Best Practice for Marketing Heritage Site:
Analysing the Medina National Museum in Saudi Arabia

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Abstract

In recent years, the tourism industry has been recognized as a particularly important business sector because of its vast potential to impact on the wider economy. Heritage tourism provides direct benefits for regional economies and heritage sites are an essential component of this. Heritage tourism enhances economic development within local communities and this study will accordingly focus on the best practice for increasing visitation to regional heritage attractions in order to generate the maximum economic benefit. This study is based on secondary data collected, which means that the researcher has gathered data from other scholars using the interpretive social science paradigm. This study investigates best practice at the national museum in Medina city in the Kingdom of Saudi Arabia by identifying the values of the site and analysing motivational factors that attract tourists. In addition, the study identifies the stakeholders in the Madinah region and investigates the preservation strategies on the site and the current state of the restoration process by the Saudi Commission for Tourism and National Heritage. This study also analyses the marketing strategies of the site and will identify best practice for promoting the site for both local and international tourists. Finally, based on the results, the study offers some suggestions and recommendations to increase the number of visitors to the Medina National Museum in the Kingdom of Saudi Arabia.

Key Words: Heritage sites, best practice, marketing strategies , motivational factors.

CHAPTER 1: INTRODUCTION

1.0 Introduction

Tourism can be defined as people travelling to places outside the usual environment for various purposes like leisure, business, and recreation and staying in those places for a period of time, but not more than a year (United Nations World Tourism Organization (UNTWO), 2005). In fact, the tourism industry has both advantages and disadvantages. The advantages are that it stimulates economic development and government revenue, increases foreign exchange, creates employment opportunities for local job seekers (Som & Badraneh, 2011). The potential disadvantages may include economic leakage and environmental problems such as water and air pollution (Shaalan, 2015).

Heritage tourism is a category of tourism, which can be defined as "travelling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural resources." (National Trust's, 2011, n.p). Heritage tourism has grown fast in the tourism industry in the last decade (Huh, Uysal & McCleary, 2006). Heritage sites are popular destinations for many people; they are the second most popular destination for American families (Huh et al., 2006). Heritage sites can be defined as "sites of great cultural significance and geographic areas of outstanding universal value. They include the Pyramids of Egypt, the Taj Mahal of India, and the Great Wall of China", (European Environment Information and Observation Network (EIONET), 2014, n.p). Heritage sites have various values such as historical, religious, and socio-cultural values (Mason, 2002).

Heritage tourism and heritage sites have many positive economic impacts for a destination. For instance, a study conducted by Bowitz and Ibenholt (2009) demonstrated that heritage tourism creates jobs for local people, and contributes to the economic revenue. Heritage sites in Georgia in the USA generated 241,000 jobs and had a direct economic income of $20.8 billion in 2008 (Burns, Eaddy, Moore, Speno & McRae, 2010). Furthermore, Cela, Lankford, S, and Lankford, J (2009) found that heritage tourist expenditure is greater than that of other groups of travellers, and supplies the local economy with large amounts of foreign currency. Heritage travellers

spend an average of $994 per trip, and they supply more than 192 billion US Dollars annually to the US economy (Mandala, 2009). Cela et al. (2009) further indicated that heritage tourists have a positive impact on the Silos and Smokestacks National Heritage Area where heritage tourists spent US $42 million in 2004, demonstrating that heritage sites act as a significant source of income for a tourism destination and for indigenous people.

It is essential to adopt best practice in order to obtain maximum sustainable benefits for regional heritage sites (Macintosh, & Wilkinson, 2011). Best practice is the key to success for any tourism project or destination. To create an appropriate best practice it is important to know several fundamental issues at heritage sites in regional tourism destinations, such as assessment of values, motivational factors, and how best to market heritage sites at tourism destinations.

In summary, heritage sites play an important role within the tourism industry, and generate vast economic benefits from an increased number of tourists. This study, therefore, investigates the best practices for marketing heritage sites at the   m   Edina National Museum in the Kingdom of Saudi Arabia.

1.1 Tourism in Saudi Arabia

The tourism industry in the kingdom of Saudi Arabia has grown vastly in recent years. Tourism and travel sectors contributed 2.9 % to the Kingdom's G.D.P in 2012 (Anabtawi, 2012). Saudi Arabia gets $9,000 million a year from the tourism industry (Thompson, 2005) and is the second country of the Middle East in income from tourism (Saudi Commission for Tourism and National Heritage (SCTH), 2016). Tourism is the third biggest industry in the Kingdom after energy and manufacturing; it creates jobs for local people and provides foreign exchange for the economy (Sadi & Henderson, 2005). Heritage sites in the kingdom are potentially key attractions (Thomas, 2007). This study is going to examine best practice to increase visitation to heritage site by analysing the Medina National Museum in Saudi Arabia.

1.2 National Museum in Medina

The National Museum in Medina located in the Hejaz Railway, which was suggested to help reduce the amount of time taken to trek to the holy city Madinah during the Hajj season, which is one of five pillars in Islam (Nicholson 2005, Karcic 2014). Pilgrims had to travel by camels from Damascus to Madinah for more than 40 days through rough terrain, which included mountainous regions (Nicholson, 2005). At the behest of Sultan Abdulhamid II of the Ottoman Empire, the railway line began construction in 1900 and was opened on 1st September 1908 (Nicholson, 2005). The Hejaz Railway linked many Islamic countries to the Holy Cities of Madinah and Makkah in Saudi Arabia (Orbasli & Woodward, 2008) and played a significant role in transporting pilgrims during the annual Hajj pilgrimage as well as being used by frankincense traders from Arab countries such as Oman to Saudi Arabia (Nicholson, 2006). The length of the railway from Damascus to Madinah is 1,303 km (Orbasli & Woodward, 2008). The Hejaz Railway Station at Madinah is the last terminus for the Hejaz Railway and has become a tourism attraction in Saudi Arabia (Orbasli & Woodward, 2008). It has a strategic location close to the Al Masjid Nabawi, the second largest mosque in the world (Farahani & Henderson, 2010). In the Museum There are various tangible physical elements that give the site a distinctive sense of place such as the landscape settings, the trucks, carriages and station buildings (Orabsli & Woodward, 2008). The Museum opened officially in December 2014, and consists of 8 halls as follows: the entrance hall, Medina before Islamic Civilization, Medina during Era of Prophet Mohamed, Medina during the Era of Rashidun Caliphs, Medina during the Era of First Saudi State, Medina during the Era of King Abdulaziz, and the Heritage hall of Medina (SCTH, 2014).

1.3 Aim of the Research

The aim of this study, using the example of the Medina National Museum, is to establish best practice for increasing the number of visitors to regional heritage sites in order to gain maximum sustainable economic benefit for government and local host communities from the opportunities that this increased revenue might provide.

1.4 Objective of the Research

The research seeks to determine:
1) What constitutes best practice for increasing visitation numbers?
2) Which specific factors attract visitors to heritage sites?

1.5 Research Questions

In order to attain the broad aims and objectives of this study, the following research questions will serve as guiding principles.

1.5.1 The Main Research Questions

What is best practice for increasing the number of visitors to regional heritage sites in order to gain the maximum economic benefit?

Regional heritage sites can utilize the cultural and historical capital of a region and contribute to the economic growth of a region. This means the more visitors, the more economic benefit for a region. Therefore, exploring best practice would lead to maximising sustainable economic benefit.

1.5.2 Research Sub-questions

1) What are the most important values at heritage sites?
   In order to know the importance of particular heritage site, it is fundamental to assess the values of the site especially for local people.
2) What factors motivate tourists to visit heritage sites?
   Knowing the motivational factors to heritage sites helps develop a framework of best practice and can give more opportunity to promote heritage sites.
3) Which kinds of activities enhance visitation to heritage sites?
   Activities usually enhance visitation to heritage sites because tourists would engage with the activities, enjoy with local people, and share experiences with them. Thus, activities can participate in encouraging visitation to heritage sites.
4) How can heritage sites be promoted?
   In order to obtain more visitors to heritage sites, it is important to develop marketing strategies to promote sites for people and these strategies should be focused on particular groups who are motivated to visit the region or sites.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The literature review begins with definitions and detailed explanations for the key concepts of heritage site, economic development and best practice, and identifies a number of values in heritage sites and to what extent they are important for heritage management and planning. The literature demonstrates the importance of local community in the assessment of heritage sites values, and that integration of these values is a fundamental issue in heritage site management.

The literature also explores the motivating factors for tourists to visit heritage sites, the importance of stakeholder collaboration in heritage management and planning, and investigates best practice for the marketing of tourism destinations.

2.2 Definitions and Explanations

2.2.1 A definition of Heritage Site and Museums

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), a heritage site is defined as the "works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view." (UNESCO, 2014, n.p.). The European Environment Information and Observation Network (EIONET, 2014) define a museum as "sites of great cultural significance and geographic areas of outstanding universal value. They include the Pyramids of Egypt, the Taj Mahal of India, and the Great Wall of China." (EIONET, 2014, n.p.).

Heritage sites include museums and their artefacts, and in developing countries, heritage sites often contain traditional religious practice, and cultural shows. A heritage site can also be an historical district, for example the Forbidden City in Beijing (Weaver & Lawton, 2010).

2.2.1.1 The Significance of Heritage Sites

Christou (2005) argues that heritage sites have historical value which is transferred from one generation to another, providing great significance for heritage sites. It can be said that heritage sites are commemorative collections that have strong relevance to history, and which reflect the past to each new generation.

Tourist experiences in heritage sites are formed through tangible physical aspects and intangible psycho-social aspects (Park, 2010). The tangible aspects are those which can be seen, touched, measured, and recorded, such as the physical elements (Ahmad, 2006). The intangible aspects relate to people's feelings, memories, and experiences connected with a sense of place (Deacon, 2004). Overall, there is a strong relationship between heritage sites and its more intangible aspects.

2.2.1.2 Heritage Tourism

There is a strong link between heritage sites and heritage tourism. Christou (2005) states that heritage tourism refers to both the historical site and tourist experience. Huh et al. (2006) argue that heritage tourism is the

movement of people to heritage sites, including museums and archaeological attractions. Heritage tourism is the encounter between the tourist and the local community's traditions, history, and culture (Burns et al., 2010).

Sufficient evidence exists in the literature to demonstrate that heritage tourists are seeking authentic experiences to learn about local community (see Poria, Reichel & Biran, 2006; Gonzalez, 2007; Kim & Jamal, 2007, Hede, 2008 Milena, 2011) and supports the importance of authenticity within heritage sites.

In summary, it can be argued that heritage sites are tourist attractions that reflect the past and provide an authentic experience for visitors, and which add historical, social, spiritual, and cultural value to the community, and which may also create economic opportunities for the local community. This definition of heritage sites is used throughout this thesis.

2.2.2 A definition of Economic Development

Economic development can be defined as general growth in the economic sector for any country. Economic development refers to economic growth, which is recognized as an increase in a country's income (Nafziger, 2006), and is measured by Gross National Production (G.N.P) (Nafziger, 2006). Economic development can also be defined as a government process to expand the economy by improving infrastructure, and creating new jobs in the government sectors (World Press, 2012). Thus, economic development is the process that generates increased job outcomes and a higher quality of life.

2.2.2.1 Towards a Deeper Understanding of Economic Development

The economic development process makes use of the assets which enable a region to create and sustain its desired community and economic outcomes over time (Nafziger, 2006), and quality of life goals are part of many economic development strategies. Economic development is the process of creating and making use of human, physical and financial assets (World Bank, 2011). Nafziger (2006) argues that economic development is a major target of poor countries. This is for the purpose of generating a broadly-shared and improving economic well-being and life quality in a region or community.

2.2.2.2 Economic Development and Tourism

Tourism can stimulate economic development by increasing government revenue (Som & Badarneh, 2011). Weaver & Lawton (2010) have found that international tourism receipts are on the increase, exceeding US $ 10 billion in 23 countries in 2007. The tourism industry also stimulates economic development within other countries. In Egypt it provides the Egyptian economy with US $4.3 billion (Eraqi, 2009), while in South Africa the tourism industry contributed 8.3% to the gross domestic product (Fery & George, 2010). It is apparent that tourism can be the cornerstone of economic development for many regions across the globe.

The tourism sector can play a vital role in economic development. Therefore, developing countries have to consider the huge benefits of the tourism industry for government and the local community.

From looking at the different definitions around economic development, it can be argued that economic development relates to the general growth of the economy and increasing opportunities for local people to achieve a better life. This definition of economic development will be used throughout this investigation.

2.2.3 Best Practice

"Best practice is often used to describe a set of principles and practices that are widely believed to be the most appropriate and cost-effective way" (Macintosh, & Wilkinson, 2011, p.87). Done, Voss and Rytter (2011) have defined best practice as the creation of new effective practices that include steps to improve organization, while Cox and Wray see best practice as:

Practices that proves effective in enhancing and improving the sustainable performance of a destination. These practices may be a technique, methods, procedure, decision, action, or process that has been implemented and shown to be successful" (2011, p.524).

According to the Australian Government Department of Resources, Energy and Tourism (2014) best practice destination management is "a holistic process that ensures tourism adds value to the economy, social fabric and ecology of our communities" (2014, p.7).

There are two types of best practice, short term and long term. The short term best practice is the creation of a new practice and associated activities to create a rapid improvement to, and development of an organization, while long term best practice is the creation of practices to maintain the development of an organization over a longer period of time (Done, Voss, & Rytter, 2011). Both types of best practice are important in maintaining sustainable development for organizations. Best practice can be defined as creative planning to obtain the best results for a project over either a short or a long time period and is the key to success for any tourism project or destination.

2.3 Assessment Values and Management in Heritage Site

Carter and Bramley (2002, p. 178) have defined values as "those qualities regarded by a person, group, or community as important and desirable". In order to achieve best practice for a heritage site, planners and managers must assess the values in the given site. Numerous studies attest that the most important issue in planning for such heritage sites is an assessment of its values (Carter & Bramley, 2002; Mason, 2002; Deacon, 2004; Logan, 2004; Petrie, 2005; Aas et al., 2005; Shearing, 2006; Labadi, 2007; Macintosh & Wilkinson, 2011). Establishing the values and significance of a place are essential in heritage management and conservation (Carter & Bramley, 2002). Petrie (2005) argues that decision makers should consider heritage site values in order to successfully plan for the conservation of heritage sites. These values could include cultural, social, spiritual, and/or economic values (Shearing, 2006).

The first step in the heritage conservation process outlined in the Australia ICOMOS Charter for the Conservation of Places of Cultural Significance (Burra Charter) is identifying the site and assessing its cultural values, followed by preparing the management plan (Logan, 2004) and a successful heritage tourism plan should reflect the importance of heritage site values for local communities (Burns et al., 2010). This principle is supported by a study of a heritage site in north-west Tasmania, conducted by Macintosh and Wilkinson (2011) who also argued that the first essential step in the conservation process for a heritage site is the assessment of its cultural values based on the National Heritage List criteria. Petrie (2005) asserts that local people are a major key in identifying heritage site values.

This literature indicates that an appropriate management plan relies on the assessment of heritage site values for the local people.

2.3.1 Local People and Heritage Sites Values

The most important factor in the assessment of heritage site values is the local community because local people can identify those sites that are important to them (Petrie, 2005) As Shearing (2006) argues, local people have a long association with their heritage places and are able to classify the level of significance. Therefore, there is a need to involve the local community in decision making. Aas, Ladkin, and Fletcher (2005) found that the local people are an essential part of stakeholder collaboration in the management of heritage sites with the local people playing a fundamental role in establishing the criteria for the significance of a site. Carter and Bramley (2002) also argue that the significance of cultural resources relies on the importance of a place or site for the local community. Based on this, the authorities and decision-makers should consider local community opinions about social values in order to implement the appropriate steps in conservation and management. According to the National Heritage List in Australia, when a place or site has a special association for a particular community, the place has outstanding heritage value to the state. This indicator demonstrates a strong link between local people and the assessment of values for heritage sites or places.

As discussed above, the local community plays an important role in heritage management because they are familiar with their local site and its level of cultural significance. As well, the local community is a major player in stakeholder collaboration so as to obtain effective conservation management planning. The local community can help the local authorities in the decision-making process around conservation strategies.

2.3.2 Values of Heritage Sites

Social values include place attachment aspects of heritage. Place attachment may refer to community identity, social cohesion, and other connections that social groups derive from environmental features and the specific heritage of their home territory (Mason, 2002). Sites or places of social values are those places that provide spiritual affiliation which link the past intimately with the present (Byrne, Brayshaw & Irelandl., 2007). Examples of such sites are public places where people come together and act as a community for example, the Flinders Street Station clocks in Melbourne (Davies, 2010).

Social values have many dimensions. One of them is a spiritual value, which refers to an intangible value embodied or evoked by a place that is important in the spiritual identity, or the traditional knowledge, art and practices of a cultural group (Deacon, 2004). Spiritual values have strong relevance to people's beliefs about a site; therefore, it could be said that this is a type of religious value (Mason, 2002). Another important value is aesthetic significance which is related to the beauty and the sublime nature of a place. Both spiritual and aesthetic values depend on people's sense of place and connection to the site, building, or object (Labadi, 2007).

Socio-cultural values have been considered essential criteria for conservation practice at heritage sites. Cater and Bramley (2002) argue that successful heritage conservation requires a clear evaluation of values and significance. Petrie (2005) argues that cultural significance is a part of the conservation process for any site across the globe and decision-makers should consider these social values in order to achieve successful conservation planning for heritage sites. Mason (2002) highlighted that social attachment to a heritage site is also very important for the conservation process. Social-cultural values have a pivotal role in the assessment process in heritage

management and a regional destination should focus on the importance of the socio-cultural values of a heritage site in order to obtain the appropriate management and best practice.

2.4 Tourists Motivations for Visiting Heritage Sites

Knowing motivations of tourist to visit heritage sites is an important key element in obtaining best practice for such places. Poria, Reichel, and Biran (2006) found that there is a link between tourists' reasons for visiting heritage sites and creating appropriate management for those sites. Poria, Butler and Airey (2004) argue that knowing the reasons for visiting heritage sites helps in management planning, marketing, and interpretation. In addition, Yoon and Uysal (2005) note that travel motivation is key for marketers and managers for a successful destination business. In the literature, the motivating aspects of heritage sites were around religious, educational, and authenticity aspects.

As indicated above, it is evident that motivational issues play a prominent role in management practice and strategies. Therefore an understanding of the motivation factors associated with heritage sites would maximize the opportunity to establish best practice for increasing the number of visitors to regional heritage sites in order to gain maximum economic benefit.

The literature review demonstrates that there are several motivational factors to visiting heritage sites. These include: tourists' desire to learn and obtain new knowledge at heritage sites (Chen, Kerstetter & Graefe, 2001; Packer & Ballantyne, 2002; Mckercher & Cros, 2003; Frochot, 2005; Poria et al., 2006); that tourists wish to escape from the daily routine looking for recreation at heritage sites (Packer & Ballantyne, 2002; McKercher & Cros, 2003; Yoon & Uysal, 2005; Poria et al., 2006; Poria, Biran & Reichel, 2009); family togetherness and safety (Yoon & Uysal, 2005); and personal interest (Chen et al., 2001; Packer & Ballantyne, 2002; Prayag & Ryan, 2012). Social interactions, experience of different culture, discovering new experiences can also be motivations to heritage sites (Packer & Ballantyne, 2002; Frochot, 2005), along with authenticity (Steiner & Reisinger, 2006; Poria et al. 2006; Gonzalez, 2007; Kim & Jamal, 2007, Hede, 2008; Robinson & Clifford, 2012; Rani, Othman & Ahmad, 2014; Nicolaides, 2014) and religious interests (Poria et al., 2004; Timothy & Boyd, 2006; Paschinger, 2007).

Three factors seem to be the most important issues at heritage sites in the recent years: educational, religious, and authenticity.

2.4.1 Religious Motivations

A study conducted by Poria et al. (2004) on the Wailing Wall in Jerusalem and Massada in Israel indicates that tourists are motivated to visit the Wailing Wall for religious purposes as the site has a strong religious association for the public. The study points out that many tourists come to pray at the site and shows that religious motivations lead to emotional involvement with the site, for visitors feel that it is part of their own heritage. In addition to this, the study demonstrated that the Wailing Wall and Massada have symbolic meaning and that people have an association with these sites because of their spiritual values (Poria et al., 2004).

Similarly, Timothy and Boyd (2006) stated that religious reasons could be an important factor and they provide a good example of pilgrims in Saudi Arabia who visit the holy city of Makkah annually to do the Hajj. Millions of Muslims are motivated to travel to Makkah because of spiritual-religious reasons. Hajj means being holy in praying and conducting essential devotions to God (Burns, 2007). In addition, a study conducted by Bogari, Crowther and Marri (2004) about motivation factors in Saudi Arabia shows that the most important factor is the religious value. Poria, Butler and Airey (2003) highlight that there is a strong link between heritage tourism and religious motivations.

Yoon and Uysal (2005) and Paryag and Ryan (2012) assert that personal involvement plays an important part in tourists' satisfaction with heritage site.
In summary, religious and spiritual reasons play an important role in motivating tourists to visit heritage sites and create a strong spiritual association with a site. It could be argued that the most effective motivational factors in heritage sites are related to religious and spiritual values. Therefore, these values are important in tourism at heritage sites.

2.4.2 Educational Motivations

The literature suggests that tourists are motivated to visit heritage sites for educational purpose. In the study referred to earlier on the Wailing Wall and Massada heritage sites, Poria et al. (2004) indicated that tourists seek learning experiences from such sites. In a similar study about Anne Frank House in Amsterdam, Poria et al. (2006) show the importance of educational motivations and learning experience at the heritage sites as the study found that heritage tourists wish to learn about the history of the heritage sites and that families are interested in enhancing their children's knowledge about such sites. Yoon and Uysal (2005) highlighted that the educational experience at the heritage sites is an essential motivation for tourists. Poria et al. (2009) also found that educational reasons to provide knowledge to their children motivated tourists and their children to visit a heritage site.

Furthermore, Packer and Ballantyne (2002) conducted a study in three different heritage sites and demonstrated that tourists seek to expand their knowledge at these sites.

It is apparent that education is considered to be a strong motivating factor for tourists and that providing learning experiences at the heritage sites will attract visitors.

2.4.3 Authenticity

The concept of authenticity was discussed by MacCannell in 1973, arguing that tourists want to see and experience 'real life'. In fact, many researchers have highlighted that there is a connection between heritage and authenticity (Wang, 1999; Halewood & Hannam, 2001; Chhabra, Healy & Sills, 2003; Steiner & Reisinger, 2006; Poria et al. 2006; Gonzalez, 2007; Kim & Jamal, 2007, Hede, 2008; Robinson & Clifford, 2012; Rani, Othman & Ahmad, 2014; Nicolaides, 2014). Wang (1999) emphasised that authentic experience is related to tourists' feelings and emotions, when they look reality. Authenticity can be provided when the tourist participates in local activities such as heritage festivals and has an embodied experience (Kim & Jamal, 2007). Viking events are an example of heritage tourism in Europe (Halewood & Hannam, 2001), where authenticity can be staged. Rani et al. (2014) argue that authenticity plays an essential role in heritage sites, and is a major motivation for tourists to revisit a destination.

One of the most important motivations associated with a heritage site is the search for authenticity; as a result, providing authenticity at a heritage site would increase the tourists' desire to visit that site. Authenticity cannot be ignored in heritage assessment and in the management of heritage sites

2.5 Destination Management Framework

2.5.1 Planning

The identification of values and analysis of the motivating factors is important in the destination management process before the planning and implementation phase takes place. According to the Australian Department of Resources, Energy and Tourism (2014) consultative planning leads to best practice destination management, and this needs to involve all stakeholders in the destination including the local community, the government sector, industry associations and media. Hope (2004) states that one of the most important principles of best practice is the quality of planning, and concordance to planning. Planning is a vital issue in the strategic framework, and is also important in avoiding crises within organizations (Ritchie, cited in Page, Yeoman, Munro & Walker, 2006). A study done by Cox and Wray (2011) regarding best practice in regional tourism destinations shows that successful destination marketing depends on a cooperative strategic approach; and the core of the approach is the creation of strategic destination marketing plans. Thus, it could be argued that creative steps in planning for best practice lead to success.

2.5.2 Stakeholders Collaboration

The literature identifies the importance of cooperation between stakeholders in order to obtain effective practices. Stakeholders include government authorities, local community, property owners, relevant experts, and cultural groups (Mason, 2002). Cox and Wray (2011) found that stakeholder collaboration is an essential practice in strategic marketing planning processes and tourism research. Aas et al., (2005) argue that stakeholder collaboration to develop tourism and local resources is essential for sustainable management of heritage. Collaboration between stakeholders is a way to develop effective strategies for a tourism destination; Wray (2011) asserts that stakeholder collaboration can improve the future development and management of the tourism destination region.

Effective conservation management and planning relies on collaboration between both insider and outsider stakeholders (Mason, 2002). The insider stakeholders are policy-makers, public officials who are often involved in the conservation process in order to make decisions. The outsider stakeholders are other people with a stake in the process. It is important for both of these sets of stakeholders to work together as a project team in the planning process to maximize the benefits from conservation management (Mason, 2002). Furthermore, Carter and Bramley (2002) argue that stakeholder cooperation can lead to appropriate management policies and decision actions. Orbasli and Woodward (2008) note the importance of stakeholder collaboration in order to obtain the maximum benefits of a conservation plan. There is general agreement about the importance of stakeholder cooperation in touristic destination and heritage sites to get best practice.

2.5.3 Communication

Communication is a pivotal issue in obtaining best practice. For example, maintaining good communication between government departments and other sectors is an important step in improving practice (Wight, 2013). Moreover, a study conducted by Hope (2004) demonstrated that appropriate internal communication in the organization has a positive impact on the management. A study done by Aas et al. (2005)

found that there is a need to create channels of communication between heritage and tourism groups. Such communication assists in increasing visits to heritage sites, thereby enhancing the local economy (Aas et al., 2005). This means that appropriate communication can assist with good planning in management and, as a result, supports best practice.

2.6.4 Destination Marketing

2.6.4.1 Marketing Segmentation

Huh et al. (2006) suggest that managers of heritage sites should conduct appropriate target tourist segmentation for marketing a destination. This segmentation would provide planners and managers with the opportunity to create special promotional campaigns for their visitors. Dolnicar and Leisch (2008) note that in order to achieve target market evolution, a variety of tourist segments need to be considered. For each market segment, special strategies need to be created to attract tourists such as special brochures (Burns et al., 2010); this would increase the economic benefits for a destination (Australian Regional Tourism Network, 2014). Cox and Wray (2011) state that any destination must focus on the type of visitors to establish attractive promotion to increase their visits.

2.6.4.3 Promotional Campaigns

An effective practice for regional tourism destinations is to generate innovative promotional strategies. Cox and Wray (2011) found that innovative promotional strategies are fundamental in attracting visitors to regional tourism destinations. They suggest that a tourism region should promote its iconic attractions to the consumer through media advertising campaigns. For example, Tasmania has been promoted as a holiday destination by using the tagline "Where history is just part of the story" (Cox & Wray, 2011, p.536). Similarly, Morgan and Prichard (2005) assert that promoting a destination is the key to attracting consumers and for creating publicity about the regional destination to attract the travel industry. Huh et al. (2006) argue that creative promotional strategies encourage tourists to visit a particular destination, and to keep it competitive in the travel trade. According to Burns et al. (2010), promotional activities include direct mail campaigns, and advertising through television, radio, newspaper, social media and mobile technologies.

2.6.4.4 Visitor Information Centre

Another best practice to attract travellers to a regional destination is to provide quality visitor information (Pearce, 2004). Currently, best practice tourism destinations use Visitor Information Centres to increase the number of visitors by assisting tourists with bookings and useful information (Wray, 2011). Additionally, Cox and Wray (2011) found that establishing a Visitor Information Centre is an important practice for a regional tourism destination. This provides a connection between visitors and the region before and as they arrive at the destination. Creating an effective marketing strategy, then, can increase visits to a tourism destination.

2.6.4.5 Satisfaction and Marketing Strategies

In the literature, several studies show the importance of tourists' satisfaction with management and marketing strategies (Zhang 2000, Yoon & Uysal 2005; Huh et al., 2006; C. Chen & F. Chen, 2010; Prayag & Ryan, 2012). Huh et al. (2006) studied expectations and satisfaction in heritage sites, and divided heritage tourism based on visitor satisfaction. Based on their findings, they suggest that expectation and satisfaction analysis and segmentation are useful in creating strategies for heritage management. This process can help to improve levels of satisfaction by identifying critical areas where there is low satisfaction or high expectation and provide an opportunity for planners and marketers to develop best promotional practice for a particular group of tourists. Huh et al. (2006) also found that heritage attractions play a pivotal role in overall satisfaction more than other attractions (Huh et al., 2006). Therefore, it could be argued that there is a positive link between tourists' satisfaction and best practice in heritage management.

Yoon and Uysal (2005) state that managers should integrate tourists' satisfaction and motivations into heritage management strategies in order to attract more visitors to a destination. While C. Chen and F. Chen (2010) argue that tourists' satisfaction is a vital issue in heritage management strategies, Prayag and Ryan (2012) claim that understanding the level of satisfaction about a tourism attraction helps to create an appropriate practice in tourism.

Tourists' satisfaction is one of the most important key elements in increasing visitations to regional heritage sites. This means that the creation of best practice depends on an understanding of the factors that increase tourist satisfaction levels at heritage sites which leads to the design of effective practice for heritage sites.

2.7 Activities at Heritage Sites

2.7.1 Entertainment Activities at Heritage Sites

A number of studies indicate that entertainment activities at heritage sites enhance the number of visitors (see Poria et al., 2004, Yoon & Usyal, 2005; Huh et al., 2006; Poria et al., 2006; Choi, Lehto & Morrison, 2007) and that festivals and events attract many tourists (see Cox & Wary, 2011; Huh et al., 2006; Choi et al., 2007). Cox and Wray (2011) argue that one of the best practices to enhance visitors to tourism destination is developing festivals and events. Huh et al. (2006) conducted a heritage site study which indicated that a cultural event, such as a handicraft event, enhances tourist visitation. Choi et al. (2007) found that local cuisine events encourage tourists to heritage sites. These types of activities can be integrated into best practice to attract visitors to heritage sites.

2.7.2 Interpretation in Heritage Sites

Sufficient evidence exists in the literature that interpretation at heritage site is important in heritage management. Research by Poria et al. (2009) revealed that interpretation is useful for management and marketing heritage sites. First, interpretation increases the level of visitors' interest to a heritage site. Second, it creates emotional involvement with the site, especially for those who feel the site is a part of their own heritage (Poria et al., 2009). Thus, heritage management should integrate interpretation into management strategies. C. Chen and F. Chen (2010) support this view, arguing that interpretation is an essential issue for managers in heritage sites because it could increase visitors to such sites. Poria et al. (2006) found that interpretation plays a crucial role in heritage site management and managers should consider this in their planning.

According to interpretation principles (Tilden, 1957), interpretation must relate to whatever is displayed so that it can serve the purpose for which it is meant, that is, to assist visitors to understand and hence appreciate important aspects of a site's culture and heritage. Signs are found in places like national parks, museums, and historic sites (Moscardo, Ballantyne & Hughes, 2000). In order to design a good sign there are important steps that should be considered: first, the main aim of the panel or sign should be considered; second, the message should be clear and precise; and third, the target market who is going to receive the message must be identified (Discover East Peak Industrial Heritage, 2011).

2.8 Review and Assessment

According to the Australian ICOMOS Charter for the Conservation of Places of Cultural Significance (Burra Charter) (Logan, 2004), in the process for heritage site conservation strategies the final step for managing a heritage site is to conduct a review and evaluation of the entire process. This provides an opportunity to identify further research to obtain more effective practice. In addition, the review and assessment are conducted in order to ensure that the aim of destination management be achieved (Department of Resources Energy and Tourism, 2014) and includes customer feedback about service quality and levels of satisfaction (European Environment Information and Observation Network, 2014). Mason (2002) asserts that revising the conservation process is important in order to achieve effective strategies for heritage sites; he argues that the revision process provides an appropriate guideline for stakeholders (2002). This is a clear process that reviews every aspect of the management process in order to obtain best practice for a regional tourism destination.

2.9 Conclusion

In conclusion, this literature review has indicated a number of important issues for achieving best practice for heritage site management.

The first fundamental issue is to identify the values in heritage sites. Based on the literature, it could be said that this is the main starting point for establishing best practice for heritage management.

The second issue is the motivating factors and to what extent they are essential for heritage planning and management. This means that knowing these factors would provide a great opportunity for planners and managers to create an appropriate framework to attract tourists to heritage sites. The literature shows that religious and educational motivations and authenticity have a strong effect on tourists' choice of tourism destination: firstly, the religious motivations are related to spiritual values or the tourists' feelings and beliefs; secondly, educational motivations connect with the tourist experience in the sites; thirdly, authenticity is critical to heritage sites.

The third issue is the importance of stakeholder collaboration in effective planning and communication processes associated with heritage sites. The key stakeholder in most cases is the local community. This is because the local people know the site and its values. In addition, local people must participate in the decision-making process.

Fourth on this list is how to promote the sites through effective strategies. In order to implement the most effective strategies, managers and planners need to identify market segments. This method would help managers to design appropriate promotional campaigns targeting specific groups of tourists to enhance visitation to the

heritage sites. In addition, the literature also indicated that levels of satisfaction are an essential factor in the marketing strategies of regional tourism destinations. It is, therefore, important to increase the tourists' satisfaction levels and to integrate their feedback into the heritage management of the places or sites.

The final phase was reviewing the assessment of the heritage site. This maintains success because it provides recent information about the site.

Even though the literature review indicates that many scholars have conducted research on heritage site management, few have focused on best practice to attract more visitors to heritage sites. Thus, there remains a need to conduct further research on establishing best practice for attracting visitors to heritage sites. As well, more research needs to be conducted in developing countries, to gain maximum economic benefits from heritage attractions. This particular study will investigate best practice for marketing heritage site, analysing the Medina national museum in the Kingdom of Saudi Arabia to increase visitors to the site and associated economic growth.

Chapter 3: Methodology

3.1 Introduction
This chapter discusses in detail the research methodology that has been used and the impact of this on the processes and outcomes. It starts with identifying the chosen paradigm, then describes the methodology approach using secondary data and the methods of data collection. Many official and non-official different sources have been used for this study. Furthermore, it explains how to analyse the data by using content analysis method. For This study, a single case study has been used, the Hejaz Railway Station in the Kingdom of Saudi Arabia.

3.2 Interpretive Social Science Paradigm
This research aims to identify best practice for increasing visitor numbers at regional heritage sites in Saudi Arabia. The paradigm chosen for this research is the interpretive social sciences as it allows multiple explanations about the research area as well as multiple realities within natural world data (Jennings, 2010). The interpretative social science paradigm supports examination of people's experiences in their real world based on their own historical and social perspectives; it is used when there is observation of human experiences (Creswell, 2009). This paradigm allows the researcher to draw multiple viewpoints from data through interpreting data subjectively rather than objectively (Jennings, 2010). This means this study will deal with many aspects such as visitors' feelings about the site along with assessment of heritage values and motivational factors. In this study, the researcher will use secondary data.

3.3 Approach
3.3.1 Using Secondary Data
Secondary data refers to data which has been previously collected by other researchers (Dawson, 2009). There are distinct advantages of using secondary data; it is easy and fast to access and it can minimize the cost of research because many of the sources are free (Jennings, 2010). According to Cowton, "secondary data may have attributes which render them highly attractive when compared to interview and questionnaire results" (as cited in Harris, 2001, p.192). Jennings (2010) holds that using secondary data can enable the researcher to re-test and/or reinterpret the data and Harris (2001) highlights that secondary data can provide the researcher with a triangulation view on the aims of the study, increasing the reliability and credibility of the research. For example, this research will be looking for a link between motivational factors to heritage sites and increasing visitation to such sites, by aligning a range of secondary data.

3.3.2 Case Study Application
According to Simons, a case study can be defined as an "in-depth exploration from multiple perspective of the complexity and uniqueness of a particular project, policy, institution, program or system in a real life context; the primary purpose is to generate in-depth understanding of a specific topic, program, policy, institution or system to generate knowledge and/or inform policy development, professional practice and civil or community action" (2009, p.21). Stake defines a case study as the "study of the particularity and complexity of a single case coming to understand its activity within important circumstances" (as cited in Thomas, 2011, p.10) while Yin (2009) holds that the case study approach is the best research strategy to develop in-depth observation of complex social phenomena. Based on the above definitions, a case study approach can be used to understand a specific research subject deeply.

A case study approach is the appropriate method for explanatory questions and descriptive questions (Yin, 2009) and as this research will investigate the best practice for increasing visitation to heritage sites and will examine tourists' motivation factors in heritage sites, the appropriate method is the case study approach.

Using a single case study approach gives a reflection of real life and shows people's beliefs (Yin, 2009). For this research a case study approach to investigate will be used to also understand best practice in heritage management to increase the number of visitors to regional heritage sites in order to gain maximum economic

benefit. There are many kinds of case studies, however, the appropriate one for this research is the explanatory because it provides the opportunity to analyse different perspectives (Yin, 2009). Thomas (2011, p.11) argues that the explanatory case study is the "most powerful engine of potential explanations" because it covers people's thoughts and gives the researcher full understanding of the research. This study will examine people's personal motivational factors to visiting heritage sites and establish best practice to increase number of visitors to regional heritage sites.

3.3.3 Data Collection Methods

Sources of the secondary data include public documents, statistical reports from international and regional bodies, organizations, associations, groups, councils and commissions such as the United Nations World Tourism organization (UNWTO), the World Travel and Tourism Council (WTTC), and the United Nations Educational Scientific and Cultural Organization (UNESCO) (Jennings, 2010).

In this study, statistics such as visitor numbers to the Medina national museum, tourists' motivational factors and activities that enhance tourists to heritage sites are required. The appropriate sources of that information are Saudi Commission for Tourism and National Heritage (SCTH), and Tourism Information and Research Centre (TIRC). In addition to this, journal articles involved in similar research areas can be utilized (Dawson, 2009 such as Annals of Tourism Research, Journal of Tourism Research, Tourism Management, Tourism Analysis, and Journal of Tourism Studies (Jennings, 2010).

For the study, the research focuses on a specific heritage site as a heritage site. This study reviewed many academic journals, books and official websites and undertook some personal communication. The journal articles for review were identified through searches of journals in tourism and other connected fields. The keywords used included a combination of the following terms: Heritage sites, values in heritage sites, motivational factors in heritage sites, heritage management, marketing strategies in tourism destination and best practice in heritage sites. An intensive search was made of the journals Annals of Tourism Research, Journal of Travel Tourism, International Journal of Heritage Studies, Journal of Travel Research, Journal of Travel Tourism Marketing, Tourism Management, Journal of Marketing Research, Tourism Management, Journal of Muslim Minority Affairs, and Asian Affairs.

Information sources can include formal studies and report documents from private, public and profit sectors (Jennings, 2010), as well as published academic researches, materials from press and media (Harris, 2001). This study has chosen to include reports from non-academic backgrounds including magazines and newspapers; the major reason for adopting this method was to increase the number of studies available for review and analysis to find specific information about Medina National Museum in Saudi Arabia.

In addition, to find out motivational factors some media articles in Arabic have been translated to use in the Findings chapter as minor sources, for example, Al-Jazirah newspapers, Al Riyadh newspapers and Okaz newspapers.

Bouma & Ling (2004) suggest that with data collection, the researcher should record each step taken, such as ideas, decisions, and concepts, because it helps the researcher to understand the details of the study; data collection is the essential first step in the overall process before undertaking the data analysis.

3.4 Data Analysis Processes

3.4.1 Organization

Summarizing and organizing data are important steps to get the overall meaning of the study (Creswell, 2009). This process prepares data for analysis and to make general sense of the project (Bouma & Ling, 2004). There are a number of steps that need to be taken in order to organize the research prior to undertaking analysis. First, the researcher will organize the documents and reproduce tables, charts and graphs from previous research (Jennings, 2010). Second, the researcher will evaluate the data collected (Jennings, 2010). This means the researcher would understand the data and undertake further contextual analysis (Creswell, 2009). Finally, the researcher will undertake an interpretation process to reach their findings (Jennings, 2010).

Creswell (2009) points out that the interpretation process is giving an explanation of data, which could be the researcher's personal interpretation based on the information collected. Therefore, in this study, the researcher will find out information about best practice of increasing visitation to heritage sites in the chosen site and motivational factors to know what attracts tourists to visit, and activities that enhance visitation to heritage sites.

3.4.2 Content Analysis Processes

There are a number of reasons why the appropriate method to analyse secondary data is content analysis. First, content analysis gives the researcher an opportunity to investigate texts and re-interpret the content in a holistic perspective in order to reflect real life and divide data into categories in order to integrate and explore the

major themes of the data (Jennings, 2010). Second, Harris (2001) highlights that content analysis allows assessment of the validity and reliability of secondary data. Long and Johnson (2000) highlight that reliability belongs to the constancy of the instrument, and validity considers the ability of the instrument to accurately represent the characteristics of a phenomenon. Third, Harris (2001) argues that content analysis provides extensive conclusion for research. He states that using this kind of method can analyse secondary data in a transparent and reproducible manner (Harris, 2001).

Content analysis can be defined as a research method for analysing real social life through interpreting words and images from documents (Crossman, 2014). This approach can be used for quantitative or qualitative methodology (Jennings, 2010). In this research, the appropriate documents were identified, then key words determined (such as heritage values, motivational factors, stakeholders, activities at heritage sites); categories were then created based on the research questions, and analysis of the content and reinterpretation of the data was then undertaken to make a qualitative interpretation.

3.5 Conclusion

The purpose of this chapter is to describe the research methodology of this research which relies on secondary data. In addition, the chapter explained the purpose of using a case study method in the research. The chapter also describes the method of collecting data for this study. For example, using the government sources, journal articles and some newspapers reports are essential for the research. The key words of searching for information were a combination of different words such as heritage sites, values in heritage sites, motivation factor in heritage sites, heritage management, and marketing strategies in tourism destination and best practice in heritage sites. To analyse the study, content analysis was used to observe the data and obtain the final result.

Chapter 4: Analysis and Findings

4.1 Introduction

This chapter provides a detailed overview of the research study results regarding the importance of the Medina National Museum as a significant heritage site in the Kingdom of Saudi Arabia, with the aim of understanding best practices for increasing visitation to heritage sites in Saudi Arabia. This study identified that the Medina National Museum is a unique attraction because it has both religious and social-cultural values which are essential to the Saudi tourism sector. First, the study explains the values in the museum and why visitors have strong associations with this particular site. Further, it establishes the motivations different types of tourists have for visiting the site, such as religious, educational and authenticity of experience. Next, the chapter shows the importance of the Saudi Commission for Tourism and National Heritage in the conservation process for the Hejaz Railway Station, which is a part of the museum since 2000 and looks at barriers to optimal management of this site. It further demonstrates the current situation at the site and to what extent stakeholders' collaboration in Madinah region is important, in order to enhance tourist visitation. Finally, this chapter identifies best practice in order to increase visitor numbers to the Medina national museum and provides relevant information about the current marketing strategies for the site and the activities that could enhance the number of visitors.

4.2 Values in Hejaz Railway

4.2.1 Religious-Spiritual Values

This study found that the Medina national museum is a unique attraction with religious values, such as discussed by a number of scholars (see Nicholson, 2005; Nicholson, 2006; Burns, 2007; Orabasli & Woodward, 2008; Kezander, 2012; Roth, 2013; Karcic, 2014). This is because the location of the museum in the Hejaz Railway station which was the only route that transfers pilgrims from Turkey to the holy city, Madinah (Nicholson, 2006). Karcic (2014) says that Muslims in many countries around Turkey connect with the Hejaz Railway because of its religious and spiritual values. Kezendar (2012) also argues that the main purpose of the Hejaz Railway was religious because it helped pilgrims to reach the holy city, Madinah; therefore, it has spiritual values for Muslims. People travel from Turkey to Madinah to perform Umrah and Hajj. Umrah is performed by Muslims in the holy city Makkah and can be conducted at any time of the year (Farahani & Henderson, 2010). Usually, religious tourists start their Umrah trip from Madinah city to pray in the al-Masjid al-Nabawi mosque and visit the Prophet Mohammed's tomb, which is inside the mosque (Al-harbi, 2012). Hajj means going to the holy city Makkah at a specific time in the Islamic calendar to pray and do essential devotions to God (Burns, 2007).

This study also found that the Museum has religious and spiritual values. For example, the museum includes a hall dedicated to providing information on the Prophet Mohammed (Al-zaydi, 2014) and a hall of Islamic history (Wass, 2016), as well as a hall with information about the largest mosque in Saudi Arabia (Al-mogamsi, 2014). Therefore, tourists to this site can learn not only about the railway's role in bringing religious pilgrims to Madinah in the past, but also about other religious topics in the same place.

As described above, the Museum has religious values related to people in the Islamic world and the Saudi authority could use the religious and spiritual values evoked by the Hejaz to attract tourists to the site and increase the visitation numbers. In addition, managers and planners at the site should integrate those values in their management planning to obtain more visitors to the site. As a result, the spiritual-religious values of the site could be used as one of best practice to attract and increase tourist numbers.

4.2.2 Socio-cultural Values

Socio-cultural values include social, historical, aesthetic and cultural values that could be recognized as important values for heritage sites (Shearing, 2006). This study found that the Museum has all of these historic, cultural, aesthetic and social values. A research study conducted by Orbasli and Woodward (2008) demonstrated that the Hejaz Railway has historic value because it represents a part of Islamic history since 1908 while Eman (2005) argues that the ancient Hejaz route has historical value because it played a significant role in the Islamic history and civilization prior to the railway, reducing the Hajj trip from 45 days to 5 days. In addition, Kezendar (2012) states that the Hejaz Railway is a major part of the modern Arab history because it was the first railway route which transferred passengers between many Arab countries. Similarly, Nicholson (2005), in his book about the Hejaz Railway, argues that the Railway played a significant role in the Islamic civilization in the Middle East because it was the only route which connected the Islamic countries and also linked Asia to Europe through Turkey (Nicholson, 2005).

This study indicates that the Museum has cultural value. According to Orbasli and Woodward (2008), the Hejaz route linked together many Muslims cultures, including Turkish, Syrian, Jordanian and Saudi Arabian cultures, and through thereby improved communication between multiple cultures and countries; ideas and traditions were then exchanged between those Islamic countries (Orbasli & Woodward, 2008). For example, Saudi people in the Madinah region call the railway station "Istasyun" which derives from the Turkish word meaning train station (Al-zaydi, 2014). Kezendar (2012) asserts that the Hejaz Railway has cultural value because it linked the Hejaz region in Saudi Arabia with other Arab countries through to Damascus in Syria.

This study found that the Museum holds social value, and the local community has a strong association with the site. The opening of the Hejaz route of the 1st September 1908 was a special day for the local people, which they celebrated (Nicholson, 2005; Al-zaydi & Al-ahamadi, 2007) because it brought electricity to the Madinah region, improving the quality of life and providing more commercial opportunity for the local people (Al-zaydi & Al-ahamadi, 2007). At this point, it should be recognised that the social values of the site are transferred from one generation to another and that it is very important to consider those values in the conservation management of the Medina National Museum.

Based on the findings, the Museum and its physical elements have exciting potential for great positive impact on both the local people and international visitors. This positive impact could provide significant economic benefits through an appropriate framework which integrates the above values into the management and strategic planning of the site.

4.3 Motivational Factors

4.3.1 Religious Factor

The research reveals that the majority of visitors were attracted by religious purposes to travel to Madinah, which is the second holiest city in the Kingdom of Saudi Arabia. Overall visits to heritage sites are dominated by people predominantly wishing to visit religious sites connected in and around Makkah and Madinah (SCTH, 2014). According to the TIRC (2016), 45.1% of all domestic tourism trips within Saudi Arabia were made to the Madinah region (TIRC, 2016). Around 6.6 Million of international Muslims come to Madinah every year for religious purposes (Orbasli & Woodward, 2008). The Medina National Museum and is very close to the al-Masjid al-Nabawi mosque (Al-zaydi & Al-ahamadi, 2007) and religious tourists who come to visit the mosque may plan to visit the Hejaz Railway Station. This is certainly a market that can be tapped into by SCTH.

According to SCTH (2016), 48% of religious visitors who came in 2010 to perform Hajj also desired to visit heritage sites. In addition, 40% of religious tourists who came to perform Umrah wished to visit heritage sites (SCTH, 2016). These statistics demonstrate that a substantial percentage of religious tourists have a desire to visit heritage sites and indicate that religious motivations could play a significant role in attracting tourists to heritage sites, especially to the Hejaz Railway which is a part of the Museum and very close to the second holiest mosque and links closely to Islamic history.

A recent report by SCTH (2016) about the museum also shows that Muslim visitors from many different countries wish to see the Madinah prophetic era hall, the prophetic mosque hall and the prophet Mohamed's family's hall. A media report by Al-harbi (2012) in the Al-Waten newspaper indicated that hundreds of visitors have visited the Hejaz Railway Station and the main motivation factor for them was religious. Again, this shows the significance of Islamic values in the site which motivate Muslims to visit. Indeed, after opening the Madinah

station museum in December 2013, most of the visitors were attracted by religious factors (SCTH, 2016). Thus, it can be said that focusing on the religious intentions as a motivational factor will lead to an increase in visitors to the museum.

4.3.2 Educational Factor

This study found that visitors were also attracted by the educational aspects of the area; Aleqtisadiah (2014) found that 5,000 international tourists were interested in knowing about the history of the site. They wanted to know about the history of the Hejaz Railway Station and to learn more about the cultural values of the site (Aleqtisadiah, 2010). Most of the visitors to the Medina National Museum want to expand their knowledge about Islamic history and civilization (Al-zaydia, 2014), while Saudi families during the last Eid al-Fitr holiday visited the site and the museum to learn about the process of carrying pilgrims in ancient times, and to improve their children's knowledge of this history (Al-mogamsi, 2014).

In addition, analysis of the study data found that schools and colleges in Madinah region are also motivated by educational reasons to visit the museum. According to SCTH (2016), schools, colleges, universities and official delegations have all visited the Museum. They wish to gain knowledge of the history of the site.

As stated above, from analysis of official data sources such as the SCTH and non-official sources from media reports it could be said that another motivational factor which attracts visitors to the Medina National Museum is educational purposes.

4.3.3 Authenticity

As discussed earlier in the literature review, there is a strong connection between authenticity and heritage sites. Bhati, Pryce and Chaiechi (2014) conducted a study in museums in different countries and demonstrated that an authentic experience is important in order to maintain a successful business in such sites. In the case of the Medina National Museum, significant numbers of tourists have visited the Hejaz Railway Station and official reports show authenticity as the motivation (SCTH, 2016); they not only desired to discover the desert life, but they also wore traditional dress in the sites and desired to have an authentic, historic train journey (Al-naser, 2008). The authenticity could be presented in this way because it is linked to tourists' personal feelings and emotions (Wang, 1999) and the site provides the opportunity for visitors to have an authentic experience when they ride on the steam train. This idea of engaged authenticity is supported by Bhati et al. (2014), who state that riding the steam train engine 'Puffing Billy' in Victoria, Australia, provides visitors a great opportunity to experience authenticity and that this enhances visits. In the case, it is therefore reasonable to argue that increasing and improving the authenticity of the site would attract more visitors.

To provide this authentic experience, the Tourism Development Council in the Madinah region arranges a festival of handicrafts and traditional cuisine in the Museum, under the auspice of the SCTH branch in Madinah city (Al-zaydi, 2014). This is another indicator that shows the importance of authenticity as a motivational factor in the Hejaz Railway Station.

4.4 Heritage Management Strategies in the Medina National Museum
4.4.1 Preservation

As mentioned earlier, the Medina National Museum has a unique identity for the region and has associations for people because of its religious and socio-cultural values. Therefore, it is essential to preserve its route and its fabric such as buildings, remote stations and carriages (Orbasli & Woodwar, 2008). Scholars have stressed the importance of the preservation of the Hejaz Railway Station and its route in Saudi Arabia (see Nicholson, 2005; Orbasli & Woodwar, 2008; Kezandar, 2012). This study found that in 1948, Saudi Arabia, Jordan and Syria started to think about how to reconstruct the route of the Hejaz, and in 1955 the three governments signed an agreement to make equal contributions for the restoration (Nicholson, 2005). The first action for the preservation strategy was in 1966, which was restoring the Southern section of the route (Nicholson, 2006). Major restoration of damaged stations, and water storage from Jordan to Madinah Station was carried out by British companies (Nicholson, 2006).

Tourism officials in Saudi Arabia have decided to develop and restore the site by using the remnants of the rail route as a regional attraction for tourism development (Muhammad, 2006). In fact, the first project to preserve the site by Saudi authorities started in mid-2000 when SCTH invested 22 million riyals in the Hejaz Railway Station in Madinah region (Al-zaydi & Al-ahamadi, 2007). In 2001, the SCTA created a three-year project to complete restoration of Madianh station; the aim of the project was to restore the fabric of the site and develop museum inside the station (Nicholson, 2005). This project's working group is headed by Adel Ismail, who is professor of Prince Sultan Chair for Urban Heritage (Islamic Heritage School, 2013). The professor said that the Saudi authorities had asked the group to give life to the Madinah Station by preserving it and re-using it as a tourist attraction (Islamic Heritage School, 2013). Truly, this is one of the major targets of SCTH, which is arranging conservation plans for all significant heritage sites.

4.4.3 Stakeholders' Collaboration

The SCTH has created partnerships with many stakeholders in private and public sectors (SCTH, 2016), with one of the most important strategies for the partnership between stakeholders being to contribute effectively to a plan for the tourism industry in all regions, as well as to ensure effective conservation plans for heritage attractions in all regions in Saudi Arabia (SCTH, 2014). The SCTH plays a significant role in the collaboration between private and public sectors because it provides financial support for any tourism project or activities; it also ensures the action plan for projects (SCTH, 2016). In the Madinah region, there are four sectors which collaborate with the Saudi Tourism Commission and National Heritage. These are: Saudi Heritage Preservation Society, Consumer Protection Society, Tourism Development Council and Al-Madinah province governorate. The main aim for the collaboration between these sectors and SCTH is to protect the heritage site's values and their potential as tourism resources (SCTH, 2016).

As stated above, although there appears to be an appropriate partnership between the SCTH and other stakeholders, this study actually found that government bureaucracy could prevent tourism development in the Madinah region and in the conservation process of the Hejaz Railway route. Bureaucracy is the major challenge for partnerships between government stakeholders, according to Almadenh (2014). In the case of the Hejaz Railway, there is a need to do more investment in the Madinah region to attract more visitors to this unique site; however, there is a lack of stakeholder collaboration because of the bureaucracy (Almadenh, 2014). For example, organizers of tourist exhibitions stated that bureaucratic government agencies delay many essential exhibitions (Al-qurny, 2013) and getting permission for non-Muslims to visit heritage sites takes time because of the long process between stakeholders (Maree, 2007; Thomas, 2007).

Bureaucracy is a problematic issue with the Saudi authorities in order to complete the benefit of stakeholders' partnership and therefore, actions take time in the Kingdom of Saudi Arabia.

4.5 Marketing the Site

4.5.1 Market Segmentation

To get the most effective marketing strategies, a destination should identify its market segment (Huh et al., 2006).

Table 4-1 Propensity to visit heritage sites by purpose

Purpose of visit	Historical or archaeological site	Antiquities site	Religious site
VFR	8%	4%	15%
Holiday	6%	11%	19%
Umrah	19%	22%	98%
Ziara	15%	10%	58%
Business	3%	2%	15%
Other	1%	*	5%

Source: SCTH, 2016.

The above table shows that the tourists who visited Saudi Arabia in 2016 for the purpose of visiting friends and relatives (VFR) (Weaver & Lawton, 2010) are less likely to visit heritage sites than other tourists who came for holiday, business, or other purposes. Consequently, the religious tourists who perform Umrah seem to be the majority of those visiting heritage sites. 19% of religious tourists to Saudi Arabia have a propensity to visit heritage sites and 22% of them desire to visit the antiquities sites (SCTH, 2016). Not surprisingly, 98% of the religious tourists desire to visit religious sites. In addition, 15% of visitors who came for Ziara desire to visit heritage sites (SCTH, 2016). Ziara means visiting Saudi Arabia with two purposes; religious and leisure (Farahani & Henderson, 2010). (It should be noted that these are the latest and only official statistics available about heritage site visitors in Saudi Arabia.)

According to Orbasli and Woodward (2008), 73% of international visitors come to Madinah for religious reasons. Religious tourists are recognized as the highest spenders in the holy cities (Bogari et al., 2004). According to SCTH (2016), Madinah city receives millions international visitors annually for religious purposes. Therefore, it could be argued that the first target market for the Hejaz Railway is religious tourists who come to visit the holy cities every year.

Another market segment could be international visitors: 75% of international tourists from Arab countries desired to visit heritage sites (SCTH, 2016). In addition to this, 68% of international visitors from Asia wish to visit heritage sites (SCTH, 2016). International tourists hope to visit the Hejaz Railway because of its attractive style according to Orbasli and Woodward (2008) and a media report in the Al-waten newspaper indicates most of the visitors to the Hejaz Railway station and museum in Madinah region are international tourists (Al-harbi, 2012). It is apparent that international visitors could be a second target market for the site.

This study also identified that Saudi tourists like to visit heritage sites; according to SCTH (2016), 40% of Saudi families desire to visit heritage and cultural attractions and there is a high demand among domestic tourists to visit sites which are reported in the Prophet's biography (SCTH, 2016). A recent report in Riyadh newspaper shows that many Saudi families like to visit the Medina National Museum and they were pleased after the restoration of the site (Muhammad, 2006). Domestic tourists form another important segment market for the Museun.

As argued by Huh et al. (2006), understanding these groups of tourists would provide the heritage site with a great opportunity to develop the destination and attract more visitors to it by creating a special promotional campaign.

4.5.2 Promotional Campaigns

This study found that there is no specific brochure to promote the Medina National Museum. In fact, according to personal communication between the researcher and the manager of the site, it appears that there is a complete lack of marketing strategies (A. Karbosh, personal communication, August 9, 2017). Lack of marketing seems to be a problem in most of the heritage sites in the Madinah region (Thompson, 2005; Farahani & Henderson, 2010). Concerns about the lack of advertising or marketing information on the heritage sites in the Madinah region has been expressed by many, notes Almadenh (2016).

However, the manager of the site said that there is a CD player to promote this unique site in different languages which is usually given to the visitors during their trip to the Hejaz Railway (A. Karbosh, personal communication, August 9, 2017). The CD provides a brief introduction about the history of the Medina National Museum and the Hejaz Railway station; it also shows attractive pictures of the route and trains. In addition, it explains the cultural, religious and historical values of the site (A. Karbosh, personal communication, August 9, 2017). According to Karbosh, the CD has only been given to tourists who actually visit the location. Thus it is not truly part of a marketing strategy because visitors should get the information about the site when they arrive in the Madinah region.

The manager of the site said they are planning to create a new brochure to promote the museum; the brochure is going to target religious tourists and international visitors (A. Karbosh, personal communication, August 9, 2017). This would be an appropriate marketing strategy.

Marketing a site to a specific group of tourists could be done in many attractive ways. According to Wray (2011) creating a website and strong image brand about the destination attracts visitors. Creating a promotional campaign through social media is another effective marketing strategy to target Muslims tourists locally and globally.

4.5.3 Tourist Satisfaction in the Medina National Museum

Tourists' satisfaction in management and marketing strategies at heritage sites is important. Almadenh (2014) demonstrated that there is a lack of tourists' satisfaction in heritage sites, especially in the Medina National Museum. However, the current study found that a number of international visitors from non-neighbourhood countries have expressed their feelings about the quality of services at the site, and it appears that they are satisfied with the quality of service at the museum(Al-harbi, 2016). However, there is not enough known about the tourists' satisfaction; therefore, more research needs to be done in this area.

4.6 Activities in the Medina National Museum

4.6.1 Entertainment and Social Activities

Tourist visits to the Medina National Museum are enhanced by various activities. For example, during the cultural festival, there is a children's theatre which provides several programs for children, such as entertainment shows, games, aerobatics and prizes (Aleqtisadiah, 2008; Al-zaydi, 2008). A recent report published in Okaz newspaper about visitors to the museum during the Eid public holiday in Saudi Arabia demonstrated that the visit of Saudi families were enhanced by these types of social activities, and they wished to see the activities throughout the year, not only during the cultural events or Eid holidays (Al-mogamsi, 2017). Furthermore, the study found that the traditional market, which takes place during the handicraft festival in museum, also enhances the experience of tourists, both local and international, who enjoy seeing traditional dress handmade by elderly Saudi women (Aleqtisadiah, 2014; Al-mogamsi, 2017). This shows the importance of the entertainment, cultural and social activities in such sites, and the extent it encourages tourist visitation.

4.6.2 Interpretation in the Station and Museum

According to Almadenh (2012), the Medina National Museum is part of Islamic history; therefore, interpretive signage and educational programs should be arranged for visitors throughout the year. The museum should enhance its visitors' enjoyment of the site by doing more interpretation activities because the site has existing cultural significance (Roth, 2013); educational programs explaining the history of the site using effective

sound and light would be an appropriate interpretation of the Hejaz Railway station (Almadenh, 2014). According to SCTH, (2016) there are currently no specific interpretation programs; however, the museum, which is inside the Madinah Station, gives educational information about the site, explaining Islamic history and civilization (SCTH, 2016). However, there is agreement that such an important heritage site needs to be explained effectively to visitors (Almadenh, 2014). Interpretation in the Medina National Museum is essential to encourage more visitors to the site.

4.7 Review and Assessment in the Medina National Museum

According to the SCTH, the most important process in heritage sites protection is a review and evaluation of the existing cultural heritage sites (SCTH, 2016). The review includes current reports, research studies, and other information. Conducting research and surveys at these sites is fundamental to identifying the major issues. The review process, including a survey of visitors and other stakeholders, would help to create appropriate management methods for attracting tourists and would incorporate suggestions from stakeholders involved.

The above information is available on the SCTH official website; however, this study indicated that there is a real shortage of research, reviews, and evaluations of the Museum. Dr. Faydi, a historical researcher in the Madinah region, stated that theoretically the SCTH has adopted many visions for monitoring and review, but these visions need to be activated, especially in Madinah city because it has many historical sites (Almadenh, 2014). The same argument is supported by Dr. Mohamed Arnaout, Professor of contemporary history at the University of Al al-Bayt and researcher in the affairs of the Hejaz Railway (Magdi, 2008). Mr Byati, general manager of hotel Dar Fatih in Madinah city, said that the Hejaz Railway Station is a landmark site and although it has some activities, there is no available research about tourists' feedback on the site. Furthermore, he said there is a need for historical experts to evaluate the site from time to time (Almadenh, 2014).

It is apparent that to obtain effective review and assessment for the Medina National Museum there is a pressing need to conduct research and surveys to obtain data which can be evaluated to provide valid evidence for future management strategies for the site.

4.8 Conclusion

It is clear that the Medina National Museum is a unique attraction in Saudi Arabia. This attractive site has its religious and spiritual values because it reveals Islamic history and civilization. In addition, the museum has its socio-cultural values and therefore both the local community and international visitors can have a strong association with the site.

This study demonstrated that visitors are motivated to visit the site because of several factors. First, the religious factor which attracts tourists to Madinah as a holy city and to the Hejaz. Second, the educational factor, in that tourists desire to expand their knowledge about the Islamic history and civilization. Third, tourists who are seeking an authentic experience are attracted to this site.

Bureaucracy seems to be the biggest challenge which could prevent development and improvement for heritage sites in the Madinah region as well as in Saudi Arabia and there is a lack of marketing strategies for the museum, which leads to lack of information for visitors and, therefore, optimal visitor numbers cannot be reached. Finally, This study found that there is a pressing need to improve activities programs such as interpretive programs for visitors to the Medina National Museum.

Chapter 5: Conclusions

5.1 Summary

The study's literature review highlighted the significance of assessing the values at heritage sites, the many motivational factors, and showed the importance of stakeholder collaboration in heritage management and planning as well as best practice for the marketing of tourism heritage destinations.

This study examined secondary data under the interpretive social science paradigm, including government sources, journal articles and newspaper reports. Content analysis was used to analyse the data.

This study mainly focuses on examination of best practice for marketing Medina National Museum in the Kingdom of Saudi Arabia. It draws attention to the most efficient and effective use of heritage sites and how this increases visitor numbers, together with increased economic benefits of regional tourism destinations.

This study commenced by identifying the values in the Medina National Museum and demonstrated that religious, educational and authentic are the most important motivating factors in attracting visitors. In addition, the study indicated that there are several other factors that link to the Hejaz Railway Station.

Firstly, tourists were motivated to visit the site for religious reasons; yearning to see the Islamic hall in the museum, the Prophet Biography and to pray in Ambyria, which is an historic mosque inside the site. Secondly, tourists were motivated to expand their knowledge about history and the Islamic civilization. Thirdly, tourists desired to have an authentic experience by riding an historical steam train and participating in the various cultural events such as the festival of local handmade goods and enjoying the region's cuisine.

This study identified stakeholders in Saudi Arabia and the Madinah region. It is apparent that bureaucracy prevents effective partnerships occurring between the private and public sectors with the SCTH. Thus, it is suggested that SCTH should activate the adopted vision in the Madinah region in order to ensure improvement of the heritage sites.

This study also found that the Hejaz Railway Station is well-preserved. This is evident in several physical items on the site, such as the train's engine, carriages, and station building. However, there is a need for more maintenance at some remote stations.

This study demonstrated that religious tourists seem to be the largest group of visitors to the Madinah city and it would be logical to identify this group to market the museum because the site is very close to the second most holy mosque in the Islamic world. As the local people are willing to visit this site, creating appropriate promotional campaigns focussed on these two groups would not only enhance visitor numbers to the site but also provide best practice in the marketing strategies. Furthermore, the study found that improving social activities in and around the site and providing interpretation would encourage both international and domestic tourists.

5.2 Practical Implementation in Medina National Museum

5.2.1 Educational
Based on these findings, it is reasonable to argue that the Saudi Commission for Tourism and National Heritage should focus on the educational factors and develop creative educational programs for attracting children and their families to the Museum. Raising the educational value by providing interpretation of the site would be one of the most essential keys to encourage tourists to visit the site.

5.2.3 Marketing Suggestions
Marketing a site to a specific group of tourists could be done in many attractive ways. According to Wray (2011), creating promotional campaigns would be one of the most effective marketing strategies to promote tourism destinations. In the case of the Medina National Museum, promotional campaigns through social media would be an appropriate marketing strategy to target Muslims tourists locally and globally. Brochures in many different languages which address the historical and religious values of the site would, indeed, attract tourists and encourage visitors from a wide range of Islamic countries.

5.2.4 Interpretation and Framework Sign or Panel Design
The Medina National Museum, located close to the Madinah mosque, effective panels or signs could focus on religious tourists. For example, a model of a small carriage in a strategic location between the Museum and the holy mosque would be appropriate to capture people's attention. The sign should be in English and Arabic languages in order to catch the attention of both local people and international, religious tourists to make them aware of the site. In addition to the main theme of the museum as a unique Islamic attraction, the sign could explain the history of the site and its cultural significance.

5.3 Limitation of the Study
The study encountered a number of limitations, which need to be considered. The hardest challenge was that there is a shortage of academic research about the Medina National Museum. Very little research has been carried out into what might motivate tourists to visit the site or what their satisfaction level is, nor specific research about the importance of assessment values of the museum and the local community.

In addition to this, some of the research questions required further data: limited secondary data was available, for example on the number of visitors to the site, and some of the data which is available is not current, making it difficult to predict the situation of the site.

Therefore, there is a pressing need to enhance the academic research for the SCTA to be able to use this data in a sound assessment review of the site. The SCTA should provide updated statistics about each site in Saudi Arabia, especially the popular sites such as the Medina National Museum, which would help researchers and management of the site to identify their target market and create appropriate strategies to improve the site. Finally, it was also hard for the researcher to receive information from the management of the site because they showed no interest in answering any queries.

5.4 Recommendation for the Future
The Medina National Museum is a unique heritage attraction in the Kingdom of Saudi Arabia. However, little official information is available about the site. The SCTH needs to:
a)   Provide research money to educational institutions to encourage Saudi researchers to conduct more research about the heritage sites in the Madianh region.
b)   Conduct research into best practice in order to sustainably increase visitor numbers to the heritage site which would provide economic benefits for the site.

c) Conduct research into tourist satisfaction levels at Hejaz in order to improve services offered and increase attendance levels.

d) Develop a strategic plan for future development of the site using all the research data.

This research needs to be carried out in the near future to enable tourist management to take advantage of the data in order to focus their brochures towards the right population sector. This will also provide the museum management with useful data to enable them to focus their services on what the local and international visitors want to see.

In addition, it will provide lots of useful data for use by future researchers and to inform the strategies directions for management of the site. As a result of this, the management of the site would be improved, leading to greater appeal for tourists and; therefore, greater economic benefits for both the site and the Saudi Commission for Tourism and National Heritage.

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