:

Pictures, Information and History of Doe Castle



Doe Castle



Walls of outer Keep



Interior of Castle (Three oak floor levels restored in the mid 1990's)



On the Roof



View from the upper window of Castle



Exterior Views of the Castle



The MacSweeney old burial Head Stone in the nearby Graveyard



Car Park



Entrance to Graveyard



Looking from the Castle towards the car park and graveyard

Doe Castle (The Attraction)

Doe Castle is a well preserved example of a tower house built in the early 1500, surrounded by water on three sides with a stone moat on the landward side. Tower houses were built to defend strategic areas using a smaller military force. They were also used as residencies by the local noble, allowing them to command the area. O'Keefe (1996) looks at the social change in Ireland which influenced the building and design of tower houses. An article in Country Living (2012) list the features of the tower house and their locations, Blarney Castle in Co Cork, Bunratty Castle in Co Clare and Aughanure Castle in Co Galway are some of the better known tower houses. (Heritage Sites of Ireland 2002 has further listings).

The exact date and information on who built Doe Castle is vague, Adams (1902) gives a brief history of the connections the MacSweeney clan had to Doe Castle. Mac Suibhne (2004) pertains to descend from the MacSweeney Clan of Doe Castle and relates the history of his families past.

Doe Castle History

Tradition holds that Doe Castle was erected when Domhnall was "Mac Sweeney Doe". Domhnall was the great-grandfather of Murrough Mall, Chief of Doe, 1554 - 1570, - highly acclaimed in the Annals of the Four Masters as "an unquenchable fire ... a mighty champion ...eminent among all others for valour". His brother, Eoghan Óg, Chief of Doe 1570 - 1596, gave refuge and assistance to the shipwrecked survivors of the Spanish Armada, 1588, and was likewise greatly lauded in the Annals. His nephew, Maolmhuire, Chief of Doe, 1596 - 1630, a younger son of Murrough Mall, succeeded Eoghan Óg

Maolmhuire married Mary O Donnell, a sister of Red Hugh O Donnell, but they had no children and the marriage was dissolved c 1593. A letter dated November 1599, signed by Maolmhuire, shows that he married again and had a young family. Accordingly, the story about Maolmhuire's daughter, Eileen, leaping to her death from the top of Doe Castle, because her father had murdered her lover, Turlough O Boyle, is untrue for the following reasons:

(a) Maolmhuire only lived in Doe Castle for two years, i.e., from 1596 to 1598, and in 1598 his oldest child was less than six years old;

(b) Pynner's Survey of 1617 records that Turlough O Boyle's father received a grant of land at the Plantation of Ulster, 1609, and that he was a child when he received the grant.

Therefore, Turlough O Boyle was not born when Eileen Mac Sweeney is said to have leaped to her death;

(c) Maolmhuire died before the Rebellion of 1641 and Turlough O Boyle died at the Battle of Scarriffhollis, 1650

State documents record that in 1598 Maolmhuire went over to the English accusing Red Hugh of making advances towards his wife. In July 1599 he was knighted by the ill-fated Earl of Essex. In May 1600, Maolmhuire (now Sir Myles Mac Sweeney Doe) arrived in Lough Foyle with an English invasion fleet commanded by Sir Henry Dowcra. Two months later, Red Hugh O Donnell in collusion with Maolmhuire swooped and captured 160 English cavalry horses, i.e., 80% of Dowcra's total cavalry. Maolmhuire was arrested and placed aboard an English ship to be taken to Dublin for trial and for what seemed like a certain hanging. However, he escaped by jumping overboard "in tempestuous weather" and swimming to freedom on the east side of the Foyle "before any man or boat sent after him could overtake him". Many authorities, e.g., *Historia Catholicae Hibernica*, *Pacata Hibernica* and State papers confirm that Maolmhuire was the only Mac Sweeney Chief from Tyrconnell to accompany Red Hugh O Donnell to the battle of Kinsale 1601

In April 1603, Sir Henry Dowcra, governor of the English garrison at Derry, reported that he had taken Doe Castle and was "possessed of the country of Tyrconnell for the king". Maolmhuire, Chief of Doe, surrendered to the English and received a pardon in October 1603, but in 1608 he was arraigned for treason. In autumn of that year Domhnall, Chief of Fanad and Donnchadh, Chief of Banagh were members of the "Lifford Jury", summoned by the English, to establish and declare that the whole of Tyrconnell/ Donegal had fallen to the Crown, because of the Flight of the Earls (1607) and the Attainder of Rory O Donnell, Earl of Tyrconnell, thereby clearing the way for the Plantation.

Two thousand acres of land at Dunfanaghy belonging to Maolmhuire, Chief of Doe, were returned to him for his lifetime only at the Plantation of Ulster c. 1610. He was in trouble again in 1615 when the English discovered documents implicating him (and his oldest son Donnchadh Mór) in a failed attempt to rescue Con O Neill from Dungannon Castle. Seven years old Con had been left behind in 1607 when his father, Hugh O Neill, Earl of Tyrone, fled to the continent with Rory O Donnell, Earl of Tyrconnell. It was not until 1630 that Maolmhuire's land at Dunfanaghy was granted to him "and his heirs and assigns for ever".

He died soon afterwards and his land was confiscated. Maolmhuire was the last Mac Sweeney Chief to occupy Doe Castle.

Doe Castle changed hands many times during the 17th, 18th and 19th centuries. The Mac Sweeneys quit the castle in the spring of 1603. Later that year Rory O Donnell became Earl of Tyrconnell and received a royal warrant giving him custody of Doe Castle. In 1606 the Mac Sweeneys seized the castle and expelled Rory's men. In 1607 Rory laid siege to it and took it from the Mac Sweeneys. Captain Basil Brooke became custodian of Doe Castle in 1607 and allies of Sir Cahir O Doherty seized and held it for a while in 1608. Sir Richard Bingley occupied it in 1611, Sir John Davies possessed in 1614, John Sandford in 1614, his son Toby in 1630, Mullrooney O Carroll (married to Sandford's daughter) in 1641.

The Mac Sweeneys held Doe Castle in July 1642 when the frigate St. Francis sailed into Sheephaven Bay and dropped anchor in the channel near the castle. On board were General Eoghan Roe O Neill and 100 Irish veterans of the Spanish wars who came to join the rebellion against English rule. In 1650 Cromwellian forces from Derry landed by sea capturing the castle and the notorious Robert Cunyngham was appointed Constable. In 1666 during a period of peace the English garrison occupying Doe Castle sought permission to be allowed "to settle down with their families and plant".

In 1684, the English, fearful of the Mac Sweeneys, placed a garrison in Doe Castle commanded by Major Gustavus Hamilton. In 1689 a Williamite force, commanded by William Babbington, occupied the castle but abandoned it and retreated to Derry when the army of James II advanced into Ulster. The Mac Sweeney Chiefly family of Doe reoccupied their castle for the last time in 1689. His first cousin and Chief, Donnchadh Óg, directed Donnchadh Fhergal Mac Sweeney to fortify and hold the castle while he and his uncle Edmund joined the army of James II. Donnchadh Óg and Edmund fought as officers in The Infantry Regiment of the Marine at Derry 1689, at the Boyne 1690, and at Limerick 1691. They were outlawed 1691 and went to France never to return. According to Tarlach Mac Sweeney (an Píobaire Mór), Donnchadh Fhergal was the last member of the Chiefly family of Doe to occupy Doe Castle and was the great-grandfather of the dispossessed Eamon Rua Mac Sweeney Doe whom the eminent historian and genealogist, Dr. John O Donovan, met in Donegal in 1835 verified as "Mac Sweeney Doe, Lord of Tua Tory".

Following the capitulation at Limerick 1691 the surviving members of the Chiefly family of Doe chose to walk the roads of Donegal rather than accept menial employment or rent

portions of their own land from the new rulers of Ireland. It has been argued that the Chiefly family of Doe did not surrender until Catholic Emancipation 1829 when sons of Eamon Rua Mac Sweeney, Head of the House of Doe, finally rented land in Derryveagh - part of the Glenveagh Estate which prior to the Plantation had been the property of their direct ancestor Maolmhuire/ Sir Miles Mac Sweeney, Chief of Doe 1596 to 1630.

In 1761 the Court of Chancery confirmed George Vaughan of Buncrana to be the owner of Doe Castle. Towards the end of the 18th century General George Vaughan Hart (grandson of George Vaughan) acquired the castle and began to renovate it. He repaired the bawn wall and placed on the seaward section a number of cannon captured at Seringapatam, India. He erected a ground floor annex and a staircase against the southern wall of the keep and altered the interior of the keep by inserting arched recesses and fireplaces. The barbican across the trench at the western entrance is a nineteenth century Hart addition. General Hart also placed his family coat of arms over the eastern entrance to the keep. In 1978 the Hart arms were removed by members of a Sweeney Clan Association and replaced with a coat of arms they wrongly assumed to be the territorial arms of Doe.

General Hart died in 1832 and was succeeded by his son Captain John Hart who befriended Eamon Rua Mac Sweeney and recognised him as Head of the House of Doe. According to John O Donovan's Donegal Survey Letters 1835 Captain Hart told Eamon Rua's youngest son, Tarlagh (mentioned below) that the Mac Sweeneys had been unjustly deprived of that part of Doe. Captain Hart died in 1838 and his brother Commander George Vaughan Hart, R.N., inherited his estate. In 1864 George's son William Edward Hart sold Doe Castle in the Landed Estate Courts and the Stewart family of nearby Ards purchased it. From then on Doe Castle was rented to tenants. The first tenant was a retired naval officer, Captain Madison. The second tenant was the Rev. Mr. Murphy, a Protestant clergyman. Rev. Murphy tried to establish a title to Doe Castle under the Land Acts and the landlord had him removed. From then on the castle remained vacant and rapidly fell into ruin. In 1932 Doe Castle was sold to the Irish Land Commission and is now a National Monument in the care of "Dúchas" (Irish Government Heritage Service).

"Dúchas" (Irish Government Heritage Service) roofed the keep recently and windows, doors, floors and an oak staircase were fitted. Specialists from Scotland were commissioned to examine the castle and they discovered traces of the pargeting that had been applied to the exterior of the keep by the Mac Sweeneys. The keep has been pargeted in the same manner

and looks as it did when erected in the early sixteenth century. "Dúchas" did not renovate the remnant of the annex built in the nineteenth century by General Hart because it is not part of the Mac Sweeney castle of Doe. All restoration work undertaken at Doe Castle has been funded by "Dúchas" (a government body) without financial assistance from the European Union or any other organisation, fellowship or group. The late medieval Mac Sweeney Doe tomb slab (recently restored by Dúchas) has been placed against a wall on the ground floor of the Castle keep. Photographs of the tomb slab can be seen on the "Genealogical Table of the Mac Sweeneys of Doe" page on www.sweeneydoeclan.com.

In 1905 about three thousand people marched from Creeslough village through Duntally Wood to Doe Castle to attend a Gaelic Revival Festival/ Feis. At the head of the column playing "Mac Swyne's March" was Eamon Rua Mac Sweeney's youngest son, the celebrated Donegal piper Tarlach (An Píobaire Mór) who won international acclaim at the World's Columbian Exposition/ World's Fair in Chicago, 1893. It's said that very few Sweeneys marching that day could name an ancestor who fought at Kinsale three hundred years previously but it mattered little because the presence of Tarlach, An Píobaire Mór, furnished uninterrupted continuity from the past. Tarlach could name his ancestor, Maolmhuire/ Sir Myles Mac Sweeney Doe who stood shoulder to shoulder with Red Hugh O Donnell at the Battle of Kinsale 1601 and those present knew that their ancestors stood shoulder to shoulder with Tarlach's ancestor at Kinsale. The patriot Patrick Pearse stood shoulder to shoulder with Tarlach, that day at Doe Castle. Both were to die in 1916, Tarlach paying his debt to old age and Patrick Pearse paying with his life before a firing squad for his role as leader of the 1916 Rebellion.

<http://www.sweeneyclanchief.com/id8.htm>

Appendix 5: Strategies for Developing a Heritage Site

- Building a primary attraction
- Bundling lesser attraction together to create a themed set of attractions
- Creating tourism precincts
- Developing linear touring routes or heritage networks
- Using events

To develop the attraction further the following are some common features needed:

- Tell a story
- Make the asset come alive
- Make the experience participatory
- Make the experience relevant to the tourist
- Focus on quality and authenticity

McKercher and du Cros (2002) also state that tourism does not work in isolation of the wider destination region. They suggest several tactics that can convert the heritage product into a usable tourism product.

- Mythologize the asset
- Build a story around the asset
- Emphasize its otherness
- Show a direct link from past to present
- Make it triumphant
- Make it a spectacle
- Make it a fantasy
- Make it fun, light, and entertaining

McKercher and du Cros (2002)

Appendix 6:

Interest Groups in Tourism

Scale	Producer Groups	Non-Producer Groups	Single-interest Groups
International	World Travel & Tourism Council	Environmental and social organisations. E.g. Tourism Concern, International Union for the conservation of Nature and Natural resources (IUCN) World Wildlife Fund	Occasional environmental and social issues. Often location specific e.g end golf course development in East Asia, or Child prostitution in Asian Tourism
National	National Tourism Industry Associations, Trade Unions, National Professional and trade associations	Environmental and consumer organisations, e.g National Trust the Wilderness Society	Single issue environmental groups e.g opposing airport development
Local	Chambers of Commerce, regional tourism business associations	Rate-payers and resident associations	Groups opposed to tourist development in a specific location e.g anti- resort development group

(Hall and Jenkins (1995 p. 50) Tourism interest groups

Categorising the interest groups can be very useful in understanding their methods and policy making process

Appendix 7: What Visitors remembers most from heritage site visits

Timothy and Boyd (2003) referred to Masberg and Silmans (1996) research which identified what heritage tourist mainly remembered after visiting a heritage site.

What Visitors remembers most from heritage site visits	
Activities	Picnics, trails, walking
Companions	Friends, family
Information	The remember concrete facts and new information learned
Built Environment	Types of building
Site Personnel	The people they came in contact with, such as guides, good interpreters and ill-informed interpreters
Culture	Ways of life depicted in the displays, cultural heritage of indigenous peoples, handicraft, clothes, food
Nature	Features of the natural environment, landscapes

Masberg and Silverman (1996) (cited by Timothy and Boyd 2003, chap.5, p.172)

They listed Fyall and Garrod (1998) recommendations from tourists opinions of what added to heritage tourist's pleasure and fulfilment on visiting a site;

- Should be inexpensive , user friendly, and physically and intellectually accessible to as many different visitor groups as possible
- Must be managed in a way that balances the needs of the visitors with those of conservation and have its integrity and authenticity maintained and give visitors good value for their money

(Timothy and Boyd 2003, chap.5, p.172)

Appendix 8: Marketing Questions

Marketing Questions that need to be asked and answered

- Where are the visitors coming from?
- What are their age profile and socio-economic background?
- How long does an average visit last?
- Is there a visitor perception that the admission fee is good value for the experience paid for, or do they think they paid too much or too little?
- What did they spend their money on- and how much?
- What were the attraction visit components of most importance to the visitor? (Shop, food, interpretive experience, social interaction, recreational opportunities etc.)
- How often do they visit?
- Why did they decide to visit the site?
- What experience or recreational opportunities were they looking for?
- Did the site meet or exceed their expectations?
- What were the most powerful memories of their visit?
- What reason did they we give them to return to this attraction?
- How many people can the attraction accommodate comfortably?
- Can our services support the visitor load?
- Is the on-site experience as good in reality as our marketing pieces make it look?
- Did our customer care pay off did our customers feel welcome?

(Veverka 2001)

Questions to ask when creating a mission statement

Creating the mission statement for the heritage site can be achieved by following questions posed by Peter Drucker;

- What is our business?
- Who is the customer?
- What is of value to the customer?
- What will our business be?

What should our business be?

Appendix 9: Profile of a Target Market

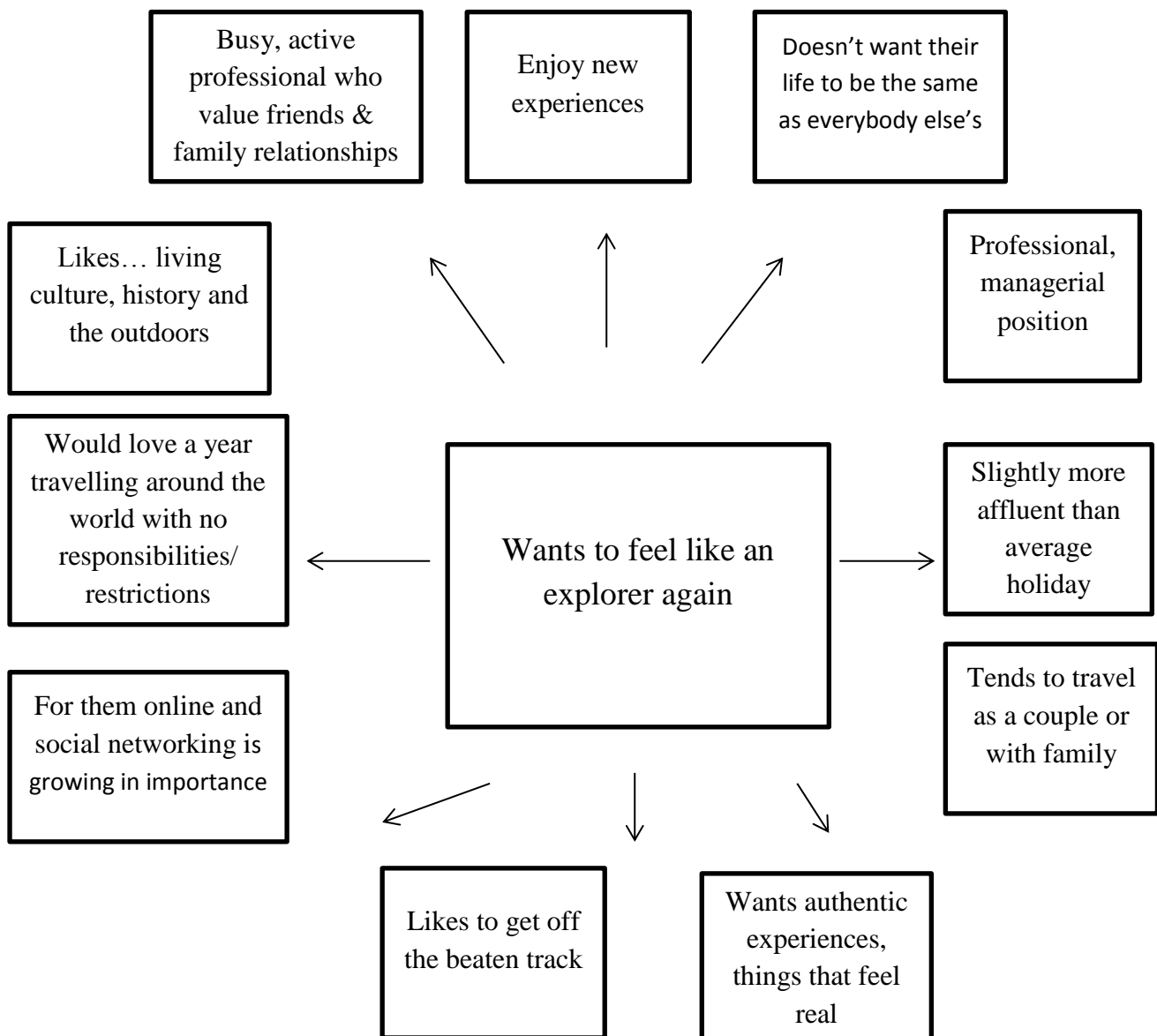
Failte Irelands facts on Cultural Tourists

In 2011 almost 3.5 million overseas visitors engage in cultural activities, over 2 million visited houses/castle and the same number again visited monuments, nearly 2 million visited museums/galleries and nearly the same number visited heritage/interpretive centres.

The domestic market also while holidaying at home engaged in built heritage, almost 1 million visit homes/castles, 900,000 national parks, 800,000 visit heritage/interpretive centres and the same again visit gardens.

It has been noted by Failte Ireland that the heritage tourist tends to be 50+, middle aged, affluent, couples. But they have also recognised a potential target market in the 39 year old cultural explorer, they wish to experience interesting sights and culture while on holiday.

The 39 year old target market Profile



What the customer loves:		What the customer hates:	
Seeking	Real Experiences	Fake	Lack of Care
Discovering	Real People	The 'Show'	Lazy presentation
Understanding	Surprise	Crowds	Being observed with no opportunity for participation
Connecting	Passion	Lack of Passion	
Being involved	Imagination	Boredom	
Being included	Doing		

Failte Ireland : Tourism Toolkit for Ireland's Built Heritage: How to develop & promote Heritage attractions for visitors:

Appendix 10: Sample Marketing Plan

Marketing Plan a Basic Outline for Heritage Tourism Sites and Attraction (Veverka 2001)

- A. Objectives (what do you plan to accomplish?)
 - 1. Learning Objectives
 - 2. Emotional Objectives
 - 3. Behavioural Objectives
- B. Product(s) Analysis (what are you selling?)
 - 1. Experiences (experiences and memory mapping and analysis)
 - a. Passive Experiences
 - b. Active Experiences
 - c. Psychological immersion
 - d. Physical immersion
 - e. The experience mix
 - 2. Physical products (books, trail guides, guided tours, videos etc.)
- C. Current Market Groups (Macro and Micro) analysis. (Who are your current visitors where are they coming from etc.)
 - 1. Current visitors demographics (any existing research available)
 - 2. Seasonal visitation pattern
 - 3. Visitor expectations and motivations for visiting your site
 - 4. Customer needs (handicap accessibility, food service etc.)
 - 5. Market mix sustainability (school groups, foreign tourists, etc.)
 - 6. Visitation patterns (increase or loss) over 5 years
- D. Critique of current marketing/advertising strategies (do they work-how do you know?)
 - 1. Current advertising plans and ad placements (what magazines etc. and why)
 - 2. Current brochure and brochure distribution
 - 3. Other advertising materials
- E. Market Income Stream
 - 1. Cost per contact
 - 2. Cost Effectiveness
 - 3. % of total budget from admission and gift shop sales etc.
- F. Competition Analysis
 - 1. Other near-by like attractions or sites with similar services and experiences
 - 2. Other attractions in your area (their visitation numbers, seasonal visitation pattern, target market groups etc.)
 - 3. Potential for developing partnerships (joint admission tickets, etc.?) with near-by attractions?
- G. Market Creation
 - 1. Which new market groups do you want to try and attract?
 - 2. What benefits can you offer them by visiting your site or attraction?
 - 3. What promotion or advertising strategies will you need to communicate with them

and tell them about your sites services?

4. Where and how to make the most powerful first contacts

H. Marketing Campaign

1. Budget allocations based on need
2. Advertising material design and pre-testing
3. Ad placements and tracking strategy
4. Web Site Development

I. Advertising Strategy (consolidated from other sections above)

1. What, when where, media selections, cost, etc.
2. Ad mix designs and pre-testing

J. Implementation of the Marketing Plan

1. Time lines for implementation
2. Budget determination per ad line item
3. Staffing needs
4. Contracting needs

K. Tracking and evaluation of ad campaign. On-going evaluation to see how the advertising is going month by month.

1. Tracking reviews (schedule etc.)
2. Evaluation tools and on-going evaluation (monthly?)

Some of the new theories and practices that should be considered adding to the marketing plan

- Markets of One
- Mass Customisation

The above two items involve learning how to mass produce yet individually customise goods or services

- Experiential Marketing

Visitors are looking for “experiences”: what experience are we offering the visitor? how powerful are the experiences? how memorable?

- Memory Mapping

Where is the most memorable part of the attraction? Where will visitors want to have a photo taken standing next to? What will they take pictures of? What do you want them talking about on their way home for their visit? What memories (souvenirs) will be available (postcards, T-shirts, videos etc.) When you visit Disney World they ensure you have every opportunity to take pictures of their various Disney characters with you family and friends.

Appendix 11: Advantages and Disadvantages of Focus Groups

Advantages (10Ss)

1. **Synergism**, a group will produce a wider range of information, insight and ideas
2. **Snowballing**, one person's comments triggers ideas from others in the group
3. **Stimulation**, with the introduction of a theme respondents want to express their ideas, general level of excitement increases during the discussion
4. **Security**, the participants are comfortable within the group and not afraid to express their thoughts
5. **Spontaneity**, the group are not required to answer any question they therefore are willing to express their ideas and feelings
6. **Serendipity**, ideas tend to rise out of the blue in a group session interview
7. **Specialisation**, it is worthwhile investing a highly trained interviewer
8. **Scientific scrutiny**, the observer can witness the session and record it for further analysis
9. **Structure**, it allows flexibility in the topic covered and the depth in which they are treated
10. **Speed**, data collection and analysis is quicker because of the number in the group

Disadvantages (5 Ms)

1. **Misuse**, by considering results as conclusive rather than exploratory
2. **Misjudge**, susceptible to client and researcher biases
3. **Moderation**, the result depend heavily on the skill of the moderator
4. **Messy**, the unstructured nature of the responses makes interpretation and analysis difficult
5. **Misrepresentation**, the results are not representative of the general population and are not projectable

(Malhotra, 1996)

Appendix 12: Questionnaire and Consent letters

Respondent No: _____

This research is being conducted to understand what visitor's value most in a heritage experience.

It is hoped that the results will aid in the development of Doe Castle a listed National Monument situated in North West Donegal on the shores of Sheephaven Bay between the villages of Cresslough and Carrigart on the R245.



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of Technology

SCHOOL OF BUSINESS - RESEARCH CONSENT FORM

I am a researcher at the School of Business in Letterkenny Institute of Technology. The objective of this research project is to develop Doe Castle as a heritage centre. The findings from this research will be used to aid the writing of a dissertation. Your responses from the interview/questionnaire will be anonymised to ensure your privacy. All the data will be kept in electronic form on a password enabled computer. Only my supervisor and I will have access to this data. Upon completion of my dissertation, all data will be destroyed.

If you have no questions and you consent voluntarily to participant in this study please sign below.

Participant

Researcher

1. Is this your first visit to Glenveagh National Park?

Yes If yes answer a) No If no answer b)

a) If yes, how did you hear about the park?

Brochure Tourist office Travel Guide Word of Mouth Online Print

Other _____

b) If no, when did you last visit the park?

0 - 6months 6-12months 1 -2 Years > years 2

For a particular reason please specify: _____

2. What was the duration of your stay at Glenveagh National Park?

1-2 hours 2-3 hours 3-4 hours

More: _____

3. What interests you most in Glenveagh National Park?

Please circle your preference: [1 being of least interest and 5 the most interest]

	Very Uninterested	Somewhat Uninterested	Neither interested / uninterested	Somewhat Interest	Very Interested
History	<input type="checkbox"/> 1	2	3	4	5
Nature	<input type="checkbox"/> 1	2	3	4	5
Education	<input type="checkbox"/> 1	2	3	4	5
Scenery	<input type="checkbox"/> 1	2	3	4	5
Gardens	<input type="checkbox"/> 1	2	3	4	5

Castle	<input type="checkbox"/>	1	2	3	4	5
Walks	<input type="checkbox"/>	1	2	3	4	5
Fishing	<input type="checkbox"/>	1	2	3	4	5

Please list other interest _____

**4. What services do you find of most benefit in the Park?
Please circle: [1 being Unimportant and 5 the Very important]**

	Important	Unimportant	Somewhat Unimportant	Neither important or unimportant	Somewhat Important	Very
Bus to and from castle	<input type="checkbox"/>	1	2	3	4	5
Paths in park	<input type="checkbox"/>	1	2	3	4	5
Restaurants	<input type="checkbox"/>	1	2	3	4	5
Sign Posting	<input type="checkbox"/>	1	2	3	4	5
Customer services	<input type="checkbox"/>	1	2	3	4	5
Parking	<input type="checkbox"/>	1	2	3	4	5
Toilets	<input type="checkbox"/>	1	2	3	4	5

5. Please rank the following question from 1 to 4:

[1 being the most beneficial and 4 the least beneficial]

In relation to understanding the story of Glenveagh National Park which communication means was the most beneficial?

- The Film on Glenveagh
- Exhibition Areas
- Brochures on Glenveagh National Park
- Guided tour of the castle

6. What was the most enjoyable part of your visit to Glenveagh National Park Castle?

7. Please tick any of the following heritage/cultural sites you have visited in Donegal

Donegal Castle

Slieve League Cliffs

Glencolmcille Folk Museum, Glencolmcille

Flax and Corn Mills, New Mills, Letterkenny

Colmcille Heritage Centre, Churchill

Glebe House & Gallery, the Derek Hill Collection, Churchill.

Dunlewey Outdoor Centre, Ionad Cois Locha, Dunlewey

Grianan of Ailigh Visitors Centre, Burt

Doagh Visitors Centre, InishowenDoagh

Fort Dunree Military Museum, Buncranna

Doe Castle

Derryveagh Eviction Site, Gartan

Others

8. What added value to your visit to Glenveagh National Park?

Please rate the following on a scale of 1 to 5: [1 being of no value and 5 of high value]

Value		No Value	Low Value	Neither High or low value	Some Value	High
Tea Room	<input type="checkbox"/>	1	2	3	4	5
Restaurant	<input type="checkbox"/>	1	2	3	4	5
Historical value	<input type="checkbox"/>	1	2	3	4	5
Educational value	<input type="checkbox"/>	1	2	3	4	5
Wildlife	<input type="checkbox"/>	1	2	3	4	5
Entertainment value	<input type="checkbox"/>	1	2	3	4	5
Castle	<input type="checkbox"/>	1	2	3	4	5
Visitor Centre	<input type="checkbox"/>	1	2	3	4	5
Gardens	<input type="checkbox"/>	1	2	3	4	5
Walks	<input type="checkbox"/>	1	2	3	4	5
Souvenir Shop	<input type="checkbox"/>	1	2	3	4	5

9. Is there anything that would improve your visiting experience?

10. What is your Nationality? Please tick the relevant box.

Irish	United Kingdom	German	French	Spanish	American
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other _____

11. Please indicate your gender?

Male

Female

12. Please tick the box that best suits your age profile?

Under 15 15-24 25-34 35-44 45-54 55-64 65 & over

13. Which one of the category would you place yourself in?

Young individuals

Young couple

Family with children

Middle-aged individuals

Middle-aged couples

Groups

Older more affluent visitors

Other _____

14. Please Indicate your Profession?

Top Management Teacher/Student Semi-Skilled Manual

Middle Management Skilled Manual Unemployed

Pensioner

Other _____

Thank you for completing this questionnaire.



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of Technology

INTERVIEW CONSENT FORM

Research Author: Catherine McGlade
Msc in Marketing
School of Business
Letterkenny Institute of Technology
Port Road, Letterkenny

Thesis Title: Developoing Doe Castle as a Heritage Centre

1. I agree to be interviewed for the purposes of the thesis named above.
 2. The purpose and nature of the interview has been explained to me, and I have read the assignment and/or information sheet as provided by the student.
 3. I agree that the interview may be electronically recorded.
 4. Any questions that I asked about the purpose and nature of the interview and assignment have been answered to my satisfaction.
 5. Choose A, B or C (please circle):
 - A. I agree that my name may be used for the purposes of the assignment only and not for publication.
- OR
- B. I understand that the student may wish to pursue publication at a later date and my name may be used.
- OR
- C. I do not wish my name to be used or cited, or my identity otherwise disclosed, in the assignment.

Name of interviewee: _____

Signature of interviewee: _____

Date: _____

I have explained the project and the implications of being interviewed to the interviewee and I believe that the consent is informed and that he/she understands the implications of participation.

Name of interviewer: _____

Signature of interviewer: _____

Date: _____

Appendix 13: Semi- Structured Interview Log

Organisation	Location	Date	Time	Duration
Regional Manager of National Wildlife & Wild Life Services	Face to face Interview Glenveagh National Park	30 th January 2013	11 am	3 hours
Visitor Services Supervisor Glenveagh National Park	Face to Face Interview Glenveagh National Park	21 st February 2013	11 am	2 hours
Site Manager Donegal Castle (OPW) and other sites within Donegal	Face to Face Interview Donegal Castle	28 th February 2013	1pm	2 hours
Failte Ireland Letterkenny	Face to Face Interview	17 th April 2013	3pm	1½ hours
Road Engineer Donegal County Council	Telephone Interview	13 th June 2013	11 am	1 hour
Donegal Local Development Company (DLDC) Leader Program	Telephone Interview	13 th June 2013	12 noon	1 hour
Senior Archaeologist National Monuments	Telephone Interview	14 th June 2013	11 am	1 hour
Manager of Glebe Gallery Churchill, Letterkenny	Face to Face Interview	25 th June 2013	1pm	1 hours
Development Officer Failte Ireland	Telephone Interview	25 th June 2013	5.20pm	1 hour
Principal Officer for National Monuments (OPW)	Telephone Interview	27 th June 2013	12 noon	1 hour
Visitors Services (OPW)	Telephone Interview	17 th July 2013	11 am	½ hour
Focus Group Meavagh Moving Forward, Carrigart	Face to Face Interview with 10 people	25 th July 2013	9 pm	2 hours

Government Bodies with an Interest in Doe Castle

Office of Public Works (OPW): National Monuments Services (DEHLG)

Donegal County Council: Failte Ireland

Appendix 14: Semi- Structured Interview Theme Sheet

What is your relationship with National Monuments, do you have responsibility at Doe Castle? What are these responsibilities? Would you have a marketing role? Can you help or produce information on the Castle?

Has the OPW/National Monuments had any change in attitudes towards monuments and development of a visitor service?

Development

What roles would you perform in the development of a heritage site?

How would you view the development of Doe Castle?

Would you allow commercial development at or near the site?

Would you encourage events at the site?

What facilities are required to open the site as a Heritage Visitor Centre?

How would you go about developing Doe Castle?

Staffing

What current position do you hold within your organisation? Are you the person that would help with the proposed project?

Marketing

Are you involved with marketing? If so what sort of marketing is carried on within the organisation in relation to the marketing mix? (7 P,s) Product, Price, Place, Promotion, People, Physical evidence, Process etc...?

What Market segment would suite the development? Have you a profile of them? What is the heritage tourist looking for?

Management

Is sustainable management a priority, if so how is it achieved? How can you make a heritage site sustainable?

Interpretation/Authenticity

Would you provide help in designing an exhibition at the site? What should we display? What other options are there for Doe Castle?

What is unique to do Doe Castle?

How important is authenticity and interpretation?

Financial

What about charging? Can this be an issue?

What is your pricing policy at present?

How can we fund this proposal?

Collaboration

Would partnering with other similar sites help?

How important is partnership in developing this project?

Are you interested in being a part of this project?

Would you encourage local community involvement in heritage? If so can you see any risks?

Do you have initiatives to encourage their involvement?

Appendix 15: Framework for Research Questionnaire

Hierarchy Stage	Description	Research Question
Unawareness	Unaware of Glenveagh National Park	What % of Target market
Awareness	Aware	What % are aware
Knowledge	Know something about what is Glenveagh and other heritage sites offer	What % awareness have they. What do they know about heritage sites
Liking	Have a positive feeling about the heritage site	What % positive % negative % neutral
Intention	Intent to visit	What % who are positive will visit
Purchase	Have visited	What % visited in the past
Loyalty/Repurchase	Will visit often, like to visit heritage sites regularly	What % has visited more than once

Table 3.1 Burns and Bush (2002, chap.4, p.102) “Hierarchy of effects” model framework for research questionnaire

Appendix 16: Transcript of Individual Semi- Structured Interviews

Note on Consent for all the Interviews:

Prior to all face to face and telephone interviews the interviewees was asked for their consent to utilise the material gathered during the interview period for the completion of the students dissertation. This was either written or verbal depending on the type of interview (face to face or telephone)

The interviewer informed the interviewee that the purpose for the interview was to fulfil the requirement of completing a dissertation for the Masters in Marketing Practice. The dissertation title was Developing Doe Castle as a Heritage Centre. The interviewer asked for the interviewee's permission to record information given (by notes) and informed them that it would be used in the dissertation. The interviewee consented for the information to be used.

Dave Duggan Regional Manager National Parks and Wildlife

Glenveagh National Park is under his management: Interview 30th January 2013 11-2pm

What are your remits of the government body you are under?

Roles under the Minister for Arts Heritage and the Gaeltacht Jimmy Deenihan, Junior Minister Dinny McGinley , Glenveagh National Park comes under his remit, the park was initially under the charge of the OPW, but this changed over 10 years ago.

Explanation of the various organisations:

National Parks and Wildlife

The National Parks and Wildlife Service (NPWS) section of the Department manages the Irish State's nature conservation responsibilities under national and European law. A particular responsibility of the NPWS is the designation and protection of Special Areas of Conservation (SACs), Special Protection Areas (SPAs) and Natural Heritage Areas (NHAs).

National Monuments Service

The formulation and implementation of policy relating to the protection of Ireland's archaeological heritage is the responsibility of the National Monuments Service (NMS).

Built Heritage and Architectural Policy

The Built Heritage and Architectural Policy section is responsible for built heritage – this includes the National Inventory of Architectural Heritage (NIAH).

OPW look after Glebe Gallery, New Mills and Donegal Castle, Doe Castle comes under there remit. There has been a shift in policy it would be good to look at the old and new policies, statement of strategy 2011-2014.

How has Glenveagh become so successful?

Even though our main purpose is protection and conservation of nature and wildlife we realised that a certain part of the park could be developed for tourism that would not affect the larger area.

Do you charge an admission fee?

We use to have an admission fee when we first open to the public, but now we only charge for the use of the buses, visit to the castle and other tour guide facilities. We provide

restaurant facilities which are leased out to a company yearly. All coach tours are charged a fee. The money received is not kept by the park.

Have you details on the number of visitors that come to the park?

We have over 100,000 visitors yearly, I will put you in contact with the visitor service supervisor who will answer any of your marketing questions?

What do you think of the development of Doe Castle?

When the park was under the OPW this was considered, and it was hoped to be further developed. It would be a good idea and I would be willing to help in any way. We would be willing to partner with Doe Castle to promote it further.

Can I conduct a survey at the castle to understand your visitors?

We normally do not allow other bodies to conduct surveys but under the circumstances and due to the nature of the research it would be permissible.

Tres Conaghan Supervisor of Visitor Services at Glenveagh National Park

(marketing at Glenveagh National Park)

Interviewed: 21st February 2013 11 am 2 hours

How many visitors come to the park yearly?

Last year we had over 117,000 visitors

What nationality are the visitors?

About 50% come from Ireland or from Northern Ireland, then we have Germans, Italians, Australians, Japanese, Chinese, French and Dutch. We do not have an accurate measure of the visitors but can relate it through the coach tours that visit. We had over 7000 Germans visit last year and this year we expect 10,000. These are coming from a coach tour business organised by Jim White. Also John McGinley coaches brings in a lot of tours from the UK

What is your social status of your visitor?

They are in mainly in the ABCDE bracket but everyone is entitled to come to the park as entry is free. We also encourage educational visits from schools, colleges and special interest groups.

Where do you charge fees if not on entering?

We charge €3 for the bus (return fare to the castle) and €2 for senior service or group member. We charge for castle tour and other guided tours in the park. All coach tours are charge per person.

Why do they visit?

Nature, History, Education, and Exercise are some of the main reasons for visiting. School children come to the park as part of their school science curriculum; also scientists come to study the fresh water mussels and other flora and fauna within the park.

Have you increased your numbers visiting the park over the years and how?

In 2002 we had 71,000 visitors to day we have seen over a 47,000 growth, this is a growth of over 66%. We would have a minimum of 3 coach tours daily from March onward and more once the season starts, this business is increasing as the coach tours are now taking a Northern Route from Dublin instead of their traditional Southern Route. We are very active in promoting the park to all local tourism businesses, and hotels, we also promote to specialised societies, schools and universities. We host many activities within the park and our program of events is on our website. We have brochures which are published in different

languages, the audio visual is also in different languages, this would be mainly seen by the different nationality tour groups.

How would you feel about me conducting a questionnaire in the Park?

I would need to see the questions being asked and have the final say on their appropriateness.

Sean McLoon Site Manager Donegal Castle (OPW) and other sites within Donegal and Leitrim

Interview at Donegal Castle 28th February 2013 1pm 2 hours

Mr McLoon gave a guided tour of the castle during interviewing.

How many visitors do you have yearly? How do you count them?

About 40,000 in 2011, we have an admission fee and each person gets a ticket.

What are your markets?

We have Americans and Continentals visiting, all the tours including CIE that stay in the town hotels visit the castle, they also visit the railway museum, and the ruined abbey.

What is your entrance charge?

We offer a heritage card that can be purchased for €21.00 for the year per person this allows the holder to visit any OPW heritage site anywhere in Ireland without any extra charge.. Our individual admission fee is €4 per adults, €3 tour buses, €2 students and Old age pensioners, €10 for family group.

Why do tourist visit what do you offer?

We offer a guide tour several times daily in the summer months. The visitor come for historical and cultural reasons and there is also a strong connection to the O Donnell family. We host events especially on Heritage week and every first Wednesday of every month is free entry to the public. We also have schools group talks.

What facilities do you provide?

We have toilets and access to all 3 levels of the castle, there is an exhibition on each level. As we are situated in the centre of Donegal Town we do not need to provide a restaurant service.

What sort of overheads do you need to consider?

Health and safety is a major issue, making sure the customer is safe is vital. We have insurance on all our properties, there is also utilities such as lighting, heat, maintenance of the roof etc.

How many staff do you have employed?

We have 2 full time and 3 part-time in the summer months, they act as tour guides.

What marketing do you do?

All our marketing is done from the visitor services section of the OPW, we do have a brochure of the castle, and events are advertised locally and on the OPW website.

Do you have a customer data base? No

Joan Crawford Failte Ireland ,Letterkenny

Interview 17th April 2013 3pm 1½ hours

As you are aware I am looking at the development of Doe Castle, do you feel this could be advantageous to tourism in the area?

Yes very much so it is an impressive building and in a very scenic area it is surrounded by water on three sides and has huge potential.

Is there anything within Failte Ireland that would encourage this development?

In 2014 we are launching a new initiative called the 'Wild Atlantic Way'. It is a national trail running from Cork in the south to Donegal in the north, it is a coastal route , along this route various places of interest are marked, Doe Castle is one of those sites of interest marked. This could be an opportunity for developing Doe Castle.

Is it worth considering partnering with other attractions within the county?

Yes, Glenveagh National Park get about 115 thousand visitors at present and Malin Head have recorded 117 thousand last year, these are areas you could promote Doe Castle or have a trail link to encourage visitors to visit other sites.

How could Failte Ireland help in the development of Doe Castle?

In our development site they are several toolkits that can be utilised by any community development group. Built Heritage, Cultural Experiences and Sharing our Stories are some of these. We would also give you advice and help facilitate the group. It would be advisable to generate a business plan

Have you any contact that would be helpful to this initiative?

Kevin O Connor Donegal County Council

Dinny McGinley Junior Minister Arts, Heritage and the Gaeltacht

Adrian Kelly Glebe House, Gallery and Gardens (OPW)

New Mills Corn Flax Heritage Centre under the OPW

How would we tell a story at the castle?

Through display and using interactive display, this last is more effective, people like to be amused. It would be a good idea to visit some of Avoca sites; they have very successful arts and crafts and restaurant businesses on heritage sites. Could be an opportunity to display all of Donegal Designs at one site (Donegal Design network)

How could we promote it?

Pitch to tour operators at Meitheal , suggest a 3 day tour from Giant Causeway to Donegal Town , including Doe Castle as a visiting option. Have a castle trail, Donegal-Glenveagh-Doe.

How to develop it further?

Look at other similar heritage sites, visit Bunratty Castle in Clare. Contact local people that may have an interest see what they suggest

Eunan O Donnell Road Engineer Donegal County Council Glenties District

Telephone interview: 13th June 2013 11am 1 hour

What is your brief in relation to Doe Castle?

At Doe Castle we are in charge of maintaining the car park, picnic area and the graveyard beside the castle and also the infrastructure on the way into Doe castle.

What would you think on the further development of Doe Castle?

We would be very interested to see it developed furthered.

How could you help in the development?

We would accommodate any suggestions but you must be aware that budgets are very tight, we could improve sign posting and possible road access.

If we were to open it with a tour guide service we would need toilet facilities what would you suggest we could do?

We provide temporary toilet facilities in Donegal at all Blue Flag beaches, there is a company in Lifford that supplies and services the 'portaloos'. We would be prepared to build a plinth in the car park to accommodate the toilets if required, but the community group organising the tours would need to pay for the facilities.

Sinead McLaughlin local leader representative in the Donegal Local Development Company (DLDC)

Telephone Interview 13th June 2013 12 noon 1 hour

I am doing a dissertation for my masters in LYIT and am looking at the development of Doe Castle as a heritage Centre, would there be any funding for this venture from the DLDC?

The leader scheme is finishing this August 2013, at present it has been over prescribed to, so there will be no more funding from this initiative. It is hoped that a possible new scheme will be put in place for further rural development but at present we are not aware of any.

Would you help by looking at ideas that would progress the development of Doe Castle?

Yes, we have experience of past entries to the Leader scheme and could aid you in making sure you have the right items necessary for your proposal in the hope of further opportunities in the future for funding. We would try and help you in any way we possibly could. Doe Castle would not be entitled to any Udaras funding as it is not in the Gaeltacht.

Fionnbarr Moore Senior Archaeologist National Monument Services

Telephone interview: 14th June 2013 11 am 1 hour

The researcher explained that the dissertation was about the developing of Doe Castle as a visitor centre

What is a National Monument?

National Monuments Act (1930) describes a monument as 'the preservation of which is a matter of national importance by reason of historical, architectural, traditional or archaeological interest attaching thereto...'

What is a National Monument in State Care?

Those monuments which are in the ownership or guardianship of the Minister for the Environment, Heritage and Local Government (DEHLG), there are over 1,000 individual monuments at 760 locations within Ireland. Monuments which may be defined as national monuments are also in the ownership or guardianship of Local Authorities which have similar responsibilities under the National Monument Acts (1930-2004) to DEHLG. Doe Castle is a national monument under the DEHLG.

Who looks after National Monuments in State Care?

A partnership of the National Monument Services of the Department of the Environment, Heritage and Local Government and the OPW, together take care of the monuments in State care. The conservation and presentation of these monuments is project managed by the OPW, with responsibility for archaeological aspects of projects resting with DEHLG. The consent of the Minister for the Environment, Heritage and Local Government is required for any works at or in proximity to national monuments in State care.

What would you think of the development of Doe Castle, would you allow such a consideration?

We would be very interested in looking at any ideas put forward by the local community. We would be interest in seeing proposals for Doe Castle and would look favourably on any new development ideas.

As you are the legal owners on behalf of the state have you the final say on any development?

We work very closely with the OPW, we would be very interested in meeting the community group putting forward the proposals and I would be prepared to take the OPW architect with me to such a meeting.

Adrian Kelly Manager of Glebe House, Gallery and Gardens

Churchill, Letterkenny

Interview 25th June 2013 1pm 1 hours

Q1. What is the visitors' contribution to site

The entry fee for the site is €1 for a child, €2 for a senior citizen /student €3 for an adult and €5 for a family, these are set by the OPW. Therefore their contribution is minimal to expenses; all receipts are pooled and handed out to all OPW sites. Original tour guides at the site were meant to have been supported by the visitors charge but this is no longer a reality. We do not operate a pre-booking system, but large groups will let us know in advance. My view from my experience is that overseas travellers are prepared to pay more, but many locals will not pay anymore as some feel it is there right, and would not visit as much.

Q2. How many people visit the site?

The site is open from the end of May to September and over the Easter period, it has about 25,000 people visiting the gallery, and a further 25,000 visiting the gardens. The main visitors are Irish or from Northern Ireland, and mainly free individual travellers (FIT). We do not get many coach tours, only some specialised tours and school groups. (coming to see the exhibition or on an educational program). The majority of people that visited stayed from a half to two hours. The house and gallery are open from 10-5pm but people can visit the gardens from dawn to dusk.

Q3. Do you host events?

The Glebe House, Gallery and Gardens have hosted events which have been very successful and Doe Castle has also been used to host certain events in the past.

We host three big events during the season, a country fare which has brought about 6000 people to the venue on the day, this includes setting up stalls around the gardens, a family event during the Earagail Arts festival, plant sales event and exhibitions of other artists.

Q4. Have you a target market?

We mainly target the local population, our main interest is in displaying and promoting local artist, as this was the wish of Derek Hill who donated the property to the state. Tourism would not be our main focus. Visitors to the centre are mainly art lovers, garden lovers and

pleasure tourists, at present we do not promote the rare breed of animals or wildflower meadow available.

Q5. What facilities have you at the site for visitors?

We provide a restaurant, toilets, parking (car/coach), art gallery, exhibition, audio visual, gardens and house tours. We also provide guided tours, there is also a collection of heritage animals and a wild flower meadow. The centre has an educational program, and we market it to schools, crèche and the Letterkenny IT. We also do an outreach exhibition once or twice a year, where we travel with the art to other countries, this also promotes the centre. About 50% of the visitors would visit the gallery and another 50% visit the house, but the gardens would be seen as the most important attribute in the centre, the house would not be considered very important .

Q6. How many are employed at Glebe Gallery House and Gardens?

Four full time staff and five part-time, we do not have volunteers.

Q7. How are you funded?

We are 100% funded by the OPW, there is at present no incentive to generate other forms of funding and we do not seek any other form of public sponsorship. The running costs are all funded by the OPW.

Q8. Do you do any active marketing?

No, but we are marketed by the OPW, we do not have our own website, but are listed on the OPW heritage Ireland website. We do not carry out any research on our visitors, if they wish they can leave their names and details and we will include them on our mailing list, but we do not actively promote this. We have a display boards, posters, brochure and flyers of the facilities. All tour guides are trained professionally, and various employees are trained with safe-pass, art handling, and in safety management of events. These courses are commissioned by the OPW. We have 1000 people on our email list and in the process of setting up a facebook page. How we calculate our visitors numbers is on the number of tickets sold. At present there is no electronic data collection.

Q9. Do you practice any demarketing?

No, except we want to curtail the country fare held yearly, in 2012 over 6000 people came and it was difficult to control the numbers.

Q10. In relation to authenticity, how important is this to your visitor?

It is important to some, but not all the people. Some people are interested in visiting the House, others the gallery and the majority visit the gardens. Some only come to visit the tea rooms.

Q11. Have you ever used Doe Castle as a venue for an event?

I was the OPW representative when Doe Castle was used by the Earagail Arts festival to host a film, about 100 people attended, the film was set up in the open air inside the castle keep. The festival organisers took charge of organising the full event, I was there on behalf of the OPW to make sure that health and safety regulations were adhered to at all times.

Other Comments

- OPW main issue at a site is health and safety, funding and professional management.
- There is general fear that volunteers won't tell the proper story of the site, they are considered hard to control and monitor and are considered not to have the staying power as they are not paid. The guide union would not always take kindly to volunteer guides if they felt they were depriving their fully trained professional members of positions. The Victorian Albert Museum in London is run by volunteers; it was good but could be better.

Levels in the OPW in charge of Heritage:

Board	
Minister Brian Hayes	
Minister of State with special responsibility for Public Service Reform and the OPW	
Chairperson: Claire McGrath	Commissioner: Johnny McMahon

Principal Heritage Officer: Frank Shalvey

Assistant: Noreen Finnegan

Frank Shalvey is the person who makes the decisions and brings them to the attention of the board after they have been justified. If he has already set out what development will occur at Doe Castle this is all that will be allowed to happen.

Meave McKeever Failte Ireland Manager of Destination Development was the Product Development for Heritage

Telephone Interview 25th June 2013 5.20pm 1 hour

Q1.What is your remit towards heritage development?

Failte Ireland with the aid of those on the ground, Martina Bromley/Joan Crawford/ Marie Aine Gardiner would help in the development but can only do this after a partnership is formed with the OPW. Failte Ireland views their role as aiding those: at local level in the development of a heritage site by working in partnership with the OPW, helping in the interpretation of the site and providing marketing development support.

2. What would you do?

First ensure the site was made safe, with the help of the OPW. Failte Ireland would then help in telling the story, give professional advice on the exhibitions, car and coach parking, toilets, café etc., also advice on any capital opportunities. Failte Ireland have a toolkit for heritage site development which can be followed.

Failte Ireland have produced three toolkits, one on 'Cultural Experience' another on 'Built Heritage' and the third on 'Sharing our Stories'. These can be helpful in interpreting the telling of a story while making it engaging and lively and the step by step development and of a heritage site.

Q3. What market segment would most suit the development?

This depends on the site, question need to be asked such as can it take coach tours?, or is it more suitable for free individual travellers (FIT).

Q4. Who decides on the display/exhibition?

Final decision will rest with the OPW

Q5 What should the display be about?

- It should tell a story
- The story should be engaging and lively

Q6. Is it beneficial to partner with other site?

Yes, synergies are important, similar audience visit other sites, you already have a garden trail in Donegal, and a castle and garden trail could be encouraged.

Q7. What is the profile of the heritage audience?

The profile of the heritage tourist tends 50+, travel as couples and are in the ABC1 socio demographic category.

- Tend to be 50+
- Travel as couple
- In the ABC1 socio demographic category
- Well educated
- Looking for local culture, heritage and history of a region

Q8. What is the heritage tourist looking for?

- They are looking for a story, something personal about people or families that lived at the site, want something they can relate to
- In the interpretation, displaying a story that is engaging and entertaining is essential

Q9. Are there other options for Doe Castle?

- Hosting events
- Heritage week

Failte Ireland with help with promotion through their web site: www.discoverireland.ie

Q10. What Price can you charge? How do you decide on the charge?

Overseas visitors are willing to pay higher than locals. But the price needs to meet/exceed expectations and value for money is essential for success.

Q11. How can a heritage site become sustainable?

Create something unique and through marketing develop a new audience while keeping the old audience and further developing a good economic framework. Possibly hosting one or two events a year at the site would accrue a financial spin off which could be used in the further development of the site.

- By designing or creating something unique to the site

- Developing a new audience
- Keeping the old audience
- Developing a good business, financial and marketing plan

OPW is the first port of call your local group would partner with them .

Frank Shalvey Principal Officer for National Monuments (OPW)

Telephone Interview 27th June 2013 12 midday 1 hour

What is your role in National Monuments?

Our legal position and primary role is conservation and protection of National Monuments. We have 780 sites under our remit.

What other roles do you perform?

- Presentation and interpretation is a role we have also taken on over the years, it is not a legal mandate but something that was recognised in helping the preservation of sites.
- By providing guide services and extra facilities locals have become interested in the sites and have helped in the conservation and protection. They do by guarding the sites from vandalism etc. Out of the 780 sites 70 of them have extra services that operate seasonally (24/25 of these operate all year round)
- Improve education about the value of the sites, building awareness of their importance so the local/public buy into helping in the conservation and protection. It must be remembered that some of the sites are in remote areas and the help of the local population can be invaluable.
- We provide full interpretative facilities and a full guide service at 70 sites. Improving education about the value of the sites, building awareness of the site's importance so that the local/public can help in its preservation.

Has there been a change of position in the role played by the OPW towards National Monuments in the past few years?

It has been noted how the value of tourism can help both the local and national economy.

- The government are looking for ways that heritage sites can help economically. Because tourism is seen as a growing business even in recession times, the government are seeking ways that heritage sites maybe engaged in enhancing this industry. They would encourage the development of heritage sites if they felt they were being interpreted intelligently and efficiently and had something to offer the visitors.

- Better engagement with local communities is recognised as a way forward. In the past the OPW brief on National Monuments was concerned mainly with preserving/conserving sites. Sometimes it was considered best to close them totally from the public, their attitude to the public would have been you can look but cannot touch. Now we are looking at developing an inclusive approach towards local community involvement. Seeing if local communities can take ownership of local heritage sites by operating sponsored events. Though this would be still supervised by the OPW.
- Building relationships could help in developing a historic sites usage

What are the difficulties you see with local involvement?

1. Practical difficulties, some sites are remote with poor infrastructure.
2. We have worked with Failte Ireland in developing the Boyne Valley route, on this route there are 27 sites listed, 17 are under the OPW.
3. Have helped in the signage and visitor presentation on sites
4. The importance of meeting the needs on the ground consideration has been given to using technology, developing ‘Computer Apps’ for remote sites in various languages (smart phone apps). Creating passive interpretations
5. Clever marketing would be required
6. Developing car parking, access roads, toilets etc.

Some sites are remote and it is the local communities that act as responsible caretakers of the sites, by preventing vandalism and other unsocial behaviour that would cause damage to the structure.

Have you any initiatives in place that can allow a local community to become involve in heritage development?

The Minister of Arts, Heritage and the Gaeltacht has implemented an initiative ‘Friends of Irish Heritage’, this initiative invites local community groups that have an interest in heritage to put forward ideas and proposals for sites in their locality.

Ideas such as acting as part-time volunteer tour guides, or organising specific events.

But volunteers need to be responsible, be aware of health and safety issues and provide insurance cover if hosting an event.

The minister Brian Hayes is interested in local community involvement. Possibly the development of a trust : The Irish Heritage Trust/An Taisce

What would the National Monuments and OPW view be on developing Doe Castle?

Interested in hearing communities ideas: I would suggest you put a proposal together and submit it to me with all ideas, from there we would look at all the suggestions.

Other groups have put together and acted on creating nature walks, bird watching, school visits. They have used the help of the local heritage officer, leader, and Failte Ireland for marketing.

Are you the person that decides if the development is possible?

Yes with the help of the departments Archaeologists and Architects etc.

Do you use marketing to promote your sites?

We have a web site and brochures for the 70 sites open to the public

What is your view on sustainable management?

Ideal achievement for all operating sites, each site must have something unique to offer that will maintain and keep an audience, but preservation and relating an authentic history is important.

The government are looking for ways that heritage sites can help economically, they realise the importance of the tourism business in times of recession and that it is one of the few growing industries, they are seeking ways that heritage sites may enhance this industry, at present funding by us would be an issue, if another means of funding was suggested it would be considered.

Would you allow commercial development on or near a heritage site?

My answer to that would be what do you want to do? We will look at all proposals and see how it fits into the development. Our priority is still to conserve and preserve and public health and safety is always a major issue.

Would you encourage events at the site?

Yes we do, several events were held already at Doe Castle in the past, McSweeney's family reunion, Earagail Arts Festival

Does the site need facilities to open to the public?

Yes it would require toilets, car parking, and guides. There is an OPW brochure listing all of our serviced sites and the facilities available. Also listed on our heritage Ireland web site.

What is the role played by the OPW in the management of sites?

We are responsible for caring, maintaining and operating the country's most important heritage sites. But our heritage sites also include a large number of smaller, less well known but significant properties of national importance. In total, the OPW looks after 780 sites.

The list includes historical houses such as Farleigh, gardens like the Garden of Remembrance and St Stephen's Green, historic battle sites like the Battle of the Boyne – and islands of cultural importance, such as the Great Blasket in Co Kerry and Glebe House in Co Donegal.

All our sites are an integral part of Ireland's cultural heritage. We also have a duty to conserve the heritage of buildings and monuments in State care while allowing and encouraging the public to visit them.

Millions of Irish and foreign visitors visit our heritage sites every year to learn about Ireland's history and culture. Seventy of our most popular sites have a Guide Service, either full-time or on a seasonal basis. These guides provide tours and talks. In 2012, 3.8 million visitors came to these sites to enjoy them, their interpretive displays and the pamphlets and newsletters provided. Many more millions of visitors enjoy the OPW's unmanned sites.

Two specialist units are responsible for the OPW's Heritage Service function:

- National Monuments Service
- National Historic Properties Service

These units are supported by the Visitor Services unit, which administers the Guide Service and the marketing of sites.

OPW Heritage Services works with other official agencies and partners who have key roles in promoting Ireland's heritage. These include:

- Department of Arts Heritage and the Gaeltacht
- Department of the Environment, Community and Local Government
- The Heritage Council
- Fáilte Ireland
- Local authorities

- Heritage officers

In addition, we co-operate with a number of parties with an interest in Heritage, including:

- Local history groups and societies
- Archaeological groups
- Academic and cultural institutions

Can you explain the organisational structure of the OPW involved in National Monuments?

Doe Castle is under the regional maintenance manager for Donegal and Leitrim, there is a local foreman that looks after immediate maintenance and a caretaker that lives beside the site. On the financial side all sites are fully funded by the government and admission receipts in the 70 serviced are deposited into a central account some of the service sites offer free admission.

Office of Public Works (OPW) Organisation Chart for National Monuments

Clare McGrath:	Chairperson
John McMahan:	Commissioner
Principal National Monument Officer:	Frank Shalvey
Assistant Northern half of country:	Patricia Ryan
Local OPW National Heritage Manager:	Sean McLoone
Architect:	Paul McMahan
Maintenance Manager for Leitrim and Donegal:	John Warren
Foreman:	Micheal Gavigan
Caretaker	Gene Moore

Noelle Henry OPW Visitor Services

Telephone Interview 17th July 2013 11 am ½ hour

Marketing at OPW is handled by the Visitor Service section of the OPW

What are the products you offer? 740 sites, 70 sites with extra services or facilities, below are a list of tower houses/castles included in the 70 site.

Product	Price					
Tower house/ Castle	Admission Fee					Facilities
Donegal Castle		Adult	Group/ Senior Citizen	Child/ Student	Family	Tour guide, Toilets, Exhibition
	€	4	3	2	10	
Parke Castle	€	3	2	1	8	Tour guide, Toilets, Exhibition Audio, Parking
Aughnanure Castle	€	3	2	1	8	Tour guide, Toilets, Exhibition Audio, Parking
Athenry Castle	€	3	2	1	8	Tour guide, Toilets, Exhibition Audio, Parking
Adare Castle	€	6	4.50/5	5	15	Tour guide, Toilets, Exhibition Tea rooms, Parking
Listowel Castle	Free admission					Tour guide, Toilets, Exhibition Parking
Ross Castle	€	4	3	2	10	Tour guide, Toilets, Exhibition Parking
Trim Castle	€	4	3	2	10	Tour guide, Toilets, Parking
Ballyhack Castle	Free admission					Tour guide Parking
Barryscourt Castle	Free admission					Tour guide, Toilets, Exhibition Tea rooms Parking

Product: Price and Facilities at the various sites (OPW)

The OPW Heritage Services works with other official agencies and partners who have key roles. The OPW approach and philosophy to heritage services is mainly conservation, with the majority of resources dedicated to this end. Public access to heritage attractions has a high priority. The many visitors to the heritage sites learn about Ireland's history and heritage.

Do you charge an admission fee? : The OPW have set various price levels for the different serviced sites, starting at €1 per child to €32 per family. The sites are operated on a patronage price structure where the total costs are paid by the Irish Government, revenue received by each site is centrally pooled. It had been noted that some sites had found it difficult to attract local visitors when they charged an admission fee, so now some of the smaller sites offer free admission.

Do you promote your product through other distribution channels?

Distribution is achieved through websites such as Heritage Ireland and Discover Ireland, also through local business and hotels, restaurants, other tourist accommodation, tourism sites and tourist offices. The Archaeological Institute of America has compiled a 'youtube' video of Irish Heritage sites [<http://www.youtube.com/watch?v=KH8N3DtkNSo>] The majority of the 740 national monuments under our care are available to be seen free of charge. We also offer an opportunity to purchase a heritage cards that is valid for a year: Adult €21: Senior Citizens (60+) €16: Children /Students €8: Family€55. Every first Wednesday of the month the OPW allow free access to the public to any heritage site, this is used to promote the products. The prices charged do not defray the costs at the individual sites.

What sort of promotional mix do you use?

Most of the promotions are organised through the Visitor Service Office and advertised on the Heritage Ireland web site, but each local site takes a part in networking with local businesses, tourist offices, schools, colleges and various interest groups they also utilise local media and radio to promote upcoming events.

Heritage Ireland website: www.heritageireland.ie

- Have an active facebook page and twitter account which they update constantly
- Are at present working on each site having their own facebook page and also looking at designing an 'IT app' for heritage sites.

- They have received awards for many of their sites, trip advisor has awarded Kilmainham Gaol a Certificate of excellence from all the positive comments they have received about this site.
- Offer free entry every first Wednesday of the month
- Promote events at their heritage sites
- Work with Failte Ireland nationally and locally on promotions of site
- Encourage all site managers to network with all local business, hotels, tourist offices etc..
- Free admission to certain sites
- Free educational visits for schools
- Promotional: advertising mainly local and national newspapers, radio, brochures and flyers
- Heritage week activities mid- August yearly, free access to all Heritage sites many have organised events

Promotional Mix					
Direct marketing	Publicity	Personal Selling	Advertising	Sales Promotion	Corporate Image
Email and facebook	Newspapers and magazine articles/reports	Sales presentations	Print ads posters	Product sample, free every first Wednesday of each month	Good reputation
Outdoor Advertising	radio presentations	sales meetings	Radio	Free to schools	Recognised Brand
Brochures	Seminars	sales training and incentive programs	Bill boards	Trade shows/ Exhibitions	
Fliers	Speeches	Samples	Direct Mail		
	issue advertising	Telemarketing or face-to-face selling	Brochures		
Further advertising: Signs, banners, Web pages, Emails, motion pictures (youtube)					

Are the people involved at the heritage site professionally trained: Tour guides are trained for each serviced site as are other employees that have direct and indirect contact with visitors. The OPW has responsibility for the day to day running of all National Monument and National Historic Properties. It has a conservation remit to maintain the built heritage in State care and an active role in facilitating presentations and public access.

What process do you use to achieve your marketing objective: OPW Heritage Services consists of:

- National Monument Services
- Historic Properties Services
- Visitor Services

These all work together with various external bodies such as Failte Ireland in achieving our marketing objectives.

Physical evidence:

The OPW’s responsibility for this built heritage involves:

- Managing, maintaining and preserving 740 national monuments
- Managing a range of Historic Properties
- Providing full interpretative facilities and a full guide service of 70 sites which attract over 3.4 million visitors

Attraction	Visitor No. 2012	Admission Revenue €	No Employee
Donegal Castle	41,059	96,686	2 full 4 part
Parke’s Castle	14,788	21,968	4 part
Aughnanure Castle	21,645	36,337	1 full 5 part
Athenry Castle	9,455	11,277	4 part
Listowel Castle	1,986	Free Admission	3 part
Ross Castle	69,218	62,0003	6 part
Trim Castle	67,795	132,837	2 full 7 part
Barriscourt Castle	13,021	Free Admission	4 part
Ballyhack Castle	3,004	Free Admission	2 part
Desmond Castle	9,618	15,715	3 part

Attractions, number of visitors and revenue received and number of employee

Cost of running Attraction	ESB		Water Charged		Fire & Security		Hygiene		Cleaning	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
Athenry Castle €	5,410	6,025	225	280	1,035	820	260	130	430	400
Aughnanure Castle €	2,670	1,930	130	175	200	300	312	312		

Costs of running two of the attractions

ESB	Fire & Security	Cleaning
Running audio visual Visitor Centre/ Canteen/Office Lighting of Castle and Visitor Centre Spot Lights Alarm System Heating of Castle and Visitor Centre	Alarm System Security system (Both monitored and serviced)	Contract Cleaners
Aughanure (No Audio Visual ESB)	No Spot light/no alarm system or security system	No Contract cleaners

Breakdown of cost

Above details forwarded after the interview by email.

Appendix 16: Focus Group Meavagh Moving Forward, Local Tourism Group

Carrigart Interview 25th July 2013 9 pm 2 hours

There were ten members present, prior to the meeting an email was sent to all the members on the purpose of the meeting and to think of any ideas on the subject. The monitor explained that the session was about the development of Doe Castle, consent was sought for utilising the material gathered and also to use a Dictaphone all present agreed, a further college colleague was present to take notes. They group were told this was an open discussion, images were shown on a power point presentation to help generate ideas,

There were five themes which the group were asked to explore during the session:

1. Would you feel that developing Doe Castle is beneficial, to whom and why?
2. What sort of development ideas would you have? Events, external display, exhibition in the tower, guided tours etc....
3. What is unique to Doe Castle, has it an exciting story? Something that people can relate to, family history etc....
4. Have you any ideas on how the project could be funded?
5. Who would be interested in being involved in the project?

Theme 1: Benefit of development of Doe Castle

Two benefits to the development of Doe Castle development were:

Tourism potential and for the benefit of the local people

One member said that she brought her visitors there, she stated once seen it was not revisited because there was nothing to engage you at the sight.

People living locally like to bring their visitors to the site but at present once you show it to them they will not want to visit again.

Need to engage visitors of all ages and extend their time at Doe which usually consists of a relatively quick visit.

Theme 2: Development Ideas

- Hosting Banquets Between €30-€40 charged per meal

In 1995 the roofing of the banqueting hall was suggested by Noel McGinley in a Oireachtas meeting he said at that time it would cost 200k to complete

- Display of what it was in the past either by picture or interactively, you need to create something to engage with. Using audio visual methods, recreate items of the past, display how people lived there everyday lives at the castle..... Should be interactive multilingual (Irish, English, French, German, Chinese) covering different periods of Doe history. The history of Doe is very complex so it needs clear themes to guide the visitors, do not want long lists of names and events it would be boring. 1445 – 20th

Century, include layout and role of fortified castle 15C to 17C, layout of rooms and their use

- Greater access to the rest of the castle needed, more details on the architecture of the castle, how it was built its main features, show how the rooms in castle were furnished (Shields, Coats of Armour etc...) Where animals would have been housed, how many servants etc.... Dungeons, ghost stories.
- Events/Owners/Attackers
- MacSweeneys dynasty(exploits/loyalties)
Red Hugh O Donnell (kidnaps and exploits)
Spanish Armada connection
Rebellion 1641, Owen Roe O Neill, Doe taken by force /Coote 1650/ garrisoned
Pre-post plantation events/owners including land seized by the Crown
Weekly guided tour in summer, educational visits for school children
- Major theme would be the Mac Sweeney as they are the family that have the most historical association with the castle. Hugh O Neill, Spanish Armada
Tom Mac Sweeney the head of the Clan has expressed interest in the project
- There is a need for an exciting story that people can relate to
- Create an event once a year to start with using the Earagail Arts Festival (the community could partner with them create, organise and fund an event)
- Parties could be hosted there

The most important item of concern for the OPW is the health and safety of anyone visiting the site. Insurance is another issue; all events would need its own insurance cover.

- It was felt by the group that a variety of exciting stories need to be related.
- Parke's Castle in Leitrim hosts Baroque Music Evenings, Belfast Castle hosts weddings and civil ceremonies

A roof needs to put on the great hall beside the tower house

- Getting an old sail ship sitting beside the castle in the water with interactive display on board
- Create sounds and smells of the past
- Animals, people , cooked food of the past how did it work at the castle

To become better than the competition something unique and exciting must be created

- Volunteer guides could operate during the summer
- Historical connections : Red Hugh O Donnell connection to Donegal Castle, kidnapping , history of the Mac Sweeney Clan
- Come to Doe Castle by water
- Themes- History story of various events

Doe Castle as it stands needs a lot of development (roof for great hall) but it could be a huge tourism attraction (the jewel in the crown of the Bay). To progress this further there is need for someone to drive the project. We need to get the community to talk about it.

- Doe Castle could put on a similar display as Rathmullen did with the flight of the earls, re-enacting the story and having someone rowing away on a boat in full costume of the period.
- Create an exciting story, there is a ghost at Doe Castle

Fanad lighthouse (Irish Lights) are working with the local community to create a centre there. It would be interesting to talk to this group to talk about their partnership with a government body.

The group felt it was a shame to see Doe Castle not being utilised further

- Create tea rooms at the castle (possibly pop up), portable toilets can be easily provided
- Historical Stories: 9 year war 1641, Landlords in Ireland, Plantation of Ulster

Doe Castle is unique as it is surrounded by sea on three sides, it is a fortress, the old road to Doe went from Duntally at Creeslough could be reinstated as a walk. In 1905 Torlough Moore led a famous march to Doe Castle

- Have a film or movie at the site i.e the game of thrones
- Re-enactments, An all Irish language event, music night (Baidin Fheilimi the song has a connection to Doe Castle)

A feasibility study would need to be organised, plans would be needed for next year

- Piper on roof at sunset playing, Irish music nights

The railway line from Derry to Burtonport is being developed for cycling and walking this passes through Creeslough could be an opportunity for Doe Castle.

Tourists always want to do something a bus load of Germans came to the Singing Pub last year and the following morning came back again to go to mass in the local Irish speaking Church.

Theme 3: Funding

- Partnering with the Earagail Art Festival to put on an event
- Put our ideas together and see what we need to start, this will be a project that will develop over many years, it will start small and then build
- There is always opportunities for obtaining funds if you have a good idea and work out the logistics
- Hosting events and other things can help to generate interest and funds

One of the members said where there is a will a way would be found. to fund a project

Theme 4: Involvement.

The group felt that as Doe Castle is in the south Donegal electorate region there is a need for others from the Creeslough and Dunfanaghy as well as Downings the Carrigart area to be involved in the project.

Committee needs to be set up it could work under the umbrella group of Mevagh Moving Forward.

A press release of what is happening can be given to generate interest and get more ideas

Meeting needs to be arranged with the OPW, get a local group that are interested in the project together. Contact the Earagail Art Festival for 2014/2015

Friends of Heritage another option to pursue, the building is safe the stairs would be an issue, would need a guide with groups

Theme 5:

The meeting produced two people that would be interested in being part of the project going forward.

Appendix 17: Supplementary information from phase one of the primary research

Q1. Is this your first visit to Glenveagh National Park?

- a) Yes **How did you hear about the park?**
Brochure, Tourist Office, Travel Guide, Word of mouth, Online, Print Media

First visit to Glenveagh Yes		
Brochure	6.50%	2
Tourist Office	3.20%	1
Travel Guide	13%	4
Word of Mouth	58%	18
Online	16%	5
Print Media	3.20%	1
Yes		31

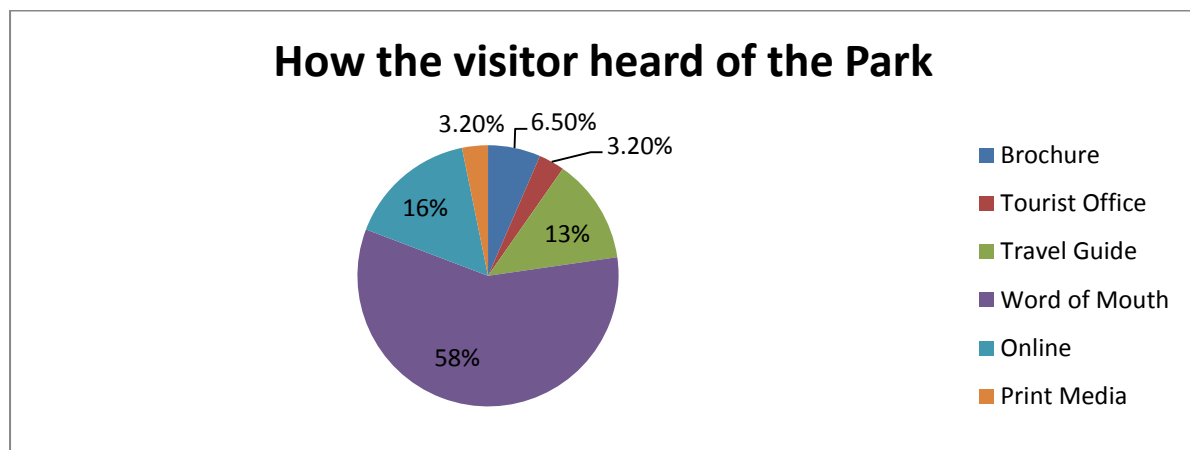


Figure A1: How the visitor heard of the Park

- b) No **When did you last visit?**
0-6 months 6-12 months 1-2 years More than 2 years

No Visited before		
0-6 months	46	57%
6-12 months	7	8.6%
1-2 years	11	13.0%
> 2 years	16	20%
Other	1	1%
No	81	

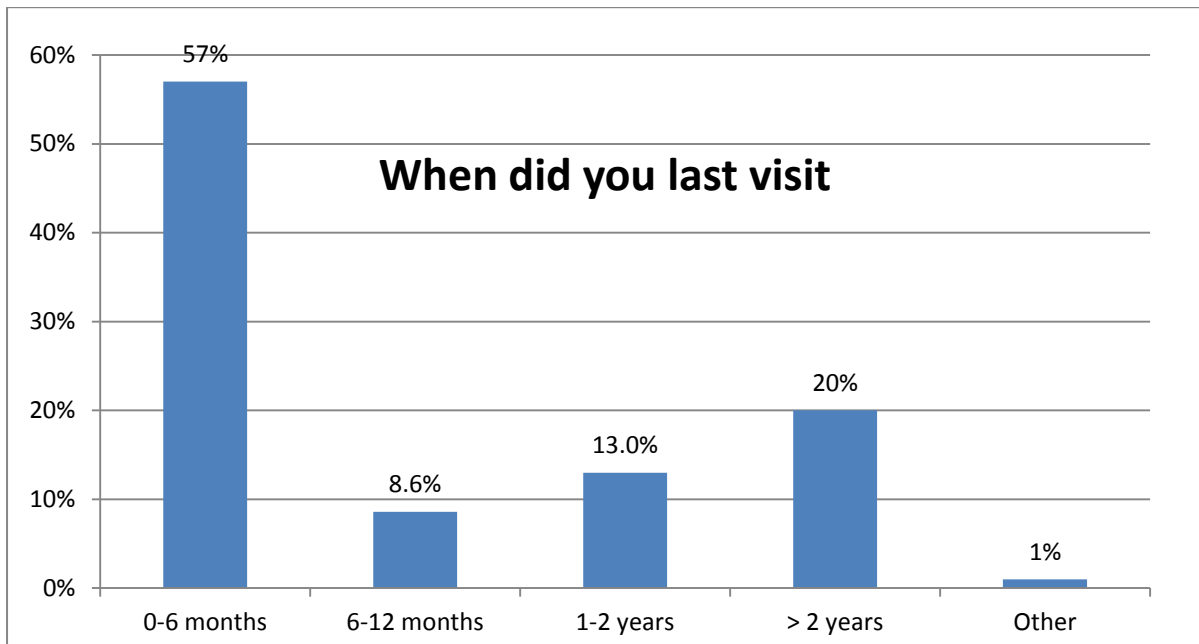


Figure A2: When did you last visit the Park

Yes 1st Visit	27%	30
No Visited before	73%	80

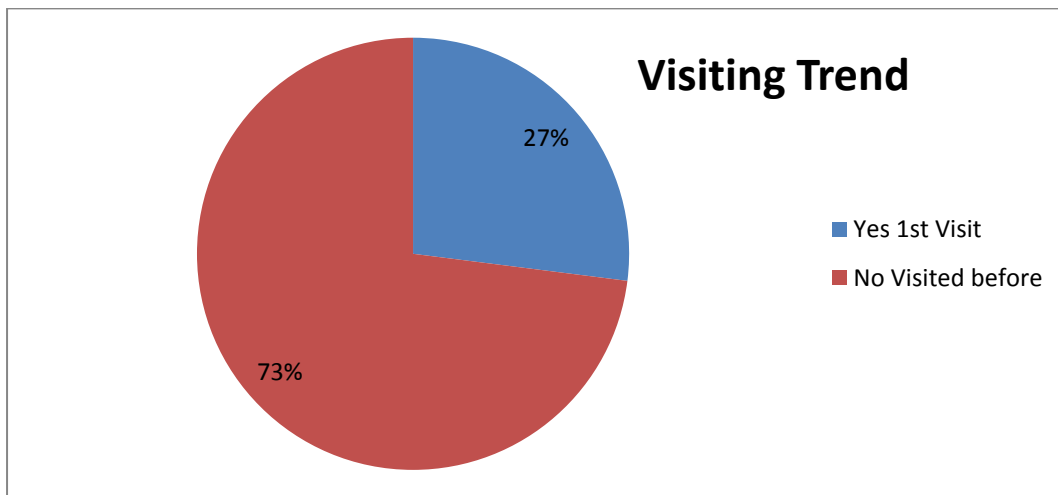


Figure A3: Visiting Trend

Q2 What was the duration of your stay?

Duration of stay	No. surveyed	
1-2 hours	20	18%
2-3 hours	48	43.60%
3-4 hours	41	37%
more	1	0.90%
	110	

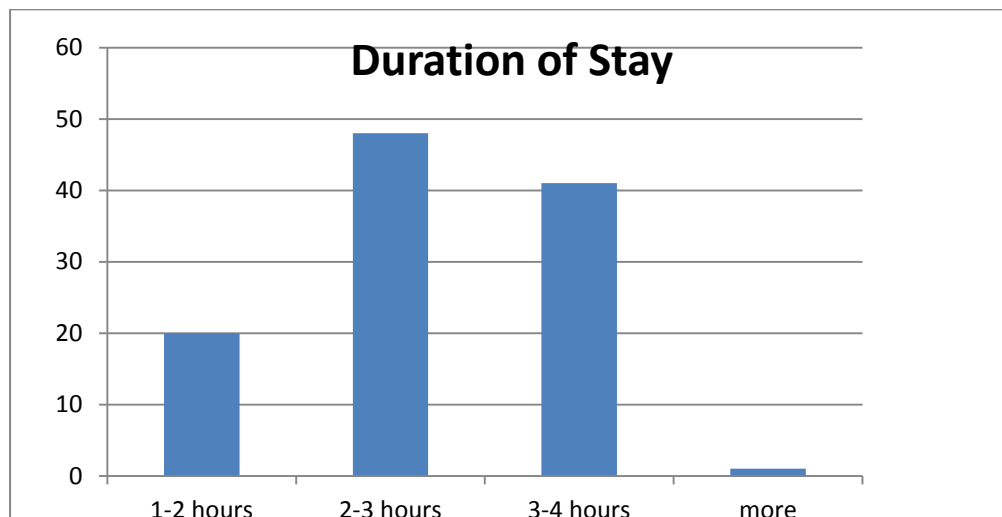


Figure A4: Duration of Stay

Q5 Please rank the following questions from 1 to 4:

1 Being the most beneficial, 4 least beneficial

Film Exhibition Areas Brochures Guided Tour

Glenveagh				
	Most Beneficial	Somewhat Beneficial	Somewhat Unbeneficial	Least Beneficial
Film	31	15	26	38
Exhibition	23	27	17	15
Brochure	4	29	10	18
Guided Tour	52	39	57	39

Numbers of people by degree of benefit

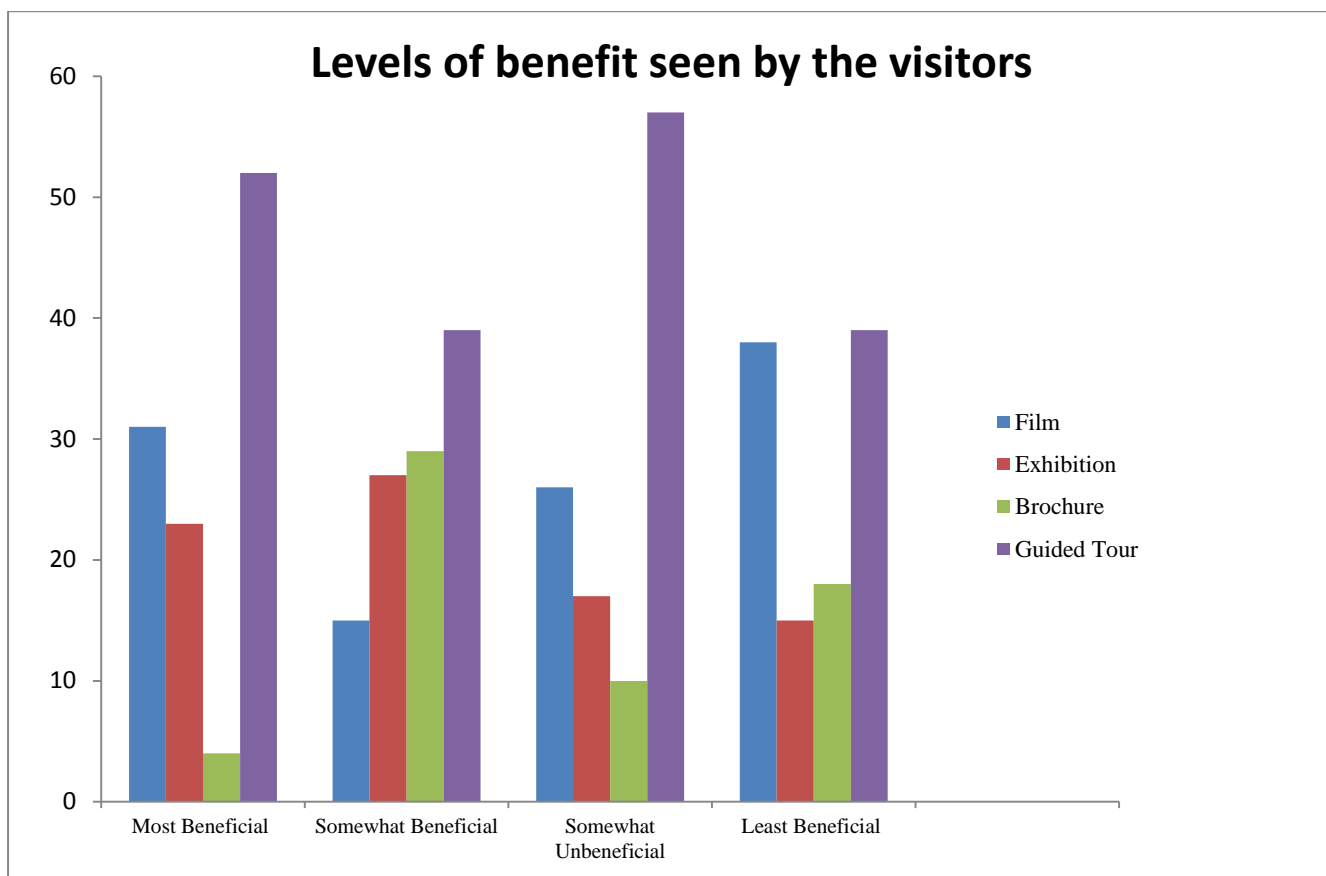


Figure A5: Levels of benefits seen by the visitors

Glenveagh National Park		
	Most/Somewhat Beneficial	Least/Somewhat Unbeneficial
Film	46	64
Exhibition	50	32
Brochure	33	28
Guided Tour	91	96
	220	220

This question was hard to gauge, as many of the respondents were either not interested in the film or had not seen the film, exhibition, brochures or guided tour.

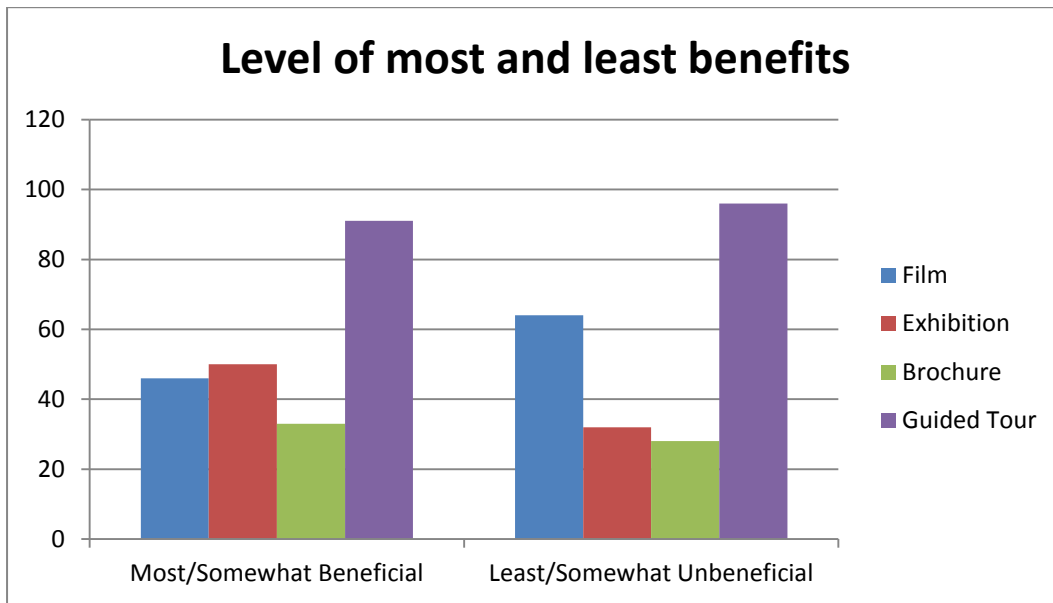


Figure A6: Level of most and least benefits for the film, exhibition, brochure and guided tour

Q6 What was the most enjoyable part of your visit to Glenveagh National Park?

What was the most enjoyable part of your visit		
No Comment	16	14.50%
Tea Room/ Gardens/ Walks	16	14.50%
Castle Tour/Walks/ Gardens	18	16%
Scenery/ Walks/ Gardens	51	46%
Gardens/ Childrens Activities	1	0.90%
Scenery & Organised activities	3	3%
Lake walk & View point	5	4.5%
	110	

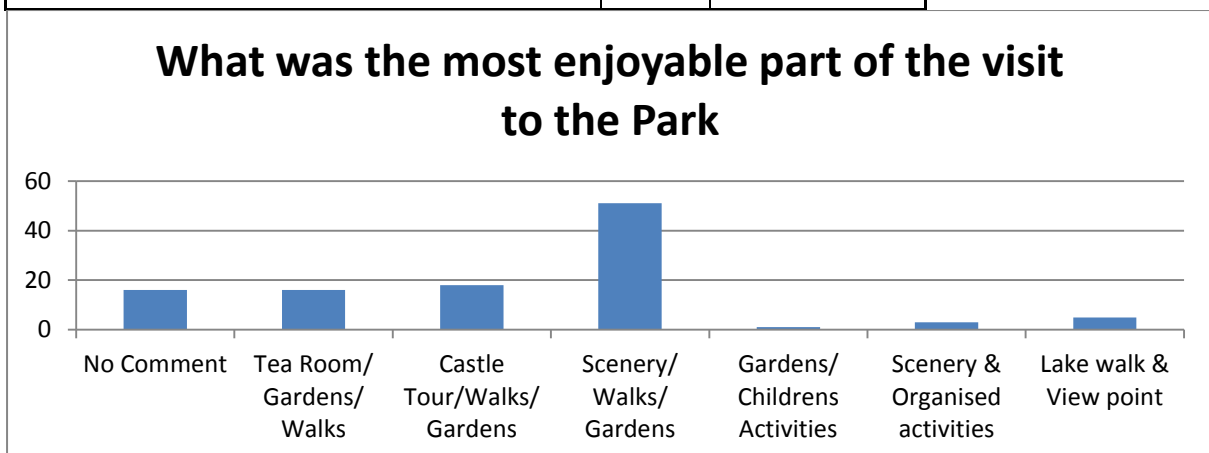


Figure A7: The most enjoyable part of the visit to the Park

Q7 Other heritage/cultural sites visited in Donegal

Other sites visited				
	Not Selected	%	Selected	%
Donegal Castle	79	71.8	31	28.2
Slieve League	62	56.3	48	43.7
Glencolmcille Folk Museum	82	74.5	28	25.5
New Mills	84	76.4	26	26.6
Colmcille Heritage Centre	84	76.4	26	23.6
Glebe House	71	64.5	39	35.5
Dunlewey	58	52.7	52	47.3
Grianan Ailigh	77	70	33	30
Doagh Visitor Centre	85	77.3	25	22.7
Fort Dunree	87	79.1	23	20.9
Doe Castle	68	61.8	42	38.2
Derryveagh Eviction Site	92	83.6	18	16.4
Others	102	92.7	8	7.3

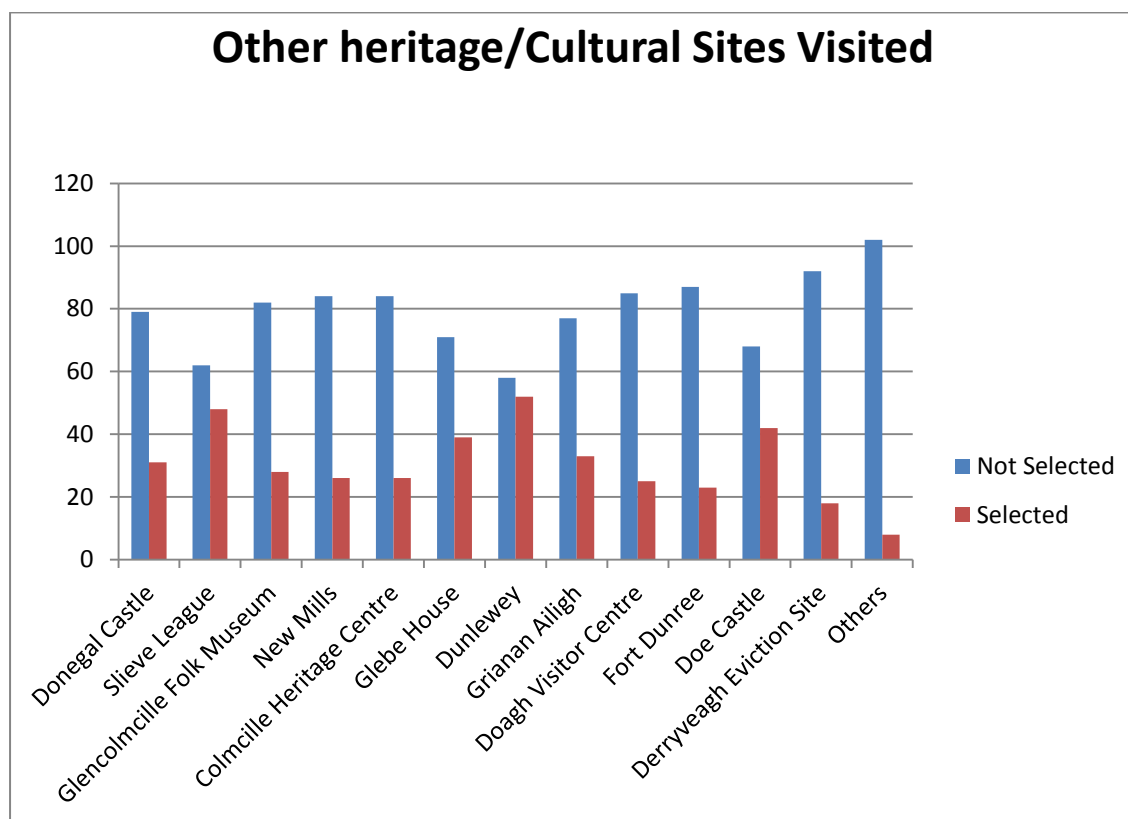


Figure A8: Other heritage/cultural sites visited

Other sites visited	%
Donegal Castle	28.2
Slieve League	43.7
Glencolmcille Folk Museum	25.5
New Mills	26.6
Colmcille Heritage Centre	23.6
Glebe House	35.5
Dunlewey	47.3
Grianan Ailigh	30
Doagh Visitor Centre	22.7
Fort Dunree	20.9
Doe Castle	38.2
Derryveagh Eviction Site	16.4
Others	7.3
	365.9

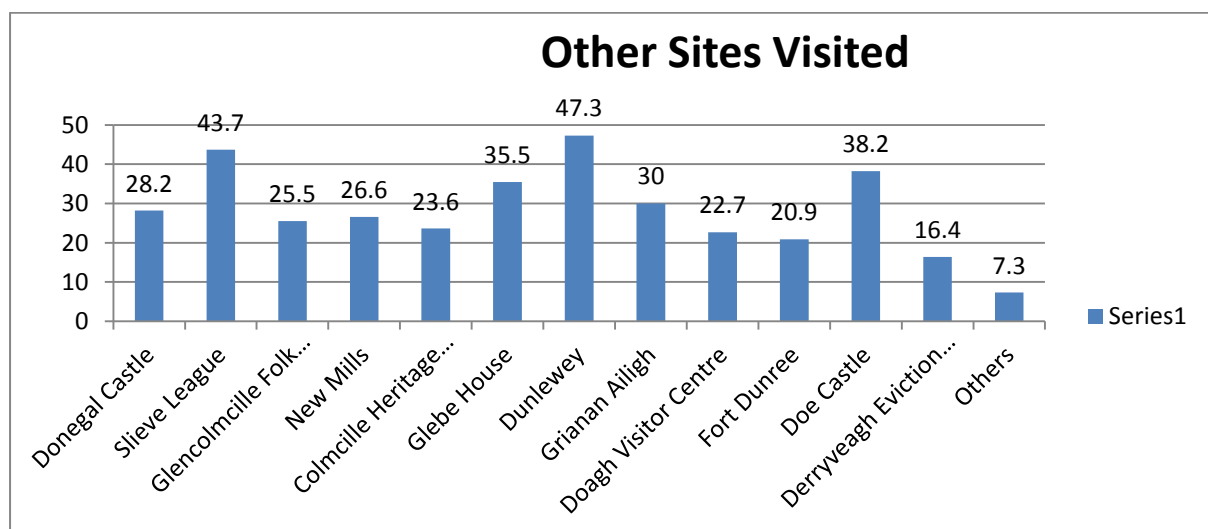


Figure A9: Percentage of respondents that visited other sites

Q 9 Is there anything that would improve your visiting experience to the park?

Q9 Is there anything that would improve your visiting experience		
	%	
No comment	64.5	71
Perfect/ very satisfied	10.9	12
More children's activities	1.8	2
Additional signs on walks	1.8	2
Weather	4.5	5
More info on gardens and castle	0.9	1
Bikes at castle	0.9	1
Assistance onto bus i.e steps	0.9	1
longer tour of castle	0.9	1
More shelter on walks	0.9	1
credit card facilities or advance notice	0.9	1
Pub	0.9	1
A dedicated place for dog while in tearooms	0.9	1
Boat trip on lake	0.9	1
Gift shop	1.8	2
Seats along walks	0.9	1
Dog poo bins	0.9	1
Bus from Letterkenny to park	1.8	2
Extended opening hours & season	1.8	2
Garden Centre	0.9	1
		110

Q 10 What is your Nationality?

Nationality	%	
Irish	61.8	68
UK	21.8	24
German	3.6	4
French	0.9	1
Others	11.8	13

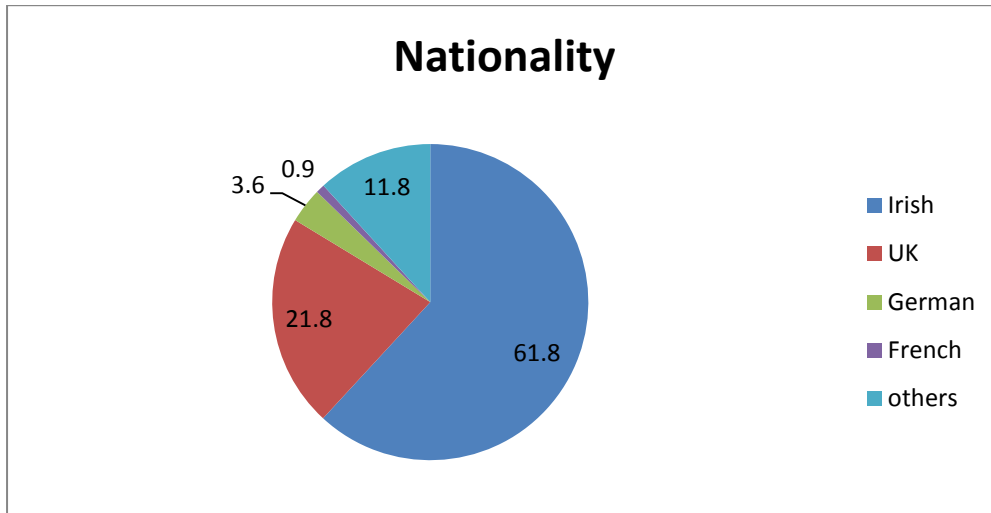


Figure A10: Nationality of respondents

Q 11 Please indicate your gender?

Gender	%
Male	46.40%
Female	53.60%

Q 12 Please indicate age profile?

Age	%	
16-24	12.70%	14
25-34	5.50%	6
35-44	26.40%	29
45-54	29.10%	32
55-64	20%	22
>65	6.40%	7

Q 13 Which category profile would you place yourself?

Category	%	
Young individuals	16.4%	18
Young couple	10.0%	11
Family with children	28.2%	31
Middle aged individual	14.5%	16
Middle aged couple	24.5%	27
Group	3.6%	4
Older Affluent visitor	2.7%	3

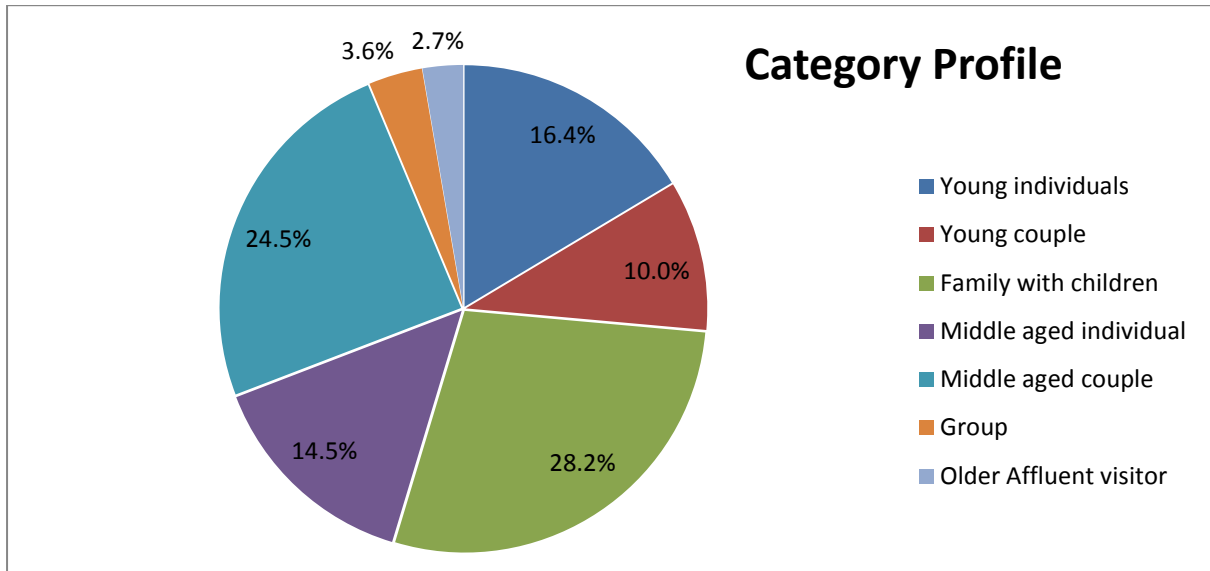


Figure A11: Category Profile (individual, couple, family, group)

Q 14 Please indicate your Profession?

Profession	%	
Top Management	16.4	18
Middle Management	30.9	34
Teacher/student	19.1	21
Skilled Manual	13.6	15
Semi Skilled manual	6.4	7
Unemployed	0.9	1
Pensioner	12.7	14

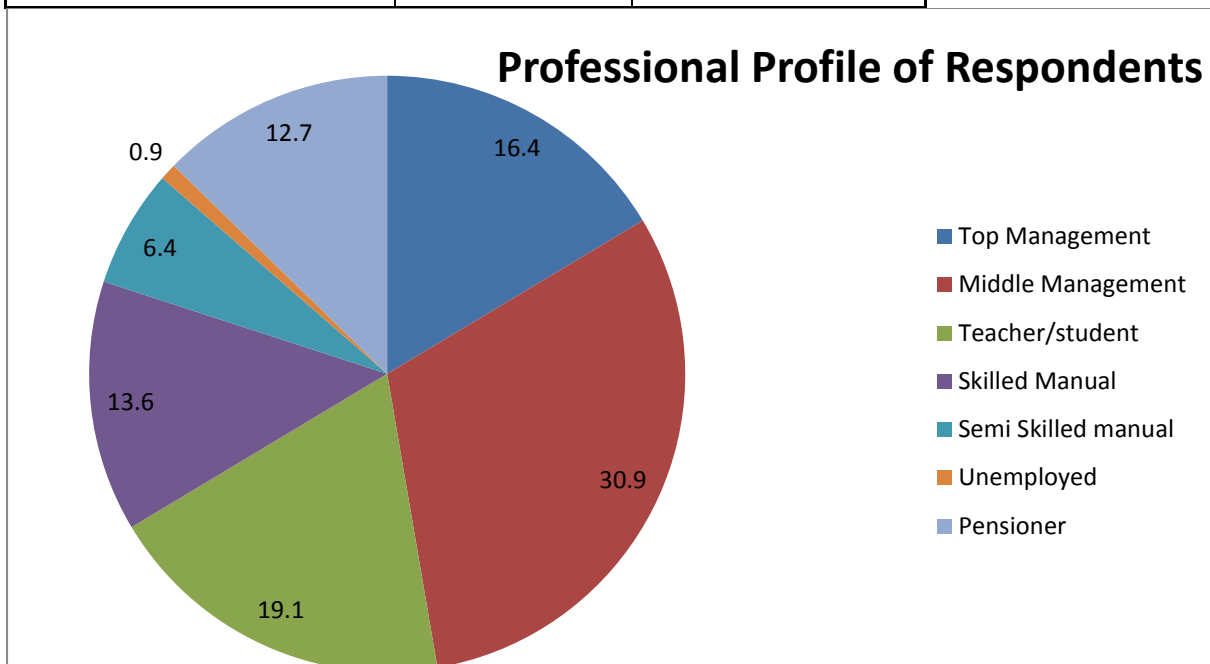


Figure A12: Professional profile of respondents

Q3 Cross tabulation between Profession and interests

Q3	Profession and interest															
	History		Nature		Education		Scenery		Castle		Walks		Fishing		Gardens	
	neutral to uninterested	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested
Top Management	11	7	3	15	12	6	1	17	9	9	1	17	17	1	1	17
Middle Management	9	25	2	32	21	13	1	33	9	25	3	31	31	3	2	32
Teacher/ Student	10	11	3	18	12	9	3	18	10	11	4	17	19	2	3	18
Skilled Manual	5	10	3	12	8	7	1	14	4	11	2	13	13	2	0	15
Semi skilled manual	3	4	1	6	6	1	1	6	1	6	2	5	6	1	2	5
Unemployed	1	0	0	1	1	0	0	1	1	0	1	12	1	0	1	0
Pensioner	6	8	1	13	6	8	2	12	3	11	2	0	14	0	1	13
	45	65	13	97	66	44	9	101	37	73	15	95	101	9	10	100
	110		110		110		110		110		110		110		110	

	Education	History	Castle	Nature	Scenery
Top Management	6	7	9	15	17
Middle Management	13	25	25	32	33
Teacher/ Student	9	11	11	18	18
Skilled Manual	7	10	11	12	14
Semi skilled manual	1	4	6	6	6
Unemployed	0	0	0	1	1
Pensioner	8	8	11	13	12
	44	65	73	97	101

Somewhat to very interested in the above offerings

Somewhat to very interested	Fishing	Education	History	Castle	Walks	Nature	Gardens	Scenery
Top Management	1	6	7	9	17	15	17	17
Middle Management	3	13	25	25	31	32	32	33
Teacher/ Student	2	9	11	11	17	18	18	18
Skilled Manual	2	7	10	11	13	12	15	14
Semi skilled manual	1	1	4	6	5	6	5	6
Unemployed	0	0	0	0	12	1	0	1
Pensioner	0	8	8	11	0	13	13	12
	9	44	65	73	95	97	100	101

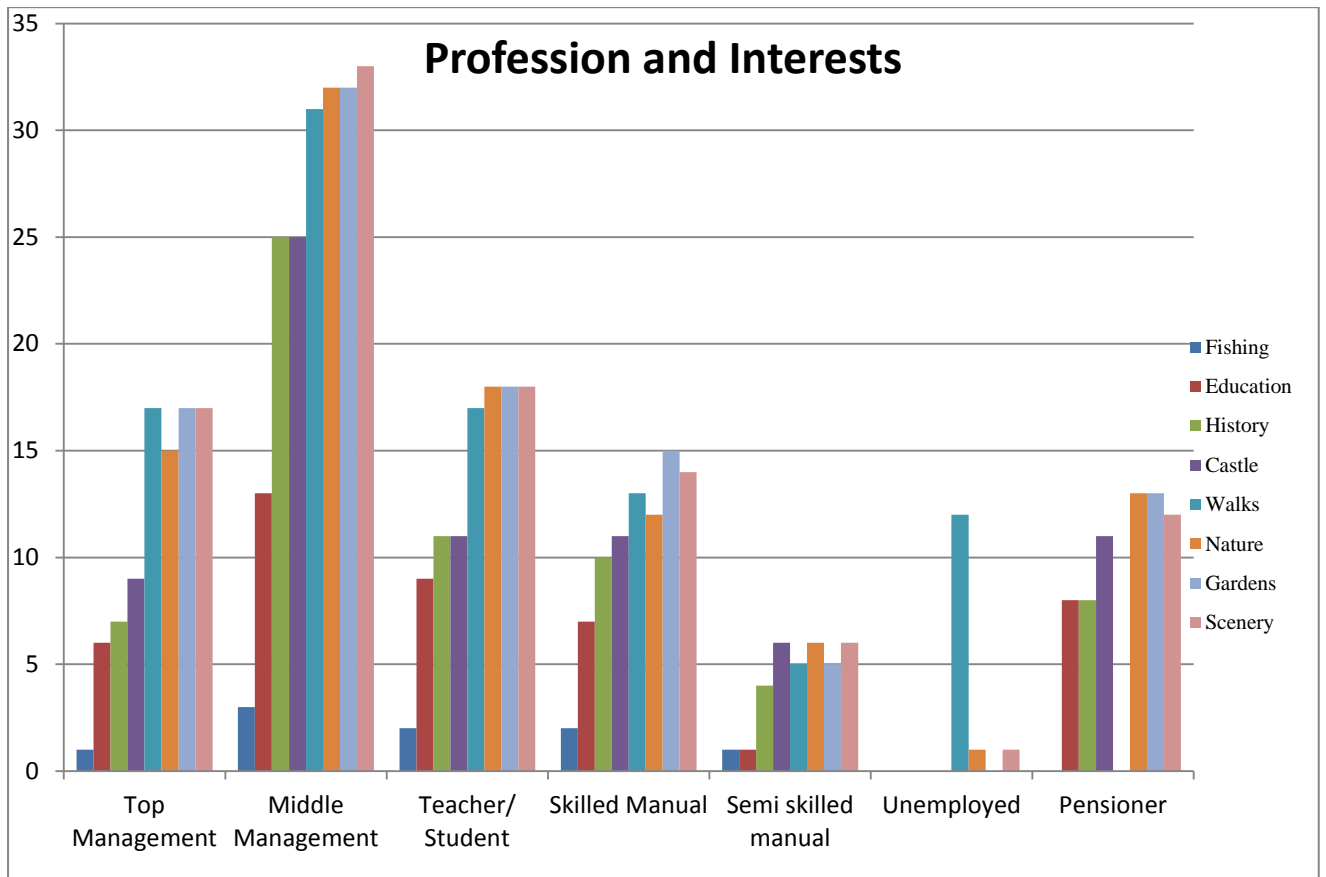


Figure A13: Profession and interest

Q4 Cross tabulation between Profession and importance of Services

Q4	Profession and importance													
	Bus		Paths		Restaurant		Sign posts		Customer service		Parking		Toilets	
	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important
Top Management	4	14	1	17	6	12	5	13	3	15	3	15	1	17
Middle Management	12	22	1	33	9	25	9	25	7	27	3	31	3	31
Teacher/Student	7	14	4	17	5	16	6	15	8	13	3	18	4	17
Skilled Manual	3	12	1	14	1	14	2	13	1	14	2	13	0	15
Semi skilled manual	2	5	1	6	1	6	2	5	1	6	2	5	2	5
Unemployed	0	1	0	1	1	0	1	0	1	0	1	0	1	0
Pensioner	2	12	3	11	1	13	3	11	1	13	3	11	0	14
	30	80	11	99	24	86	28	82	22	88				
	110		110		110		110		110					

somewhat to very important							
	Bus	Sign Posts	Restaurant	Customer Service	Parking	Paths	Toilets
Top Management	14	13	12	15	15	17	17
Middle Management	22	25	25	27	31	33	31
Teacher/Student	14	15	16	13	18	17	17
Skilled Manual	12	13	14	14	13	14	15
Semi skilled manual	5	5	6	6	5	6	5
Unemployed	1	0	0	0	0	1	0
Pensioner	12	11	13	13	11	11	14
	80	82	86	88	93	99	99

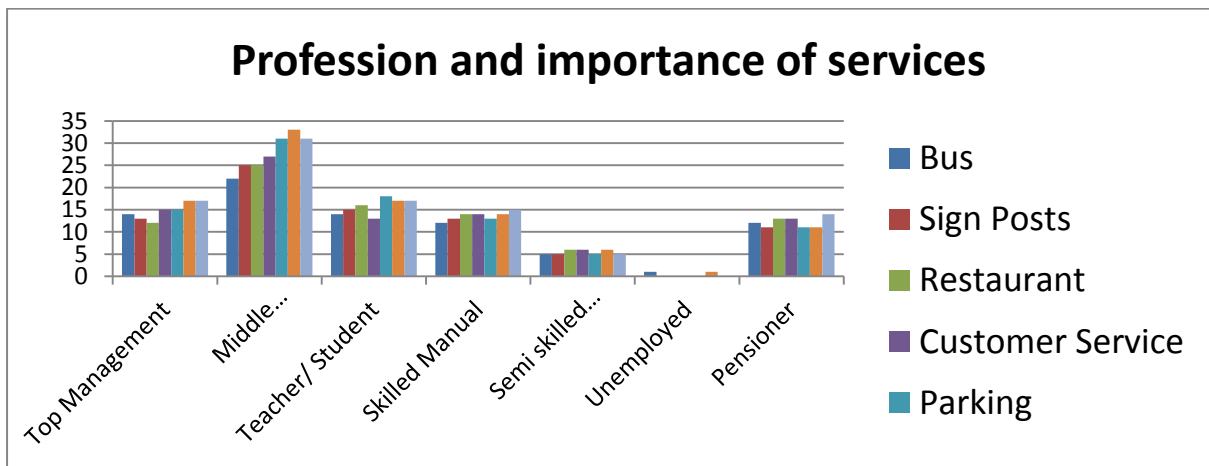


Figure A14: Profession and importance of services

Somewhat to very important						
	Bus	Sign Posts	Restaurant	Customer Service	Parking	Toilets
	73%	75%	78%	80%	85%	90%

Q8 Cross tabulation of profession and what Added value to your visit?

Q8	Profession and added value																			
	Tea Room/Restaurant		Historical Value		Educational Value		Wildlife		Entertainment		Castle		Visitor Centre		Gardens		Walks		Souvenir Shop	
	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value
Top Management	4	14	6	12	6	12	4	14	8	10	9	9	9	9	7	11	6	12	13	5
Middle Management	9	25	11	23	15	19	5	29	17	17	7	27	11	23	9	25	11	23	27	7
Teacher/Student	3	18	9	12	10	11	4	17	14	7	7	14	10	11	6	15	6	15	14	7
Skilled Manual	2	13	4	11	5	10	1	14	6	9	2	13	5	10	4	11	4	11	6	9
Semi skilled manual	2	5	3	4	4	3	5	2	4	3	1	6	4	3	5	2	2	5	5	2
Unemployed	0	1	0	1	0	1	1	0	0	1	0	1	0	1	0	1	0	1	1	0
Pensioner	4	10	6	8	6	8	2	12	6	8	2	12	1	13	1	13	2	12	9	5
	24	86	39	71	46	64	22	88	55	55	28	82	40	70	32	78	31	79	75	35
	110		110		110		110		110		110		110		110		110		110	

Some to High Value											
	Shop	Entertainment	Education	Visitor Centre	Historical	Gardens	Walks	Castle	Restaura	Wildlife	
Top Management	5	10	12	9	12	11	12	9	14	14	
Middle Management	7	17	19	23	23	25	23	27	25	29	
Teacher/Student	7	7	11	11	12	15	15	14	18	17	
Skilled Manual	9	9	10	10	11	11	11	13	13	14	
Semi skilled manual	2	3	3	3	4	2	5	6	5	2	
Unemployed	0	1	1	1	1	1	1	1	1	0	
Pensioner	5	8	8	13	8	13	12	12	10	12	
	35	55	64	70	71	78	79	82	86	88	
	32%	50%	58%	64%	65%	71%	72%	75%	78%	80%	

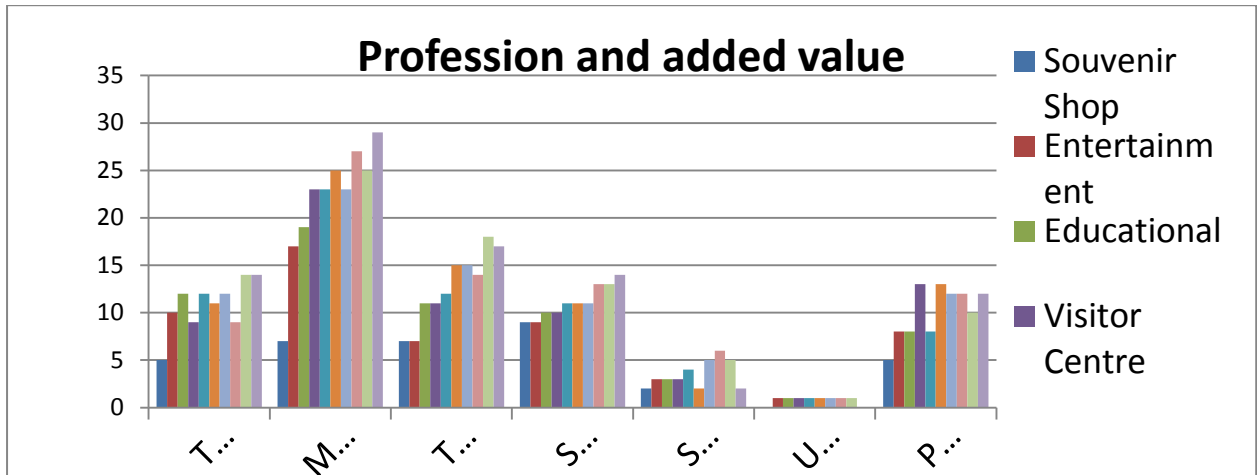


Figure A15: Profession and added value to the Park experience

Somewhat to High Value									
Souvenir Shop	Entertainment	Educational	Visitor Centre	Historical	Gardens	Walks	Castle	Restaurant	Wildlife
32%	50%	58%	64%	65%	71%	72%	75%	78%	80%

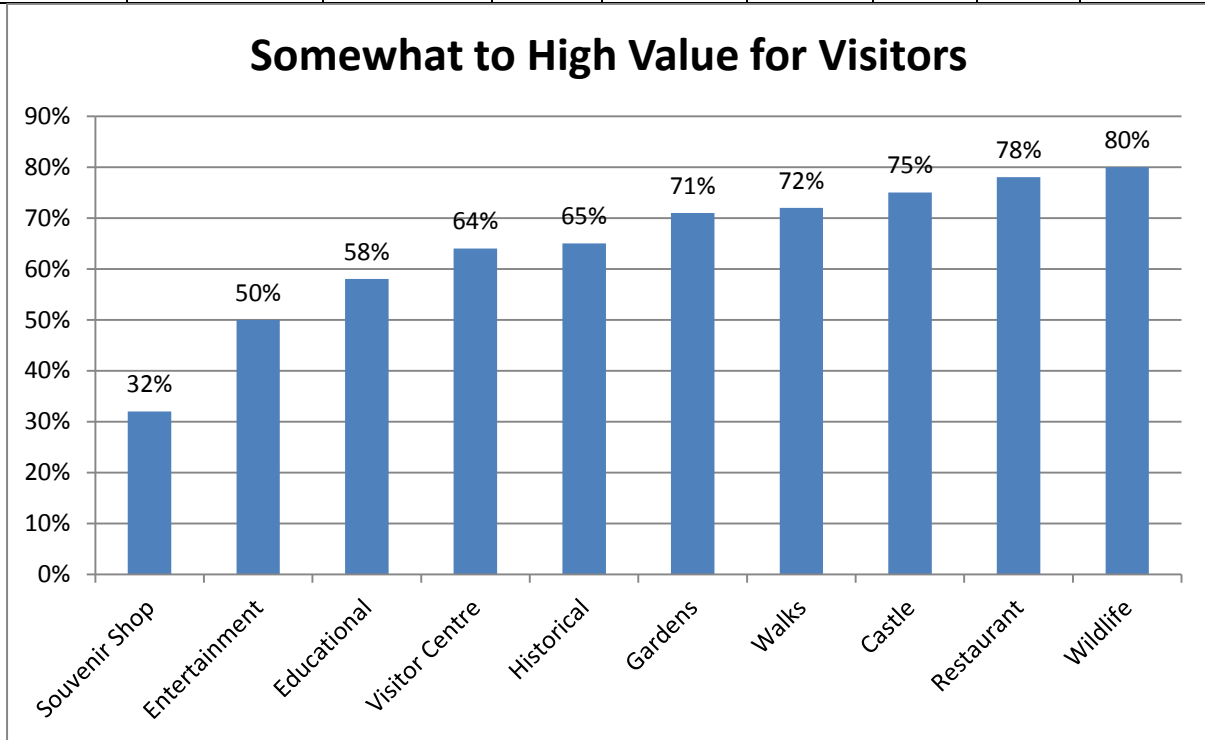


Figure A16: Somewhat to high Value for visitors

Q 3 Cross tabulation between Category Profiles and interests

Q3	Age Group		Category and interest		History		Nature		Education		Scenery		Castle		Walks		Fishing		Gardens	
	neutral to uninterested	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested	neutral	somewhat to very interested
Young individual	8	10	4	14	12				2	16	7	11	5	13	16	2	3	15		
Young Couple	6	5	1	10	8				1	10	4	7	0	11	10	1	2	9		
Family with children	11	20	1	30	14				3	28	9	22	5	26	27	4	3	28		
Middle-aged individual	5	11	2	14	12				0	16	5	11	2	14	15	1	1	15		
Middle aged couple	12	15	5	22	16				2	25	9	18	3	24	26	1	1	26		
Group	2	2	0	4	2				0	4	2	2	0	4	4	0	0	4		
Older affluent visitor	1	2	0	3	2				1	2	1	2	0	3	3	0	0	3		
	45	65	13	97	66				9	101	37	73	15	95	101	9	10	100		
	110		110		66				110		110		110		110		110		110	

	Education	History	Castle	Nature	Scenery
Young individual	6	10	11	14	16
Young Couple	3	5	7	10	10
Family with children	17	20	22	30	28
Middle-aged individual	4	11	11	14	16
Middle aged couple	11	15	18	22	25
Group	2	2	2	4	4
Older affluent visitor	1	2	2	3	2
	44	65	73	97	101

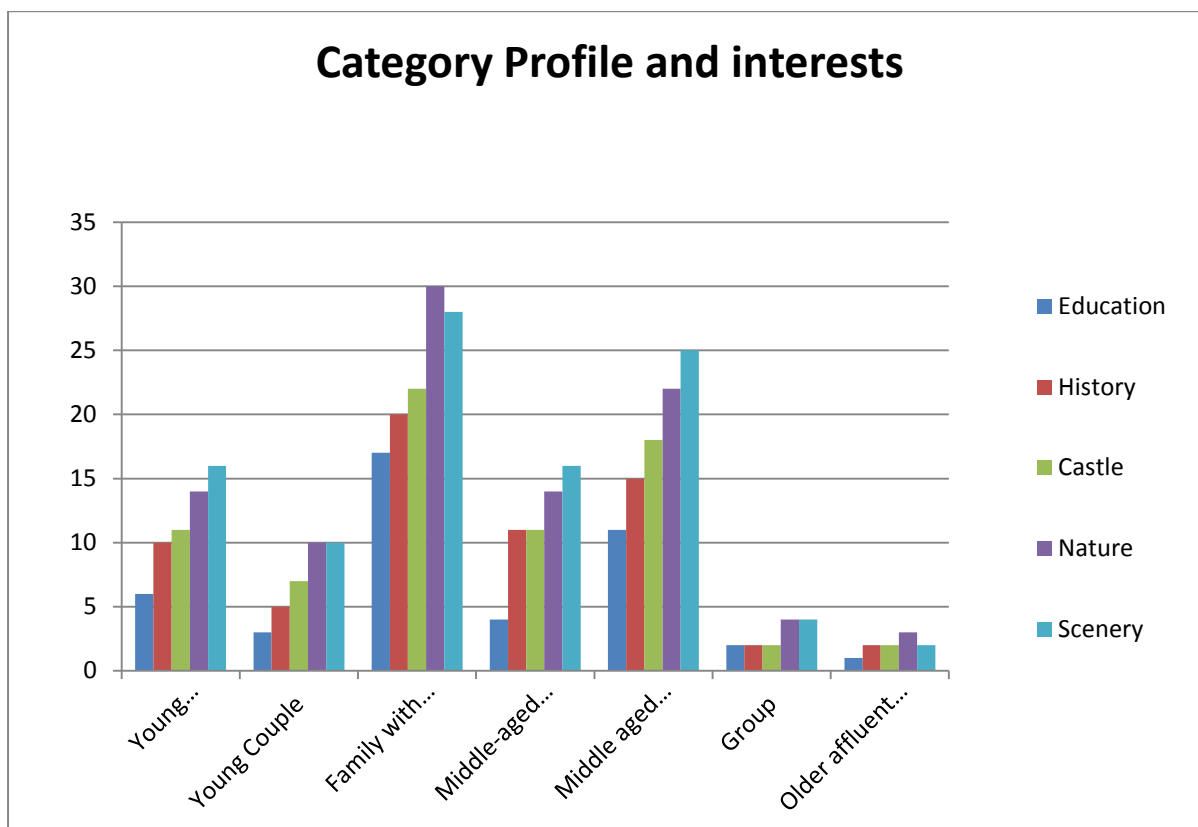


Figure A17: Category profile and interests

Somewhat to very interested								
	Fishing	Education	History	Castle	Walks	Nature	Gardens	Scenery
Young individual	2	6	10	11	13	14	15	16
Young Couple	1	3	5	7	11	10	9	10
Family with children	4	17	20	22	26	30	28	28
Middle-aged individual	1	4	11	11	14	14	15	16
Middle aged couple	1	11	15	18	24	22	26	25
Group	0	2	2	2	4	4	4	4
Older affluent visitor	0	1	2	2	3	3	3	2
	9	44	65	73	95	97	100	101

Q4 Cross tabulation between Category Profile and Services

Q4	Age Category and importance													
	Bus		Paths		Restaurant/Tea Rooms		Sign posts		Customer service		Parking		Toilets	
	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important
Young individual	6	12	2	16	3	15	6	12	6	12	3	15	2	16
Young Couple	4	7	0	11	4	7	4	7	3	8	4	7	2	9
Family with children	8	23	5	26	10	21	6	25	5	26	6	25	6	25
Middle-aged individual	4	12	1	15	3	13	2	14	3	13	1	15	0	16
Middle aged couple	7	20	2	25	3	24	8	19	3	24	2	25	1	26
Group	1	3	1	3	1	3	1	3	1	3	0	4	0	4
Older affluent visitor	0	3	0	3	0	3	1	2	1	2	1	2	0	3
	30	80	11	99	24	86	28	82	22	88	17	93	11	99
	110		110		110		110		110		110		110	

Bus	Paths	Restaurant	Sign Posts	Customer Service	Parking	Toilets
12	16	15	12	12	15	16
7	11	7	7	8	7	9
23	26	21	25	26	25	25
12	15	13	14	13	15	16
20	25	24	19	24	25	26
3	3	3	3	3	4	4
3	3	3	2	2	2	3
80	99	86	82	88	93	99

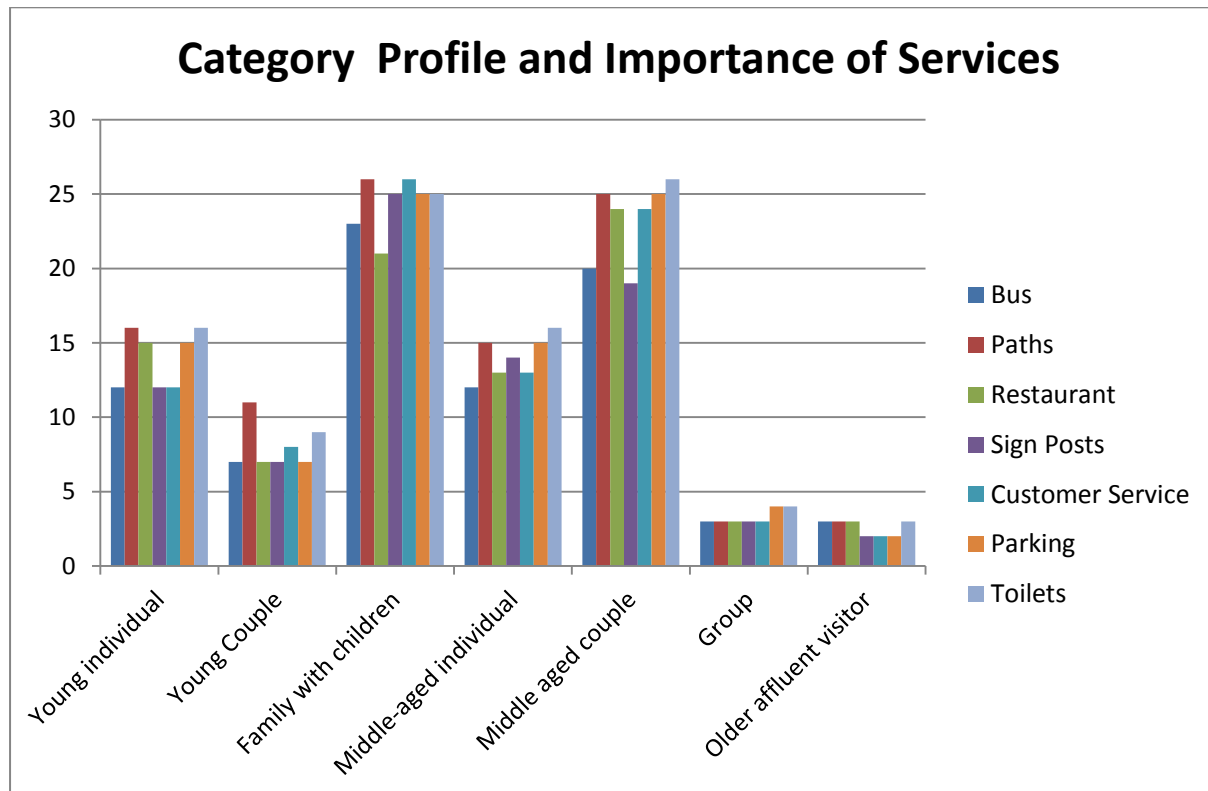


Figure A18: Category profile and importance of services

Q8 Cross tabulation between Category Profile and added value

Q8	age category and added value		Historical Value		Educational Value		Wildlife		Entertainment		Castle		Visitor Centre		Gardens		Walks		Souvenir Shop		
	Tea Room/Restaurant		Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	
Young individual		3	15	7	11	7	11	7	11	9	9	5	13	7	11	2	16	3	15	12	6
Young Couple		4	7	4	7	8	3	4	7	10	1	3	8	7	4	3	8	2	9	10	1
Family with children		11	20	9	22	7	24	5	26	16	15	8	23	14	17	4	27	4	27	22	9
Middle-aged individual		2	14	6	10	9	7	2	14	4	12	3	13	4	12	3	13	3	13	9	7
Middle aged couple		2	25	8	19	11	16	4	23	13	14	7	20	7	20	0	27	0	27	17	10
Group		1	3	3	1	3	1	0	4	2	2	2	2	1	3	0	4	0	4	4	0
Older affluent visitor		1	2	2	1	1	2	0	3	1	2	0	3	0	3	0	3	0	3	1	2
		24	86	39	71	46	64	22	88	55	55	28	82	40	70	12	98	12	98	75	35
		110		110		110		110		110		110		110		110		110		110	

Some to High Value										
	Souvenir Shop	Entertainment	Educational	Visitor Centre	Historical	Castle	Tea Room/Restaurant	Wildlife	Gardens	Walks
Young individual	6	9	11	11	11	13	15	11	16	15
Young Couple	1	1	3	4	7	8	7	7	8	9
Family with children	9	15	24	17	22	23	20	26	27	27
Middle-aged individual	7	12	7	12	10	13	14	14	13	13
Middle aged couple	10	14	16	20	19	20	25	23	27	27
Group	0	2	1	3	1	2	3	4	4	4
Older affluent visitor	2	2	2	3	1	3	2	3	3	3
	35	55	64	70	71	82	86	88	98	98

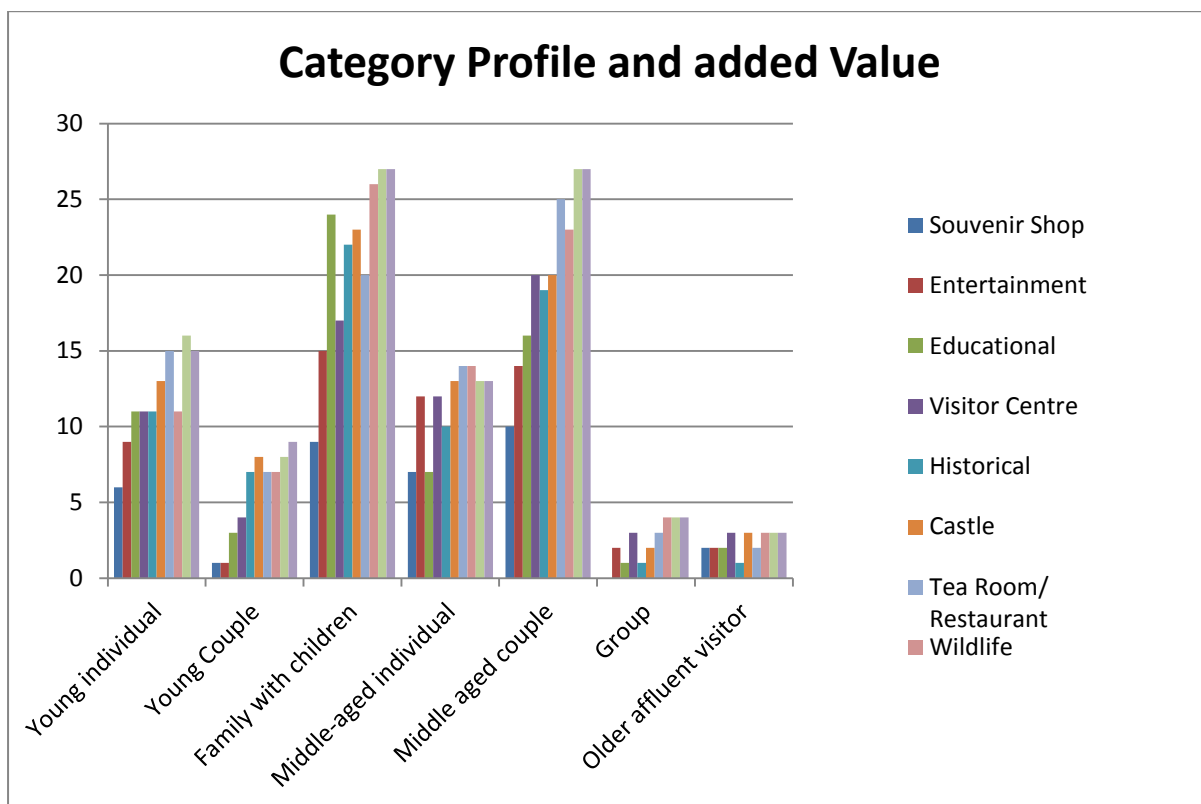


Figure A19: Category profile and added value

Q 3 Cross tabulation between Age Profile and interests

Q3	age and interest		Nature		Education		Scenery		Castle		Walks		Fishing		Gardens	
	neutral to uninterested	History somewhat to very	neutral	somewhat to very interested	neutral	somewhat to very	neutral	somewhat to very	neutral	somewhat to very	neutral	somewhat to very	neutral	somewhat to very	neutral	somewhat to very
16-24	9	5	3	11	10	4	2	12	7	7	3	11	2	3	11	11
25-34	3	3	1	5	4	2	0	6	2	4	2	4	6	0	2	4
35-44	9	20	1	28	14	15	3	26	8	21	5	24	24	5	2	27
45-54	11	21	3	29	22	10	1	31	10	22	2	30	31	1	1	31
55-64	10	12	4	18	13	9	2	20	8	14	1	21	21	0	2	20
>65	3	4	1	6	3	4	1	6	2	5	2	5	7	1	0	7
total	45	65	13	97	66	44	9	101	37	73	15	95	101	9	10	100

	Education	History	Castle	Walks	Nature	Scenery	Gardens
16-24	4	5	7	11	11	12	11
25-34	2	3	4	4	5	6	4
35-44	15	20	21	24	28	26	27
45-54	10	21	22	30	29	31	31
55-64	9	12	14	21	18	20	20
>65	4	4	5	5	6	6	7
total	44	65	73	95	97	101	100

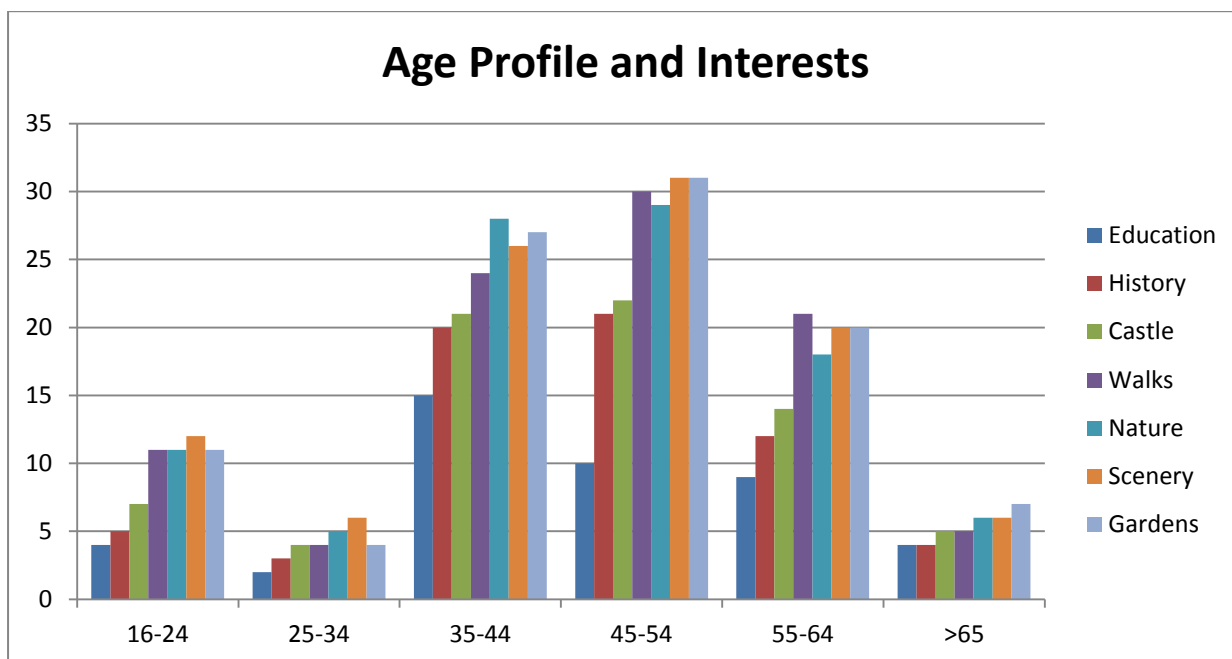


Figure A20: Age profile and interests

Somewhat to very interested								
	Fishing	Education	History	Castle	Walks	Nature	Gardens	Scenery
16-24	2	4	5	7	11	11	11	12
25-34	0	2	3	4	4	5	4	6
35-44	5	15	20	21	24	28	27	26
45-54	1	10	21	22	30	29	31	31
55-64	0	9	12	14	21	18	20	20
>65	1	4	4	5	5	6	7	6
	9	44	65	73	95	97	100	101

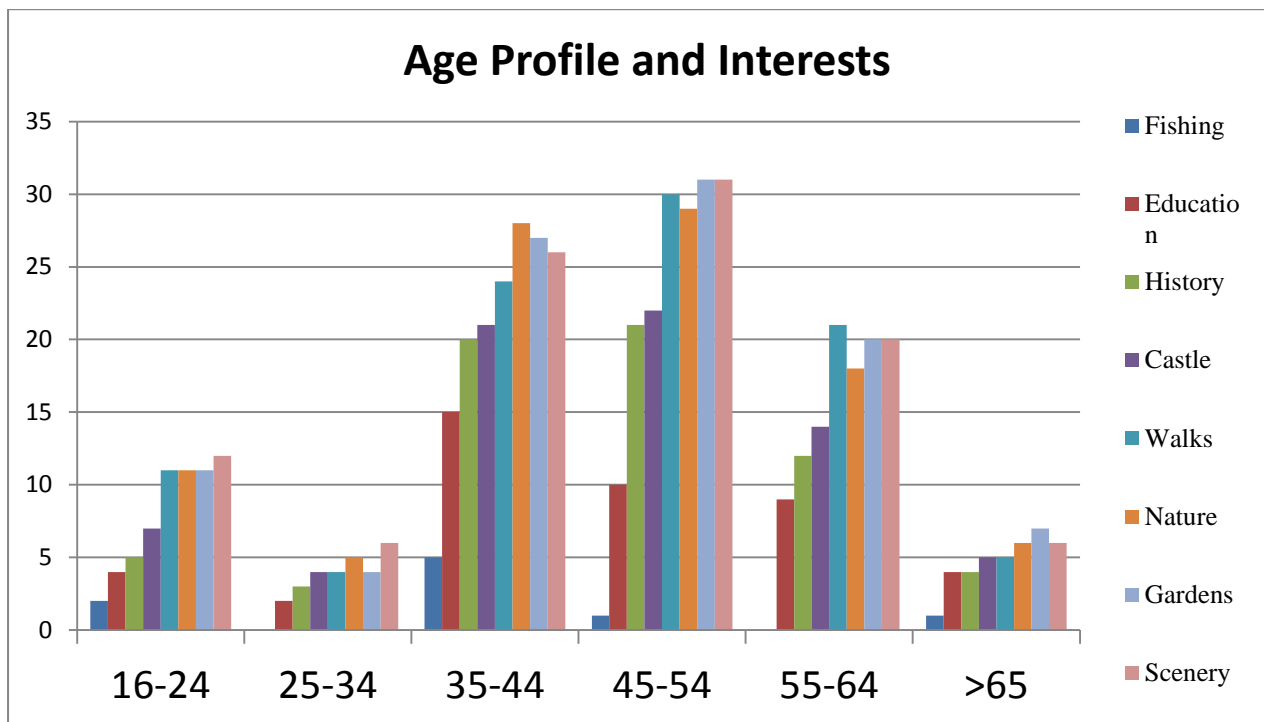


Figure A21: Age profile and interests (includes fishing)

Q4 Cross tabulation between Age Category and services importance

Q4	age and importance													
	Bus		Paths		Restaurant/Tea Rooms		Sign posts		Customer service		Parking		Toilets	
	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important	neutral to unimportant	somewhat to very important
16-24	4	10	4	10	3	11	5	9	7	7	2	12	3	11
25-34	1	5	1	5	3	3	4	2	2	4	3	3	2	4
35-44	6	23	2	27	9	20	4	24	4	25	5	24	4	25
45-54	13	19	1	31	4	28	5	26	6	26	4	28	2	30
55-64	5	17	2	20	3	19	6	18	1	21	3	19	0	22
>65	1	6	1	6	2	5	4	3	2	5	0	7	0	7
	30	80	11	99	24	86	28	82	22	88	17	93	11	99
	110		110		110		110		110		110		110	

somewhat to very important	Bus	Paths	Restaurant	Sign Posts	Customer Service	Parking	Toilets
	16-24	10	10	11	9	7	12
25-34	5	5	3	2	4	3	4
35-44	23	27	20	24	25	24	25
45-54	19	31	28	26	26	28	30
55-64	17	20	19	18	21	19	22
>65	6	6	5	3	5	7	7
	80	99	86	82	88	93	99

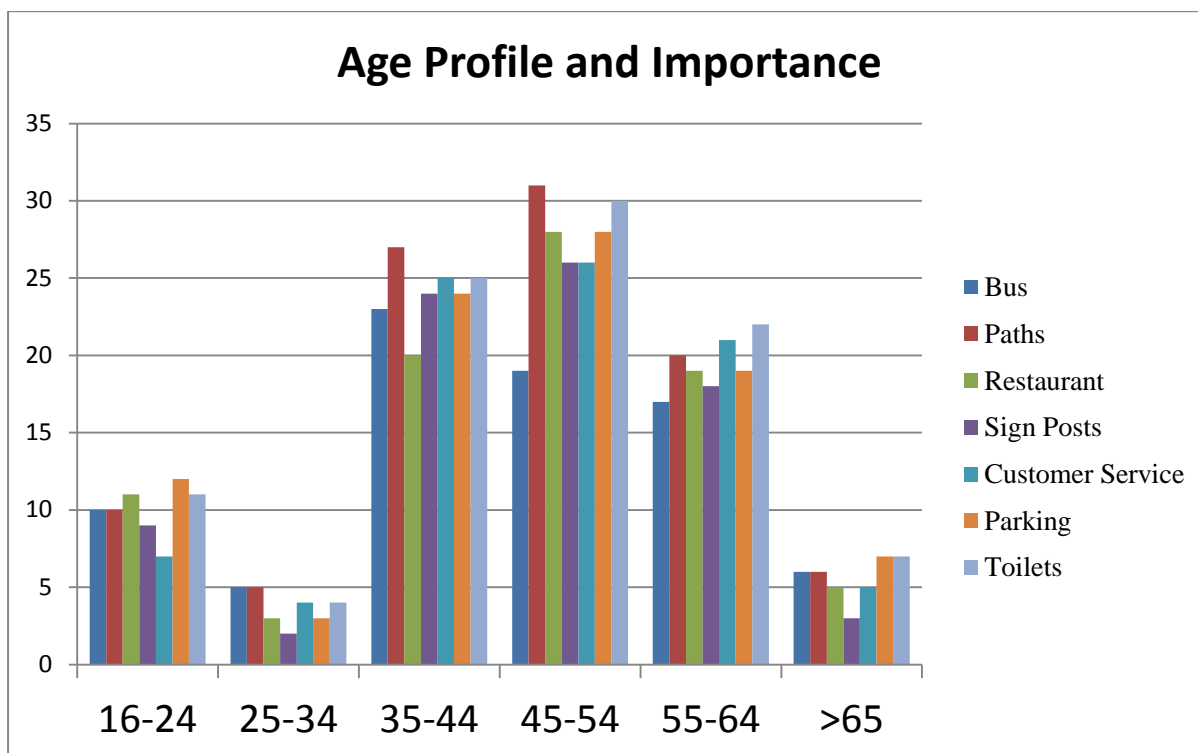


Figure A22: Age profile and importance

Q8 Cross tabulation between age category and added value

Q8	age and added value		Historical Value		Educational Value		Wildlife		Entertainment		Castle		Visitor Centre		Gardens		Walks		Souvenir Shop	
	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value	Neutral to low Value	Some to High Value
	16-24	2	12	8	6	8	6	4	10	8	6	4	10	7	7	2	12	1	13	8
25-34	2	4	3	3	3	3	3	3	6	0	3	3	5	1	3	3	3	3	5	1
35-44	10	19	5	24	9	20	7	22	13	16	5	24	13	16	3	26	4	25	22	7
45-54	5	27	14	18	16	16	6	26	15	17	8	24	10	22	3	29	3	29	22	10
55-64	5	17	5	17	8	14	2	20	8	14	5	17	3	19	1	21	1	21	13	9
>65	0	7	4	3	2	5	0	7	5	2	3	4	2	5	0	7	0	7	5	2
	24	86	39	71	46	64	22	88	55	55	28	82	40	70	12	98	12	98	75	35
	110		110		110		110		110		110		110		110		110		110	

Some to High Value										
	Souvenir Shop	Entertainment	Educational	Visitor Centre	Historical	Castle	Tea Room/Restaurant	Wildlife	Gardens	Walks
16-24	6	6	6	7	6	10	12	10	12	13
25-34	1	0	3	1	3	3	4	3	3	3
35-44	7	16	20	16	24	24	19	22	26	25
45-54	10	17	16	22	18	24	27	26	29	29
55-64	9	14	14	19	17	17	17	20	21	21
>65	2	2	5	5	3	4	7	7	7	7
	35	55	64	70	71	82	86	88	98	98

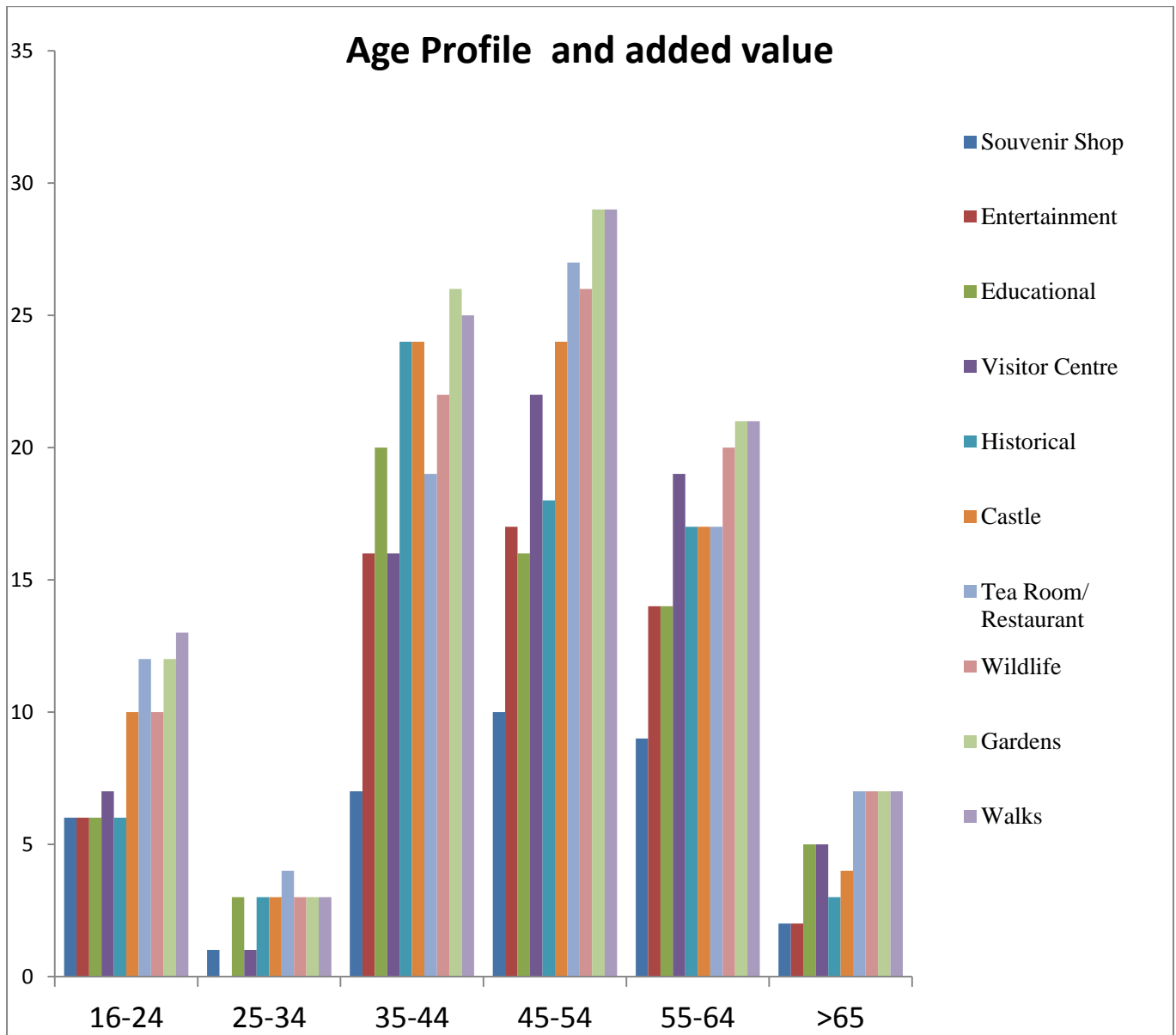


Figure A23: Age profile and added value