A STUDY ON PROMOTING TANZANIA'S CULTURAL HERITAGE THROUGH THE LENS OF INDONESIA: CROSS-CULTURAL COMPARISON

Maryness Patrick [1*], Antonius Sumarwan [2]
[1]St. Augustine University of Tanzania, [2]Universitas Sanata Dharma, Indonesia
Email: [*1]marynesspatrick1996@gmail.com, [2]marwansj@dosen.usd.ac.id

ABSTRACT

This study explores how Tanzania can effectively promote its cultural heritage as a key component of tourism, drawing lessons from Indonesia's successful cultural tourism practices. By comparing strategies used in both countries, the study uncovers ways for Tanzania to enhance its cultural promotion, enrich its tourism offerings, and address challenges. Specifically, the research focuses on strategies Indonesia employs to market its cultural heritage, adapting them to Tanzania's context while preserving authenticity. The study's significance lies in boosting Tanzania's tourism sector through better cultural promotion, revenue generation, and preservation, offering insights valuable to tourism officials, cultural organizations, academicians, and the country at large. Methodologically, the study adopts a constructivist research paradigm and a qualitative multiple-case study design, focusing on Arusha in Tanzania and Yogyakarta in Indonesia. Data collection includes interviews and secondary data from reports publications, with thematic analysis guided by the strong structuration theory. The comparison reveals differences in external and internal structures, agency, and outcomes between Tanzania and Indonesia, highlighting the need for Tanzania to shift towards practical implementation in cultural promotion. This study contributes to policy and practice by advocating for revised tourism policies in Tanzania and offers theoretical and practical insights into cultural promotion strategies in Tanzania.

Keywords: Cultural Heritage, Tourism Development, Cultural Tourism, Tanzania, Indonesia, Comparative Analysis

1. Introduction

Africans' reliance on oral tradition has led to a significant gap in African knowledge systems, resulting in the loss of valuable knowledge with each passing elderly person. Unlike many cultures of the world that transform past materials into cultural heritage, Africa has struggled to evolve methods for passing down knowledge, failing to preserve important aspects of its ways of life. Only a few elements of African culture are retained. While culture-based tourism practices can help conserve a destination's cultural heritage and generate revenue, most African countries, including Tanzania, have not fully tapped into this potential (Wels, 2002).

Sotirova et al. (2012) define cultural heritage as the legacy of physical artifacts and intangible attributes inherited from past generations. It includes tangible elements such as buildings, monuments, landscapes, books, works of art collections, as well as intangible elements like music, dance, beliefs, social morals, ceremonies, rituals, folklore, traditions, language, and indigenous knowledge (Blake, 2000). Cultural heritage strongly influences our sense of identity, loyalties, knowledge, beliefs, and behaviour (Balandin & Laizane, 2013; Adane et al., 2019). It has an existence value and an aesthetic or artistic value, stimulating sensory or symbolic perceptions of the past in the present, and is considered a resource, monetary spending, expense, or income (Graham et al., 2016). Cultural scholars agree that

cultural heritage is what we inherit from the past and use in the present day (Graham et al., 2016).

Cultural heritage has gained increasing attention in recent years for its potential to promote sustainable development (Araoz, 2011). Scholars like Timothy & Boyd (2006) recognize cultural tourism as the largest and fastest-growing global tourism market. According to the World Tourism Organization (2018), four out of ten tourists choose their destination based on its cultural and heritage attractions, and the annual growth rate in cultural trips is estimated to be 15% by the end of the century (Ramires et al., 2018). Timothy (2011) asserts that cultural tourism involves travellers experiencing built heritage, living culture, or contemporary arts, driven by a desire for cultural enrichment, learning, or curiosity.

Culture based tourism may help conserve the cultural heritage of a destination, depending on factors such as government policy and guidance (Henderson, 2002; Swain, 1989, 1990). However, Li (2003) warns that prioritizing tourism over conservation can lead to the loss of culture and traditions. Despite the vast literature on conserving cultural heritage and its role in promoting sustainability, there is a lack of research focused on promoting Tanzania's cultural heritage. Tanzania's focus on wildlife tourism over its cultural diversity is evident in its tourism policies (MNRT, 1999; MNRT, 2002), highlighting the untapped potential of Tanzania's cultural heritage in the tourism sector (Soeroso & Susilo, 2014). In contrast, a country like Indonesia has successfully integrated its cultural heritage into its national branding strategy, making cultural tourism a key aspect of its tourism industry (Soeroso & Susilo, 2014).

This study explores how Tanzania can effectively promote its cultural heritage as a key component of tourism, drawing lessons from Indonesia's successful cultural tourism practices. By comparing strategies used in both countries, the study uncovers ways for Tanzania to enhance its cultural promotion, enrich its tourism offerings, and address challenges. The overarching question of this study is: How can Tanzania promote its cultural heritage as a valuable aspect of tourism by adopting and adapting strategies used by Indonesia to sell its culture as a tourism product? Together with that, three specific research questions take us throughout this paper which are: 1. What specific strategies has Tanzania and Indonesia adopted to promote cultural heritage as a tourism product, and how effective have they been? 2. What are the key challenges and opportunities for Tanzania and Indonesia in promoting their cultural heritage as a tourism product, and how have the challenges been addressed while leveraging the opportunities? 3. How can Tanzania adapt and adopt the successful strategies used by Indonesia to sell its cultural heritage as a tourism product to its own cultural context, while still preserving the authenticity of its cultural offerings?

Consequently, this study adopts a constructivist research paradigm and a qualitative methodology with a multiple-case study design. Focusing on Arusha and Yogyakarta cities from the respective countries, it delves into local knowledge and contextual factors, utilizing primary and secondary data collection methods. Thematic analysis guided by strong structuration theory ensures validity and reliability of the findings, contributing significantly to policy, practice, literature, and theory. The study emphasizes the need for Tanzania to revise its tourism policies, provides valuable insights for practitioners, offers a detailed comparative analysis of cultural heritage promotion strategies, and enhances theoretical understanding through the application of Stones' Strong Structuration theory.

2. Literature Review

Every place possesses heritage although not all resources appeal to tourists despite their significance to locals (Timothy, 2011). The recognition of historical artifacts' importance has led many countries to allocate substantial funds for their preservation, resulting in increased tourist interest (Timothy, 2011). Cultural heritage plays a crucial role in societies, embodying shared bonds and a sense of belonging (Rouhi, 2017; Jokilehto, 2006; Siregar, 2018; Ogundele,

2014; Nnonyelu, 2009). The tourism industry relies on these resources, with cultural tourism becoming a mainstream component, contributing to economies and cultural preservation (Richards, 2001; Ivanovic, 2008). Cultural tourism has evolved from a niche market to a vital industry driver, with a new UNWTO definition emphasizing both tangible and intangible cultural attractions and products (UNWTO, 2018). However, challenges remain, including the impact of unchecked tourism on culture and heritage (Ismail et al., 2014).

Research in cultural tourism has expanded rapidly, covering various aspects such as cultural consumption, motivations, heritage conservation, and economics (Richards, 2013). The global perspective on cultural heritage reveals its compromised significance in numerous locations due to a cycle of excessive development, inadequate investment, and declining returns (Russo, 2002). Countries worldwide exhibit distinct approaches in protecting, preserving, and promoting cultural heritage. For example, Spain emphasizes the pivotal role of cultural activities in attracting tourists and supporting its economy. With a rich cultural heritage, Spain ranked fourth globally in UNESCO-recognized assets (Ponferrada, 2015). The country actively defends its culture through public policies, aiming to make culture an essential public good (Parga-Dans et al., 2020).

Italy, on the other hand, showcases the influence of cultural heritage's monetary value on tourism, with its legal framework providing fundamental protection and encouragement for promotion (Petrillo et al., 2019). South Korea focuses on preserving and promoting its culture through diverse initiatives, including cultural diversity projects and cultural ODA projects (UNESCO, 2018). China emphasizes on-site heritage interpretation to provide tourists with insights into its history and culture (Vong & Ung, 2012). Moreover, countries like Romania, Lithuania, Estonia, and Denmark incorporate creativity as a strategy for preserving and promoting their cultural possessions (Martinaityte & Kregzdaite, 2015; Lorenzen & Andersen, 2012).

In Africa, societies possess captivating cultural heritage infrastructures that can be developed into tourist sites, generating revenue for local communities (Mabulla, 2000; Alisa & Ridho, 2020). These sites include sacred groves marked by ancestors as areas where biodiversity resources are not to be exploited, holding potential as cultural heritage tourist sites (Mabulla, 2000; Sarfo-Mensah et al., 2014). Responsible event organizers produce paraphernalia for cultural observances, aiding attendees in immersing themselves in the occasion while generating revenue for host communities (Twumasi-Ampofo et al., 2020). Additionally, elders in communities strive to honour their ancestors by ensuring the continued observance and commemoration of significant practices and events, supported by government policies (Twumasi-Ampofo et al., 2020).

Several studies highlight Tanzania's recognition of culture-based tourism's potential to diversify the tourism industry and contribute to economic development, supported by formal policies and initiatives such as campsites, home-stays, traditional food experiences, and visits to cultural and historical sites (Salazar, 2012). The Tanzania Tourist Board has a dedicated unit for the development and promotion of cultural tourism (Salazar, 2012; URT, 2010). Some communities, like the Maasai in the Ngorongoro Conservation Area, have already initiated cultural tourism activities (Bruner, 2001). Tanzania possesses a rich cultural heritage, but funding constraints hinder its protection and management (Mabulla, 1996). Developing cultural tourism could generate revenue for heritage protection and create job opportunities (Timothy, 2011). Tanzania aims for a premium tourism experience but faces obstacles like infrastructure deficiencies and marketing limitations (Wade et al., 2001). Furthermore, significant challenges remain in developing indigenous cultural tourism (Melubo & Buzinde, 2016).

In contrast, in Indonesia, culture is a dynamic set of value systems adaptable to change, expressed in daily activities, shaping community identity (Siregar, 2018). Cultural heritage

includes documentation like the Borobudur temple and living traditions integrated into daily life (Karsono & Wahid, 2008). Indonesia promotes its cultural heritage through sustainable city development, preserving historical sites, and encouraging private investment (Groizard & Santana, 2018). Cultural tourism is popular among domestic and international tourists in Indonesia and aligns with global trends (Estevao, Cristina & Ferreira, 2009). Indonesia employs various strategies to promote its cultural heritage, including hosting events and exhibitions (Sasana & Novitaninytyas, 2019).

Up to this juncture, extensive research literature has failed to illuminate the avenues through which countries, such as Tanzania, can learn from countries that have done well in cultural heritage promotion like Indonesia through a comparative approach.

2.1. Theoretical Framework Work: Strong Structuration Theory

Stones' Strong Structuration Theory builds on Giddens' notion of structuration by emphasizing the interplay between structure and agency in social systems. Stones' framework identifies four components of structuration: external structures, internal structures, active agency, and outcomes (Stones, 2005). External structures are the conditions that limit agents' actions, including independent causal influences and irresistible causal forces (Stones, 2017). Internal structures refer to habitual or generalizable elements within agents, including conjuncturally specific internal structures related to specific roles or positions, and general dispositional internal structures such as skills and dispositions (Stones, 2005). Active agency is the application of internal structures to practical action (Stones, 2005). Outcomes are the result of interactions between internal and external structures, including changes, elaborations, reproductions, or preservations of structures, as well as other events resulting from social interactions (Stones, 2005).

The theory also introduces the concept of position-practices, which are enacted within groups of agents and involve identities, prerogatives, and obligations (Jack & Kholeif, 2007). Position-practices help understand how individuals in specific roles contribute to sustaining or altering norms (Elbasha & Wright, 2017). Additionally, the theory introduces the concepts of Agent-in-Focus and Agent-in-Context, which acknowledge the broader social landscape and its influence on agents' actions (Moore & McPhail, 2016).

Stones' theory provides a structured approach to understanding how agents in this study promote cultural heritage in Tanzania and Indonesia, focusing on how rules and resources shape promotion efforts (external structures), how agents view and use their culture (internal structures), and how they respond to tourism demands (active agency). This study involves various agents, including policy makers (who are agents in focus), artisans, tour operators, tour guides, academic researchers, artists, and local communities (who are agents in context), who shape the outcomes of cultural tourism. By comparing these elements in Arusha (Tanzania) and Yogyakarta (Indonesia), the study aims to understand and compare the countries' approaches to cultural heritage promotion, offering insights for recommendations to Tanzania and future research.

Figure 2.1. The quadripartite nature of structuration
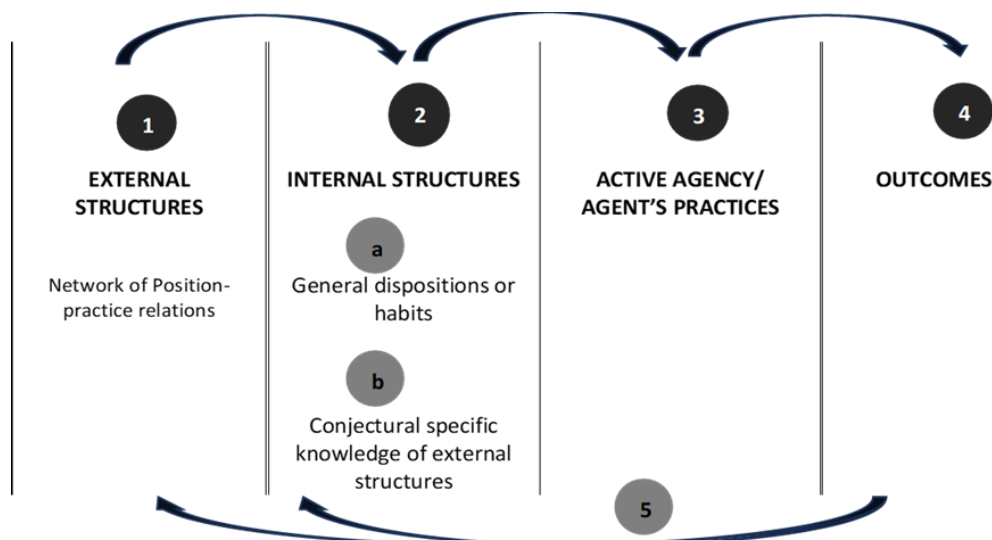
Source: Stones (2005, p. 85)

3. Research Methods

This is a qualitative study which adopted a constructivist research paradigm, focusing on how individuals construct their own understanding of the world through experiences and interactions with others (Crewell, 2014; Strauss & Corbin, 2008; Levitt et al., 2017; Dudwick et al., 2006; Gopaldas, 2016). Consequently, this study employed a multiple-case study design focusing on Arusha, Tanzania, and Yogyakarta, Indonesia, exploring how Tanzania can promote its cultural heritage by learning from Indonesia's strategies (Sturman, 1997; Creswell, 2009; Simons, 2009). These cities were purposefully chosen for their rich cultural heritage that attracts tourists and the researcher's familiarity with them. Moreover, Arusha and Yogyakarta, possess rich cultural offerings and significant tourism potential, representing diverse cultural contexts influenced by indigenous tribes and historical legacies, located in Africa and Asia, respectively (Mohajan, 2018; Oun & Bach, 2014).

To clarify on the scope of the study, Arusha and Yogyakarta were chosen as representative cities to narrow down data collection, allowing for a focused and detailed analysis of cultural heritage promotion strategies within these specific contexts (Tanzania and Indonesia). These cities were selected because they are among the top cities in their respective countries, portraying significant cultural heritage. This approach ensured that the findings were rooted in concrete examples, providing valuable insights that contribute to a broader understanding of cultural heritage promotion in Tanzania and Indonesia. While the choice of only two cities might have imposed generalizability, the inquiries (questions during data collection) broadly addressed (targeted) what is happening in the respective countries, making the data valid and relevant.

The methodology used in this study proved suitable for conducting an in-depth exploration, capturing the genuine essence of cultural heritage, interpreting profound insights, and facilitating a comparative analysis between the two countries. The study utilized both primary and secondary data with open ended questions (see appendices A, B, C and D), leading both data collection methods, and together with the assistance of a personal interpreter and google translation where needed for languages different from English (Swahili in Tanzania and Bahasa Indonesia in Indonesia). Primary data involved email and direct interviews with Tanzanian and Indonesian cultural experts, respecting participants' constraints and preferences. Seven groups (two people for each group), including policy makers, community

representatives, tour operators, tour guides, artists, artisans, and academic researchers, were interviewed to ensure diverse perspectives. A total of 14 individuals were interviewed from each case making 28 individuals for both of the cases.

Secondary data included reports and publications related to tourism policies and plans from Tanzania and Indonesia. The combination of primary and secondary data enhanced the depth and credibility of the study, allowing for a comprehensive thematic analysis. Thematic analysis, particularly deductive, was chosen to organize and interpret the data, focusing on predefined themes aligned with the research questions (Blum et al., 2020; Braun and Clarke, 2006; Flick, 2004) which was conducted and presented in an excel sheet.

This method facilitated a deeper exploration of cultural heritage promotion in tourism across the two countries, providing valuable insights for future strategies. Together with that, strong structuration theory was incorporated simultaneously with thematic analysis from the early stages of data collection, analysis, interpretation and finally arriving to a conclusion, with the agent in focus in Tanzania being the Ministry of Natural Resources and Tourism (MNRT), and in Indonesia being the Ministry of Tourism and Creative Economy. Consequently, the agents in context in both of the cases were the local community representatives, tour operators, tour guides, artists, artisans and academic researchers.

4. Research Findings and Discussion
4.1. Specific Strategies for Promotion Cultural Heritage and Effectiveness of the Strategies

This study revealed that, both countries (Tanzania and Indonesia) employ community involvement, government financial support, infrastructure development, and the use of cultural events and tourist area mapping as similar strategies in place although in different levels. However, Tanzania's marketing strategy, which includes cultural heritage alongside other tourism products like wildlife, differs from Indonesia's more targeted marketing approach to cultural heritage. Tanzania's approach is more generalized, encompassing all tourism products country wise, while Indonesia's is more specific to every tourism product including cultural heritage, and strategies are unique to every city destination of the country.

Moreover, while both countries prioritize funding for their cultural sectors, Tanzania's lower budget allocation contrasts with the pivotal role government support plays in cultural tourism. This also shows a difference from the literature whereby other countries like Italy and Spain puts decent funding to cultural heritage. Tanzania also employs regulations for cultural tourism management, while Indonesia integrates cultural education into its school curriculum. The effectiveness of these strategies, particularly in increasing visitor numbers, employment opportunities, and heritage preservation, was noted in both countries, but there was a gap in the findings and literature linking specific strategies with their individual effectiveness, suggesting a need for further research to comprehensively evaluate this matter. It was commented:

> As artisans, we can attest to the vibrant role local communities play in preserving Indonesia's rich cultural heritage. In Yogyakarta, where I practice my craft, the local community is deeply engaged in upholding Javanese traditions, including our intricate dances, melodious music, and exquisite crafts (Artisans, ID, 2024).

Also commented:

> Effective participation and engagement of local people can be influenced by ensuring that the National Cultural Tourism Guideline is implemented and Tourism Regulations are updated to meet desired state to community engagement in promoting cultural tourism (Academic Researcher1, TZ, 2024).

4.2. Key Challenges and Opportunities for Promoting Cultural Heritage, and Addressing the Challenges

Consequently, the study revealed several key challenges faced by Tanzania and Indonesia in promoting their cultural heritage as tourism products, together with relating with the existing literature. The findings showed that Tanzania struggles with inadequate financing for cultural

initiatives, a shortage of cultural heritage experts, challenges in infrastructure development, hindering accessibility to cultural sites, cons brought by technology and insufficient support from local communities. Indonesia faces challenges in maintaining cultural authenticity amidst globalization, raising awareness among locals about heritage preservation, limited infrastructure, competition from neighboring countries, environmental threats, such as pollution and natural calamities, and dealing with irresponsible tourism practices that harm cultural and environmental integrity. These challenges also relate with the theoretical literature of this study, Stone's strong structuration theory, particularly the concept of external structures as independent forces that limit the freedom of agents (the ministries responsible and other tourism stakeholders) to perform actions (which are the strategies for this study's case). Some respondents commented:

> There is a noticeable lack of investment and advertisement in Tanzania's cultural attractions. Entities responsible for promoting tourism, such as the Tanzania Tourist Board (TTB) and the Ministry of Natural Resources and Tourism, primarily focus on advertising wildlife tourism (Academic Researcher1, TZ, 2024).

Also, others commented:

> The globalization and cultural connectivity have led to a strong influence of foreign cultures, such as K-POP and Western culture, which diminishes the appreciation for Indonesia's local culture. This impacts the preservation of cultural identity. Additionally, comparisons between local tourism destinations and international ones creates the impression that Indonesia lacks unique attractions, affecting its appeal to tourists (Academic Researchers, ID, 2024).

Despite these challenges, the study revealed several opportunities for both countries to leverage such as Tanzania's cultural diversity, with over 120 ethnic groups, which provides a rich tapestry of traditions appealing to tourists seeking authentic experiences. This is also shown in the literature recognizing Tanzania's potential for culture-based tourism (Salazar, 2012). The abundance of cultural sites in Tanzania, including archaeological sites and historical monuments as other opportunities that Tanzania holds, resonates with literature emphasizing the country's rich cultural heritage resources (Mabulla, 1996). Tanzania's strategic geographical position in East Africa and its political stability making it an ideal destination as another opportunity, also aligns with the literature's emphasis on the country's potential for tourism (Salazar, 2012; URT, 2010). Moreover, collaboration with cultural stakeholders, including local communities and international partners, presents opportunities for promoting and preserving Tanzania's cultural heritage, as similarly suggested in the literature (Mabulla, 1996). As cited:

> Unlike several other countries in Africa, Tanzania has never had a history of internal conflict since independence. With the exception of the two years long Tanzania Uganda border war from 1978 to 1979, Tanzania has been identifying herself as the island of peace. Peace is significant in the context of tourism as people from abroad cannot visit places with political turmoil (Ministry of Natural Resources and Tourism, TZ, 2024).

Comparably, Indonesia offers a wealth of cultural diversity, with over 300 ethnic groups contributing unique traditions, which as well aligns with literature emphasizing the importance of cultural diversity in attracting tourists (Estevao et al., 2009). Indonesia's strong inclination towards domestic tourism, as another opportunity, facilitates the preservation and promotion of its cultural heritage, is also in line with literature discussing the positive relationship between competitiveness and innovation in the country's tourism sector (Estevao et al., 2009). Furthermore, Indonesia's adept use of technology, including social media and online platforms, offers opportunities for promoting its cultural heritage globally, is as well discussed in the literature (Lee & Lee, 2015; Surugui & Surugui, 2015). Moreover, another opportunity for Indonesia lies on its leadership role in the ASEAN Tourism Resource Management and

Development Network (ATRM) which allows the country to promote its cultural heritage, reflecting its internal disposition towards regional cooperation and heritage preservation (ASEAN Secretariat, 2016). And finally, world's growing interest in cultural experiences provides opportunities for both countries. As commented:

> One of the greatest opportunities for our country lies in its rich cultural heritage. This heritage encompasses a wide range of aspects, including historical sites, traditional art forms, culinary traditions, and indigenous knowledge systems. Examples of this heritage include iconic landmarks such as Borobudur Temple in Java, traditional dances like the Balinese Legong dance, traditional cuisines such as Padang food from West Sumatra, and traditional healing practices like Jamu herbal medicine. These elements of our heritage not only attract tourists but also serve as a source of pride and identity for our nation (Tour Operators, ID, 2024).

The study also revealed strategies in place for addressing cultural heritage promotion challenges by the countries which include infrastructure investment, sustainable tourism practices, public-private partnerships, and education and training programs in Tanzania. These strategies also align with the literature on Tanzania's efforts to upgrade infrastructure and promote sustainable management of cultural heritage (Tourism Policy, 1999; Tourism Master Plan, 2002). In Indonesia, strategies include promoting community-based tourism, collaborating with local stakeholders, implementing regulations to protect cultural sites, investing in infrastructure, and implementing educational programs. These strategies as well align with literature emphasizing the importance of community involvement, partnerships, legal frameworks, and infrastructure in cultural heritage preservation and promotion (Mabulla, 1996; Petrillo et al., 2019). It was cited:

> Implementing policies and systems for evaluation (ASEAN Secretariat, 2016), rehabilitation, and ongoing preservation efforts (APEC, 2012), effective visitor management (developing systems to manage visitor flow and monitoring visitor behaviours by providing clear guidelines on appropriate conduct at tourism locations) (Ministry of Tourism of the Republic of Indonesia, 2016), regulations in place to manage the sale, trade, exhibition, or transfer of historical and archaeological artifacts (SUSTOUR., 2022), and accurate site interpretation (ASEAN Secretariat, 2016).

4.3. Tanzania Adapting Successful Strategies used by Indonesia to Sell its Cultural Heritage

Finally, the study presented ways which Tanzania can adapt successful strategies used by Indonesia to promote its cultural heritage as a tourism product while preserving authenticity. It is revealed that, Tanzania can benefit from analyzing Indonesia's strategies in depth, understanding the cultural, social, and economic contexts in which they operate. This involves studying specific strategies and their fit within Indonesia's broader landscape, enabling Tanzania to adapt strategies to its own context. Also, Tanzania should identify unique cultural practices, art forms, historical sites, and culinary traditions that resonate with tourists to attract those interested in experiencing its unique offerings.

Prioritizing effective community involvement and empowerment was also discussed as crucial, as it ensures a sustainable approach and the continuity of cultural heritage as a living identity. Tanzania should also invest heavily in education and awareness programs to instill pride and appreciation for cultural heritage. Collaboration among government agencies, local communities, and the private sector appeared to also be essential to develop sustainable tourism strategies that protect cultural heritage sites, preserve traditional practices, and create economic opportunities.

Moreover, it was presented that, learning from Indonesia, Tanzania should promote a diverse range of tourism products equally to attract tourists with different interests, differentiate itself from competitors, and appeal to a broader audience. Understanding and appreciating cultural heritage as dynamic rather than static was also discussed as it will allow Tanzania to develop strategies that adapt and innovate cultural offerings, remaining relevant and attractive

to tourists. Likewise, efficiently leveraging of technology for promotion was discussed being crucial, as it will allow Tanzania to reach a wider audience and generate interest in its cultural heritage tourism.

In simple terms, stressing on the most important findings of this study which are strategies, opportunities and challenges in promoting cultural heritage of the respective countries, the findings reveal that both countries operate within environmental and structural frameworks, both external and internal, that shape their actions in promoting cultural heritage. These efforts are overseen by ministries (agents in focus) responsible for creating and managing strategies for the culture and heritage industry, which collaborate with other stakeholders (agents in context) in the tourism sector.
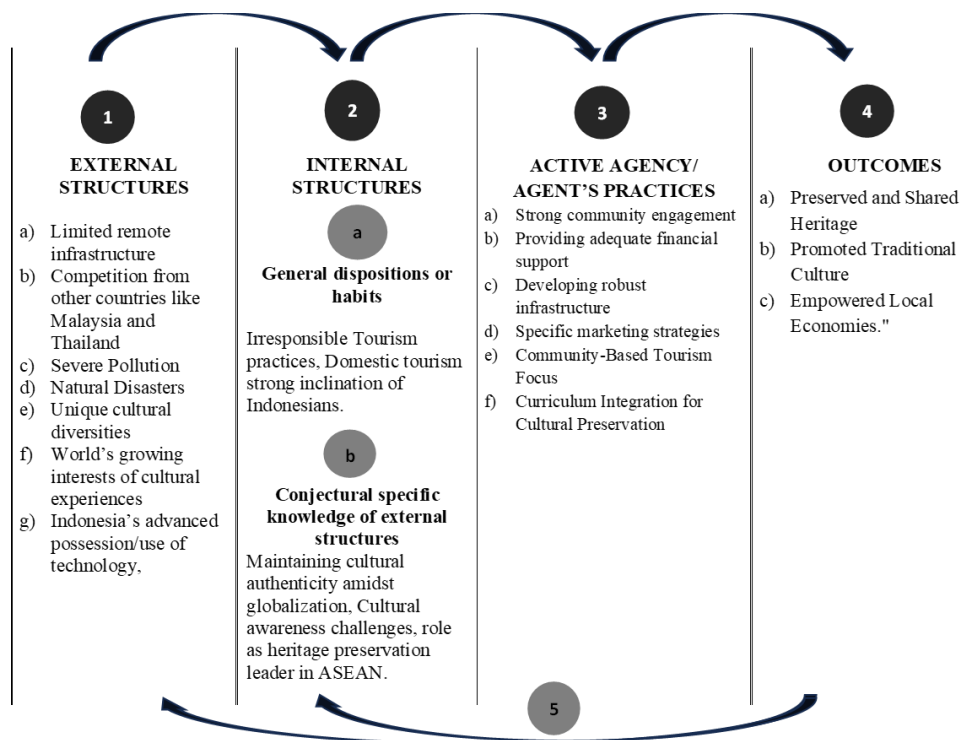
Both countries face challenges but also possess unique opportunities to enhance their cultural heritage promotion strategies. However, a key difference lies in their implementation approaches. Indonesia adopts a proactive stance, emphasizing a community-based approach that sustains culture and heritage, promotes industry best practices, and ensures preservation. In contrast, Tanzania relies more on institutional strategies, adhering to established guidelines on a national level, with limited implementation efforts.

Figure 4.1. SST Summary Illustration of the Results-Tanzania
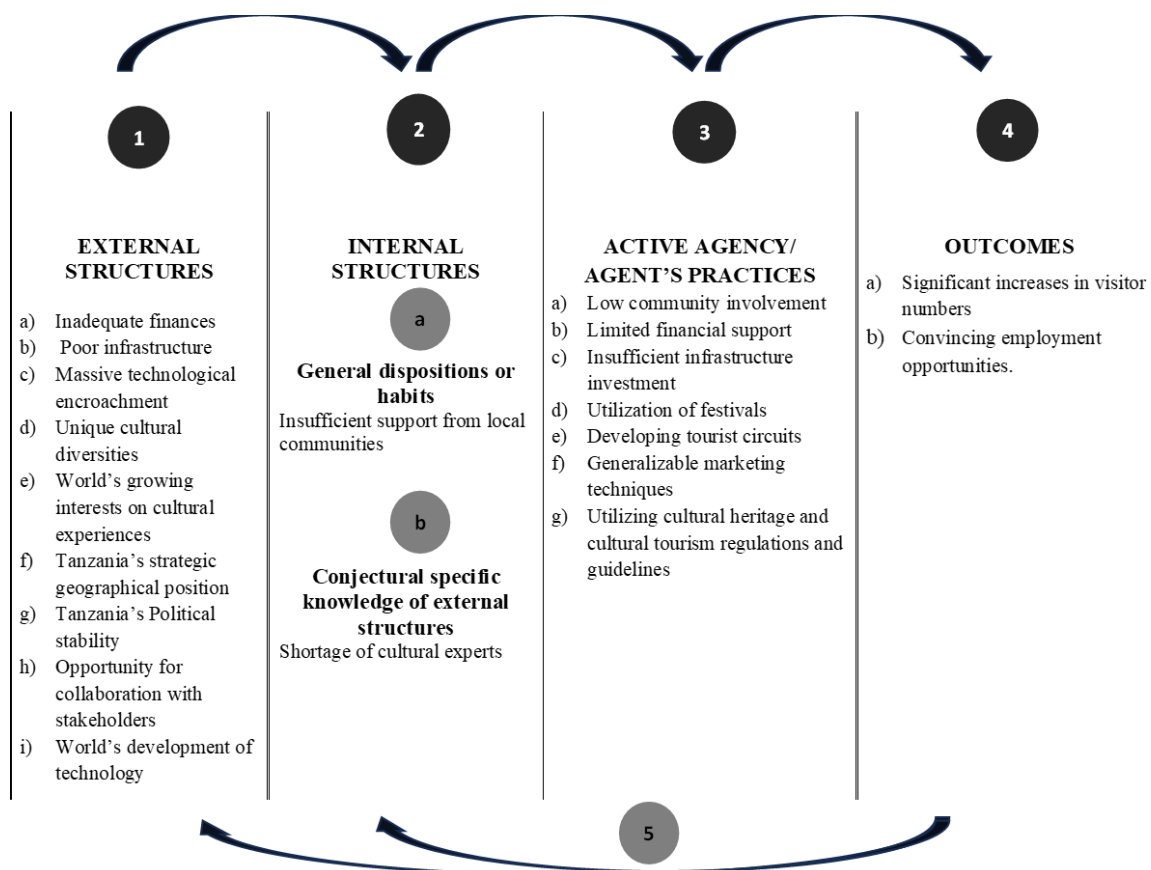
Source: Adapted from, Stones (2005, p. 85)

Figure 4.2. SST Summary Illustration of the Results-Indonesia

1

EXTERNAL STRUCTURES

a) Limited remote infrastructure
b) Competition from other countries like Malaysia and Thailand
c) Severe Pollution
d) Natural Disasters
e) Unique cultural diversities
f) World's growing interests of cultural experiences
g) Indonesia's advanced possession/use of technology,

2

INTERNAL STRUCTURES

a

General dispositions or habits

Irresponsible Tourism practices, Domestic tourism strong inclination of Indonesians.

b

Conjectural specific knowledge of external structures

Maintaining cultural authenticity amidst globalization, Cultural awareness challenges, role as heritage preservation leader in ASEAN.

3

ACTIVE AGENCY/ AGENT'S PRACTICES

a) Strong community engagement
b) Providing adequate financial support
c) Developing robust infrastructure
d) Specific marketing strategies
e) Community-Based Tourism Focus
f) Curriculum Integration for Cultural Preservation

4

OUTCOMES

a) Preserved and Shared Heritage
b) Promoted Traditional Culture
c) Empowered Local Economies."

5

Source: Adapted from, Stones (2005, p. 85)

5.   Conclusion and Recommendations

5.1. Conclusion

This study's findings indicate that both Tanzania and Indonesia operate within environmental and structural frameworks, both external and internal, that shape their actions (agency) in promoting cultural heritage. This occurs under the auspices of ministries responsible for creating and overseeing strategies for the culture and heritage industry, which do not function in isolation but in collaboration with other stakeholders in the tourism sector. Both countries face challenges, yet they also possess distinct opportunities to enhance their cultural heritage promotion strategies. However, the key disparity lies in their implementation approaches.

Indonesia demonstrates a proactive stance in implementing strategies, emphasizing a community-based approach that sustains culture and heritage, thereby promoting industry best practices and ensuring preservation. In contrast, Tanzania's strategies are predominantly institutional, relying on established guidelines with limited implementation efforts.

For Tanzania to adapt successful strategies from Indonesia, the findings suggest conducting a comprehensive analysis of Indonesia's strategies within the cultural, social, and economic contexts. Tanzania should identify parallels in its own cultural heritage for promotion, prioritize community involvement, invest significantly in education and awareness programs, foster effective collaboration among stakeholders, and embrace a dynamic view of cultural heritage. Leveraging technology is also deemed crucial, although it necessitates skilled personnel.

Furthermore, from a broader perspective gained through this study's exploration, it is revealed that, the discourse on Tanzania's promotion of its cultural heritage as a crucial element of its tourism products is predominantly theoretical and institutional. Despite the formulation of numerous strategies and plans, the implementation aspect appears lacking in substance and

efficacy. The outcomes fail to provide concrete evidence of the impact of these plans and strategies on cultural heritage and tourism in Tanzania. One glaring example is Tanzania's continued reliance on a tourism policy dating back to 1999, and 2002 strategic master plan, indicating a stagnation in strategies and policy evolution and implementation. Additionally, the overwhelming emphasis on wildlife tourism as the focal point of Tanzania's tourism offerings, relegating other forms of tourism to the background, suggests a lack of prioritization and effective implementation of cultural heritage promotion efforts and other kinds of tourism.

The perspectives of various stakeholders highlight a consistent theme of unrealized potential and unfulfilled promises in Tanzania's cultural heritage promotion efforts despite of there being numerous opportunities available. The findings denote that to a larger extent, Tanzania is far behind from transforming its theoretical plans and strategies into tangible actions that effectively promote its cultural heritage within the tourism sector. This requires a shift in focus towards the practical aspects of implementation, including monitoring, controlling, and evaluating the effectiveness of these efforts. Only through a concerted effort to address these implementation challenges, can Tanzania truly harness the full potential of its cultural heritage as a valuable asset in its tourism industry.

Moreover, there is a palpable disconnection between the richness of the country's cultural heritage and its contemporary societal fabric in Tanzania. Despite boasting a diverse tapestry of traditions, languages, and customs, much of Tanzania seems to operate as an empty vessel, devoid of the vibrant essence of its cultural roots. This disconnects manifests in various ways, from the neglect of traditional practices, cultures, heritage and languages in favour of more dominant cultural influences to the marginalization of indigenous knowledge systems and rituals. Tanzanians, particularly the younger generations, often find themselves navigating a cultural landscape that feels foreign and disconnected from their own heritage. It's as if Tanzania is promoting its cultural heritage in an empty vase, where the vessel is there, but the substance and essence that should fill it with life and meaning are sorely lacking. As a result, Tanzania's rich cultural tapestry risks fading into obscurity, overshadowed by modernity and external influences, unless deliberate efforts are made to revive, celebrate, and integrate these cultural elements into everyday life. As the saying goes, "out of sight, out of mind," and "charity begins at home," it is evident that promoting something that is not appreciated and acknowledged by its own people is challenging. It is crucial for any promotion to start with strong support and recognition from the people owning the culture itself.

On the other hand, cultural heritage is deeply ingrained in the fabric of Indonesian life, where the act of living embodies and sustains their rich traditions. The essence of Indonesian culture is not merely displayed but lived, a testament to their profound connection and commitment to preserving their heritage. This dedication serves as a bridge between the past, present, and future, binding generations together through a shared love and appreciation for their cultural identity.

Indonesians are fervent champions of their own culture, demonstrating an unwavering passion and pride in their heritage. This fervour is evident in the vibrant and diverse cultural celebrations that take place throughout the country, as well as a high rate of domestic tourism visiting cultural sites, drawing participants from all walks of life, including families, friends, and students to mention a few. These festivities and travel behaviours not only showcase the depth and breadth of Indonesian culture but also underscore its significance in the daily lives of its people.

At the heart of Indonesia's cultural promotion efforts are its people, who play a central role in preserving and promoting their heritage. The strategies for promoting cultural heritage in Indonesia are rooted in the grassroots, with the Indonesian people themselves driving initiatives and activities that celebrate their culture. This bottom-up approach ensures that cultural promotion is not only effective but also sustainable, as it is deeply rooted in the daily

lives of the population. One of the remarkable aspects of Indonesia's cultural promotion is its ability to make its heritage appealing to younger generations. Through innovative approaches and engagement strategies, Indonesia has successfully romanticized its culture, making it relevant and attractive to the youth. This ensures the continuity and vibrancy of Indonesian culture, safeguarding it for future generations. Furthermore, the strategies formulated ensures that the promotion is authentic, sustainable, and reflective of the diverse traditions and practices across the archipelago.

Consequently, Indonesia places a strong emphasis on the implementation of its cultural heritage plans, policies, and strategies. Regular monitoring and evaluation are conducted to assess the effectiveness of these initiatives and to make adjustments as necessary. This ensures that resources are used efficiently and that the goals of cultural heritage promotion are being met. Which at the end results to the industry's best practices.

5.2. Recommendations

Tanzania possesses a rich cultural heritage that can be effectively promoted through several key strategies. Firstly, it is essential for Tanzania to develop a deep understanding of its culture and heritage. By encouraging Tanzanians to learn about their own cultural background, there will be a greater capacity to teach and share this knowledge with others. This approach can generate enthusiasm and appreciation for Tanzania's cultural heritage, attracting more attention and support.

Storytelling is another powerful method for preserving and promoting oral traditions, heritage, and culture. By sharing stories that uphold values such as redistribution, reciprocity, and mutual responsibility, Tanzania can ensure that its culture remains vibrant and relevant. Additionally, viewing culture and heritage as dynamic entities that can adapt and evolve while retaining their essence is crucial. This perspective will not only safeguard Tanzania's heritage but also showcase it to others, ensuring its continued significance.

Also, various professionals play critical roles in conserving and displaying cultures and heritage. These include archaeologists, archivists, art historians, conservators, librarians, museum curators, and tourism specialists. Tanzania should prioritize supporting and encouraging individuals in these fields and professions as much as it does to other science professions like engineering and medicine. Moreover, consulting professionals in marketing, media, and tourism, as well as those familiar with current technological trends, can enhance the promotion of cultural heritage.

Adaptation to change is also vital, as cultures and heritage undergo transformations over time. While adaptation can be a form of preservation, fundamental values, traditions, and heritage should remain intact. It is essential to strike a balance between conserving meaningful aspects of cultural heritage and adjusting to the changing world.

Building upon the aforementioned points and focusing on specific recommendations, it is further advised that Tanzania undertake the following actions:

➢ Revise and update tourism policies to reflect current trends and priorities, with a focus on promoting cultural heritage beyond wildlife tourism.

➢ Invest in infrastructure that supports cultural tourism, such as improving road networks to cultural sites and developing visitor centres.

➢ Engage local communities in the preservation and promotion of their cultural heritage through training programs and economic incentives.

➢ Implement educational programs to raise awareness about the importance of cultural heritage and the benefits of cultural tourism.

➢ Collaborate with international organizations, NGOs, and other stakeholders to promote Tanzania's cultural heritage on a global scale.

➢ Establish a system for monitoring and evaluating the effectiveness of cultural heritage promotion efforts.
➢ View cultural heritage as dynamic, allowing for evolution while remaining relevant in a globalized world.
➢ Use technology to promote cultural heritage and reach a wider audience, ensuring those responsible for promotion possess the necessary skills.
➢ Advocate for legal protections for cultural heritage, such as copyright or intellectual property laws.

6. Limitations and Implications

6.1. Limitations

In terms of limitations, the study focused solely on two major cities that represent the majority of the two respective countries. Also, conducting this multiple case study was both time-consuming and resource-intensive, which required significant financial resources and coordination. Additionally, the researcher was concerned about the potential influence of her personal background and individual perspectives on the interpretation of the findings, which could introduce bias and subjectivity. Language was also identified as a limitation.

To address these limitations, the study employed a thorough comparative analysis and triangulation to derive transferable lessons and principles that represent the broader context of the countries. Moreover, the two cities served as benchmarks for comparison. Existing data, such as reports, was utilized, and digital technologies were leveraged for remote data collection, including email and phone calls. Also, the research plan-maintained flexibility, allowing for adaptation to evolving circumstances. The researcher as well engaged in self-reflection to recognize and critically examine personal biases, sought feedback from colleagues, ensured transparency in decision-making, and employed Google Translate and personal interpreters where applicable during data collection.

Along with those research design limitations, this study also faced other limitations such as difficult in data collection due to bureaucracy in some places where data was collected which resulted in additional time, energy, and financial costs for the researcher. However, having connections (individuals known to the researcher) in these data collection sites proved beneficial and facilitated the process.

Consequently, these limitations also present opportunities for future research, including: (a) expanding to other cities or regions within Tanzania and Indonesia to provide a more comprehensive understanding, (b) implementing longitudinal studies to provide insights into the dynamics of cultural heritage promotion in Tanzania, the impact of external factors on cultural heritage promotion practices, and the effectiveness of strategies at preserving and promoting cultural heritage. This can be done by collecting data from the same individuals or groups over an extended period to understand changes in their experiences, perceptions, or behaviors related to cultural heritage promotion in Tanzania and Indonesia.

Other future opportunities include; (c) exploring alternative methodologies to make research more efficient and employing a mixture of qualitative and quantitative methods to deepen insights and mitigate bias, (d) collaborating with diverse researchers from other disciplines, such as anthropology, sociology, and economics, to gain a comprehensive understanding of the socio-cultural and economic factors influencing cultural heritage promotion, and, (e) focusing on policy implications to inform decision-making.

6.2. Implications

This study makes significant contributions in policy, practice, and literature. In policy, it emphasizes the need for Tanzania to revise its tourism policies, moving beyond wildlife tourism to include cultural experiences. It highlights the importance of community

involvement, infrastructure enhancement, and educational programs in shaping effective policies for cultural heritage promotion. The findings are valuable for practitioners in cultural tourism, providing insights for improved practices. The study also commends Indonesia for its efforts in promoting cultural heritage. In literature, it contributes by offering a detailed comparative analysis of cultural promotion strategies between Tanzania and Indonesia, enriching understanding and identifying areas for improvement. Overall, this study offers practical strategies and theoretical insights that can guide policymakers, practitioners, and researchers in developing more effective cultural heritage promotion strategies in Tanzania and beyond.

References

Adane, A., Chekole, A., & Gedamu, G. (2019). Cultural heritage digitization: Challenges and opportunities. *International Journal of Computer Applications*, Vol. *178* No. 33, pp. 1-5.

Alisa, F., & Ridho, Z. (2020). Sustainable cultural tourism development: A strategic for revenue generation in local communities.

Araoz GF (2011) Preserving heritage places under a new paradigm. *Journal of Cultural Heritage Management and Sustainable Development,* Vol. 1 No. 1, pp. 55–60.

Balandin, S., & Laizane, S. (2013, April). E-tourism: the role of ICT in the tourism industry. Proceedings of the 13th Conference of Open Innovations Association FRUCT and 2nd Seminar on e-Tourism for Karelia and Oulu Region Petrozavodsk, Russia (pp. 22-26).

Blake, J. (2000). On defining the cultural heritage. *International & Comparative Law Quarterly,* Vol. 49 No. 1, pp. 61-85.

Blum, E. R., Stenfors, T., & Palmgren, P. J. (2020). Benefits of massive open online course participation: deductive thematic analysis. *Journal of medical Internet research*, Vol. 22 No. 7, pp. 17318.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative research in psychology*, Vol. *3* No. 2, pp. 77-101.

Bruner, E. M. (2001). The Maasai and the lion king: Authenticity, nationalism, and globalization in African tourism. *American Ethnologist*, Vol. 28 No. 4, pp. 881–908.

Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative and Mixed Method Approaches* (3rd Ed.). Los Angeles: SAGE Publications.

Creswell, J. W. (2014). *Qualitative, quantitative and mixed methods approach*. SAGE Publications, Inc.

Dudwick, N., Kuehnast, K., Jones, V. N., & Woolcock, M. (2006). Analyzing social capital in context. *A guide to using qualitative methods and data*, Vol. 1, pp. 46.

Elbasha, T., & Wright, A. (2017). Reconciling structure and agency in strategy-as-practice research: Towards a strong-structuration theory approach. *M@ n@ gement*, Vol. 2, pp. 107-128.

Estevao, M. S., Cristina & Ferreira, J. J. (2009). The Tourism Clusters Role in Regional Development: Presenting A Competitiveness Conceptual Model, *Mahas Working Paper*, Vol. 11 No. 1.

Flick, U. (2004). Triangulation in qualitative research. *A companion to qualitative research*, Vol. *3*, pp. 178-183.

Gopaldas, A. (2016). A front-to-back guide to writing a qualitative research article. *Qualitative Market Research: An International Journal*, Vol. 19 No. 1, pp. 115-121.

Graham, B., Ashworth, G., & Tunbridge, J. (2016). *A geography of heritage*. Routledge.

Groizard, J. L. & Santana, M. (2018). The Destruction of Cultural Heritage and International Tourism: The Case of The Arab Countries, *Journal of Cultural Heritage,* Vol. 33 No. 1, pp. 285–292.

Henderson, J. C. (2002). Built heritage and colonial cities. *Annals of Tourism Research*, Vol. 29 No. 1, pp. 254-257.

Ismail, N., Masron, T., & Ahmad, A. (2014). Cultural heritage tourism in Malaysia: Issues and challenges. In *SHS Web of Conferences* (Vol. 12, p. 01059). EDP Sciences.

Ivanovic, M. (2008). *Cultural tourism*. Juta and Company Ltd.

Jack, L., & Kholeif, A. (2007). Introducing strong structuration theory for informing qualitative case studies in organization, management and accounting research. *Qualitative research in organizations and management: an international journal*, Vol. 2 No. 3, pp. 208-225.

Jokilehto, J.I. (1986). A history of architectural conservation. The contribution of English, French, German and Italian thought towards an international approach to the conservation of cultural property. Retrieved from: https://www.semanticscholar.org/paper/A-history-of-architectural-conservation.-The-of-and-Jokilehto/6f1b3abb1e9a72bc9700d1294af28c531aef1923

Karsono, B., & Wahid, J. (2008). Imaginary axis as a basic morphology in the city of Yogyakarta-Indonesia. In *2nd International Conference on Build Environment in Developing Countries, Penang, Malaysia*.

Levitt, H. M., Motulsky, S. L., Wertz, F. J., Morrow, S. L., & Ponterotto, J. G. (2017). Recommendations for designing and reviewing qualitative research in psychology: Promoting methodological integrity. *Qualitative psychology*, Vol. 4 No. 1, pp. 2.

Lorenzen, M., & Andersen, K. V. (2012). Different creative cities: Exploring Danish data to adapt the creative class argument to small welfare economies. *Creative Industries Journal*, Vol. 4 No. 2, pp. 123-136.

Mabulla, A. Z. (2000). Strategy for cultural heritage management (CHM) in Africa: A case study. *African Archaeological Review*, Vol. 17, pp. 211-233.

Mabulla, A. Z. P. (1996). Tanzania's endangered heritage: A call for a protection program. *African Archaeological Review* Vol. 13 No. 3, pp. 197–214.

Martinaitytė, E., & Kregždaitė, R. (2015). The factors of creative industries development in nowadays stage. *Economics and Sociology*, pp. 56-71.

Melubo, K., & Buzinde, C. N. (2016). An exploration of tourism related labour conditions: The case of tour guides in Tanzania. *Anatolia,* Vol. 27 No. 4, pp. 505–514.

Ministry of Natural Resources and Tourism. (1999). *National tourism policy*. Dar es Salaam, United Republic of Tanzania: Government Printer. = https://www.mnrt.go.tz/index.php/services/the-national-tourism-policy-1999

Ministry of Natural Resources and Tourism. (2002). *Tourism Master Plan, Strategy & Actions.* Dar es Salaam, United Republic of Tanzania: Government Printer.

Mohajan, H. K. (2018). Qualitative research methodology in social sciences and related subjects. *Journal of economic development, environment and people*, Vol. 7 No. 1, pp. 23-48.

Moore, D. R., & McPhail, K. (2016). Strong structuration and carbon accounting: A position-practice perspective of policy development at the macro, industry and organizational levels. *Accounting, auditing & accountability journal*, Vol. 29 No. 7, pp. 1204-1233.

Nnonyelu, A. N. (2009). Sociological insights. *Ibadan: Spectrum Books Limited*.

Ogundele, S. O. (2014). Understanding Contemporary Archaeology. Ibadan.

Oun, M. A., & Bach, C. (2014). Qualitative research method summary. *Qualitative Research*, Vol. 1 No. 5, pp. 252-258.

Parga-Dans, E., González, P. A., & Enríquez, R. O. (2020). The social value of heritage: Balancing the promotion-preservation relationship in the Altamira World Heritage Site, Spain. *Journal of Destination Marketing & Management*, Vol. 18, pp. 100499.

Petrillo, P. L., Scovazzi, T., & Ubertazzi, B. (2019). The legal protection of intangible cultural heritage in Italy. *The Legal Protection of the Intangible Cultural Heritage: A Comparative Perspective*, pp. 187-227.

Ponferrada, M. L. V. (2015). Evolución del turismo en España: el turismo cultural. *International journal of scientific management and tourism*, Vol. 1 No.4, pp. 75-95.

Ramiresa, A. (2018). Motivation-based cluster analysis of international tourists visiting a World Heritage City: The case of Porto, Portugal, *Journal of Destination Marketing & Management,* Vol. 8 No. 1, pp. 49–60.

Richards, G. (2013). Cultural tourism. In *Routledge handbook of leisure studies* (pp. 505-514). Routledge.

Richards, G. (Ed.). (2001). *Cultural attractions and European tourism*. CABI publishing.

Rouhi, J. (2017). Definition of cultural heritage properties and their values by the past. *Asian Journal of Science and Technology*, Vol. *8* No. 12, pp. 7109-7114.

Russo, A. P. (2002). The "vicious circle" of tourism development in heritage cities. *Annals of tourism research*, Vol. 29 No. 1, pp. 165-182.

Salazar, N. B. (2012). Community-based cultural tourism: Issues, threats and opportunities. *Journal of Sustainable Tourism,* Vol. 20 No. 1, pp. 9–22.

Sarfo-Mensah, P., Owusu-Bi, A., Awuah-Nyamekye, S., & Amisah, S. (2014). Environmental conservation and preservation of cultural heritage: assets for tourism development in the Akyem Abuakwa traditional area of Ghana. *Worldviews: Global Religions, Culture, and Ecology*, Vol. 18 No. 1, pp. 30-53.

Sasana, H., Nulcahyanto, H., & Novitaninytyas, I. (2019). The development strategy of world heritage tourism in Indonesia. *African Journal of Hospitality, Tourism and Leisure*, Vol. 8 No. 5, pp. 1-14.

Simons, H. (2009). *Case study research in practice*. SAGE publications.

Siregar, J. P. (2018). The evolving cultural heritage concept: A theoretical review of cultural heritage in Indonesia. *Journal of Engineering*, Vol. *8* No.7, pp. 57-62.

Siregar, J. P. (2018). The evolving cultural heritage concept: A theoretical review of cultural heritage in Indonesia. *Journal of Engineering*, Vol. 8 No. 7, pp. 57-62.

Soeroso, A., & Susilo, Y. S. (2014). Traditional Indonesian gastronomy as a cultural tourism attraction. *Editorial Board*, *45*.

Sotirova, K., Peneva, J., Ivanov, S., Doneva, R., & Dobreva, M. (2012). Digitization of cultural heritage–standards, institutions, initiatives. *Access to digital cultural heritage: Innovative applications of automated metadata generation*, 23-68.

Stones, R. (2005). *Structuration theory.* Basingstoke: Palgrave MacMillan.

Stones, R. (2017). *Structuration theory*. Bloomsbury Publishing.

Strauss, A., & Corbin, J. (2008). *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory* (3rd Ed.). Thousand Oaks, London, New Delhi: SAGE Publications.

Sturman, A. (1997). Case Study Methods. In J. P. Keeves (Ed.). *Educational Research, Methodology and Measurement: An International Handbook* (2nd Ed.). pp. 61–66. Oxford: Pergamon.

Swain, M. B. (1989). Developing ethnic tourism in Yunnan, China: Shilin Sani. *Tourism Recreation Research*, Vol. 14 No. 1, pp. 33-39.

Swain, M. B. (1990). Commoditizing ethnicity in southwest China. *Cultural survival quarterly*, Vol. 14 No. 1, pp. 26-29.

Timothy, D. J. (2011). *Cultural heritage and tourism: An introduction* (Vol. 4). Channel View Publications.

Timothy, D. J. (2011). *Cultural heritage and tourism: An introduction* (Vol. 4). Channel View Publications.

Timothy, D. J. (2011). *Cultural heritage and tourism: An introduction* (Vol. 4). Channel View Publications.

Timothy, D. J., & Boyd, S. W. (2006). Heritage tourism in the 21st century: Valued traditions and new perspectives. *Journal of Heritage Tourism*, Vol 1 No. 1, pp. 1–16.

Twumasi-Ampofo, K., Oppong, R. A., & Quagraine, V. K. (2020). The state of architectural heritage preservation in ghana: A review. *Cogent Arts & Humanities*, 7(1).

UNESCO. (2018). *Diversity of Cultural Expressions, Republic of South Korea 2018 Report.*

UNWTO. (2018). *Report on tourism and culture synergies*. Madrid: UNWTO.

URT Ministry of Natural Resources and Tourism. (2010). *Guidelines for cultural tourism in Tanzania*. Dar es Salaam, Tanzania: United Republic of Tanzania, Ministry of Natural Resources and Tourism.

Vong, L. T. N., & Ung, A. (2012). Exploring critical factors of Macau's heritage tourism: What heritage tourists are looking for when visiting the city's iconic heritage sites. *Asia Pacific Journal of Tourism Research*, Vol. 17 No. 3, pp. 231-245.

Wade, D. J., Mwasaga, B. C., & Eagles, P. F. (2001). A history and market analysis of tourism in Tanzania. *Tourism Management*, Vol. 22 No. 1, pp. 93-101.

Wels, H. (2002). A critical reflection on cultural tourism in Africa: the power of European imagery. *Cultural Tourism in Africa: Strategies for the New Millennium Eds J Akama, P Sterry (ATLAS, Arnhem)* pp. 55-67.

World Tourism Organization. (2018). *Tourism and Culture Synergies*. UNWTO, Madrid. https://www.e-unwto.org/doi/book/10.18111/9789284418978

Appendix A. Email Interview for Tanzania

Dear Participant,

I hope this email finds you well. My name is Maryness Patrick (With student's registration number 222222116) pursuing my Master Degree of Management in International Tourism at Sanata Dharma University in Yogyakarta, Indonesia. I am conducting a research study titled "A study on promoting Tanzania's cultural heritage through the lens of Indonesia: A cross-cultural comparison." The purpose of this comparative case study is to explore and present a comprehensive approach for Tanzania to promote its cultural heritage as a valuable aspect of tourism. By comparing Tanzania's cultural heritage promotion with that of Indonesia, which is renowned for its cultural richness and successful selling of culture as a tourism product, this study seeks to facilitate cross-cultural learning and opportunities for Tanzania in the areas of culture promotion, preservation and diversification of its tourism offerings.

Your expertise and knowledge in the field of cultural heritage, tourism, or related areas would be invaluable for this research. I kindly request your participation in an email interview to gather your insights, opinions, and experiences. Your responses will provide valuable inputs to the study and contribute to a better understanding of the cultural promotion strategies employed in Tanzania and Indonesia plus the challenges, opportunities and provide a way forward for countries like Tanzania to do better in preservation and promotion of its cultural heritage and finally do better in cultural tourism as it is for wildlife tourism.

To ensure the success of this research, I would like to ask you a few open-ended questions. Please feel free to provide detailed responses, as this will greatly assist in capturing the nuances and complexities of the topic. Your permission will be sought to quote your responses, ensuring the authenticity of the findings. Below are the questions:

1. Based on your expertise, could you please share specific strategies that Tanzania has adopted to promote its cultural heritage as a tourism product? How effective have these strategies been?
2. From your perspective, what are the key challenges and opportunities that Tanzania faces in promoting its cultural heritage as a tourism product? How do you believe these challenges have/can be addressed, and how have/can Tanzania leverage the opportunities available?
3. In your opinion, what are the unique cultural aspects and traditions of Tanzania that have the potential to attract tourists? How have/can these aspects be effectively promoted to showcase the richness and diversity of Tanzania's cultural heritage?
4. Tanzania is known for its vibrant local communities and their involvement in preserving cultural traditions. How have/can the active participation and engagement of local communities' leverage to promote and sustain Tanzania's cultural heritage as a tourism product?
5. From your perspective, which type of tourism product is at most being intensively promoted in Tanzania? And in your opinion, do you think it is important for Tanzania to actively promote its cultural heritage as a tourism product? If Yes, what benefits can be derived from such promotion, both for the tourism industry and for the overall development of the country?

I believe your expertise and experiences will provide valuable insights into these questions, and your contribution will greatly enhance the findings of this study. Your responses will be treated with utmost confidentiality and will only be used for academic purposes.

Thank you in advance for considering my request. Your participation will be highly appreciated, and it will contribute significantly to the understanding of cultural heritage promotion in Tanzania as a valuable aspect of tourism. Should you have any questions or require further information, please do not hesitate to reach out to me.

Gratefully Yours,
Maryness Patrick
Student-Sanata Dharma University
WhatsApp No: +62 859-7321-2058
Email: marynesspatrick@gmail.com

Appendix B. Email Interview for Indonesia

Dear Participant,

I hope this email finds you well. My name is Maryness Patrick (With student's registration number 222222116) pursuing my Master Degree of Management in International Tourism at Sanata Dharma University in Yogyakarta, Indonesia. I am conducting a research study titled "A study on promoting Tanzania's cultural heritage through the lens of Indonesia: A cross-cultural comparison." The purpose of this comparative case study is to explore and present a comprehensive approach for Tanzania to promote its cultural heritage as a valuable aspect of tourism. By comparing Tanzania's cultural heritage promotion with that of Indonesia, which is renowned for its cultural richness and successful selling of culture as a tourism product, this study seeks to facilitate cross-cultural learning and opportunities for Tanzania in the areas of culture promotion, preservation and diversification of its tourism offerings.

Your expertise and knowledge in the field of cultural heritage, tourism, or related areas would be invaluable for this research. I kindly request your participation in an email interview

to gather your insights, opinions, and experiences. Your responses will provide valuable inputs to the study and contribute to a better understanding of the cultural promotion strategies employed in Tanzania and Indonesia plus the challenges, opportunities and provide a way forward for countries like Tanzania to do better in preservation and promotion of its cultural heritage and finally do better in cultural tourism as it is for wildlife tourism.

To ensure the success of this research, I would like to ask you a few open-ended questions. Please feel free to provide detailed responses, as this will greatly assist in capturing the nuances and complexities of the topic. Your permission will be sought to quote your responses, ensuring the authenticity of the findings. Below are the questions:

1. Based on your expertise, could you please share specific strategies that Indonesia has adopted to promote its cultural heritage as a tourism product? How effective have these strategies been?

2. From your perspective, what are the key challenges and opportunities that Indonesia faces in promoting its cultural heritage as a tourism product? How do you believe these challenges have/can be addressed, and how have/can Indonesia leverage the opportunities available?

3. In your opinion, what are the unique cultural aspects and traditions of Indonesia that attract tourists? How are these aspects effectively promoted to showcase the richness and diversity of Indonesia's cultural heritage?

4. Indonesia is known for its vibrant local communities and their involvement in preserving cultural traditions. How is the active participation and engagement of local communities leveraged to promote and sustain Indonesia's cultural heritage as a tourism product?

5. Drawing from your experience and knowledge of Indonesia's cultural heritage promotion, what advice or recommendations would you give to other countries like Tanzania who are struggling to promote their cultural heritage as an important aspect of their tourism product while still maintaining the authenticity and uniqueness of the cultural offerings?

I believe your expertise and experiences will provide valuable insights into these questions, and your contribution will greatly enhance the findings of this study. Your responses will be treated with utmost confidentiality and will only be used for academic purposes.

Thank you in advance for considering my request. Your participation will be highly appreciated, and it will contribute significantly to the understanding of cultural heritage promotion in Tanzania and Indonesia. Should you have any questions or require further information, please do not hesitate to reach out to me.

Gratefully Yours,
Maryness Patrick
Student-Sanata Dharma University
WhatsApp No: +62 859-7321-2058
Email: marynesspatrick1996@gmail.com

Appendix C: Interpretation on Appendix A
Correspondence of Appendix A to Strong Structuration Theory focusing on the duality of structure, external and internal structures, active agency, and outcomes.
Question 1: Based on your expertise, could you please share specific strategies that Tanzania has adopted to promote its cultural heritage as a tourism product? How effective have these strategies been?
　　　　○ *Interpretation with Strong Structuration Theory:* This question focused on examining external structures, internal structures, active agency, and outcomes

through an exploration of Tanzania's strategies to promote cultural heritage. The aim was to gain insights from the respondents to illuminate the societal and institutional factors that influence cultural heritage promotion in Tanzania.

Question 2: From your perspective, what are the key challenges and opportunities that Tanzania faces in promoting its cultural heritage as a tourism product? How do you believe these challenges have/can be addressed, and how have/can Tanzania leverage the opportunities available?

- ○ *Interpretation with Strong Structuration Theory:* This question aimed to explore the intricate relationship between external structures, internal structures, active agency, and outcomes in Tanzania's efforts to promote its cultural heritage as a tourism product. The challenges and opportunities that were examined reflected the broader institutional, societal, economic, and cultural context in which these efforts were situated, highlighting the need for a multifaceted approach that considered the diverse perspectives and interests of the stakeholders involved.

Question 3: In your opinion, what are the unique cultural aspects and traditions of Tanzania that have the potential to attract tourists? How have/can these aspects be effectively promoted to showcase the richness and diversity of Tanzania's cultural heritage?

- ○ *Interpretation with Strong Structuration Theory:* This question aimed to highlight the interplay between external structures, internal structures, active agency, and outcomes in promoting Tanzania's unique cultural aspects and traditions for tourism.

Question 4: Tanzania is known for its vibrant local communities and their involvement in preserving cultural traditions. How have/can the active participation and engagement of local communities' leverage to promote and sustain Tanzania's cultural heritage as a tourism product?

- ○ *Interpretation with Strong Structuration Theory:* This question emphasized active agency; specifically, how local communities (agents) engage in preserving cultural traditions and how this engagement influence the promotion and sustainability of cultural heritage (outcomes).

Question 5: From your perspective, which type of tourism product is at most being intensively promoted in Tanzania? And in your opinion, do you think it is important for Tanzania to actively promote its cultural heritage as a tourism product? If yes, what benefits can be derived from such promotion, both for the tourism industry and for the overall development of the country?

- ○ *Interpretation with Strong Structuration Theory:* This question examined the outcomes of structuration, focusing on what type of tourism product is predominantly promoted (outcomes) and emphasized the importance of actively promoting (agency) cultural heritage for both the tourism industry and overall development (outcomes).

Appendix D: Interpretation on Appendix B

Correspondence of Appendix B to Strong Structuration Theory focusing on the duality of structure, external and internal structures, active agency, and outcomes

Question 1: Based on your expertise, could you please share specific strategies that Indonesia has adopted to promote its cultural heritage as a tourism product? How effective have these strategies been?

- ○ *Interpretation with Strong Structuration Theory:* This question sought to uncover the strategies and effectiveness of Indonesia's multifaceted approach to promoting cultural heritage as a tourism product. It aimed to showcase a strategic combination of external and internal structures, active agency, and

resulting outcomes. The respondent's insights were expected to illuminate societal and institutional factors influencing cultural heritage and tourism in Indonesia.

Question 2: From your perspective, what are the key challenges and opportunities that Indonesia faces in promoting its cultural heritage as a tourism product? How do you believe these challenges have/can be addressed, and how have/can Indonesia leverage the opportunities available?

- *Interpretation with Strong Structuration Theory:* The question aimed to explore the complex interplay between external structures, internal structures, active agency, and outcomes in Indonesia's efforts to promote its cultural heritage as a tourism product. The challenges and opportunities which were expected to be identified aimed to reflect the broader institutional, societal, economic, and cultural context in which these efforts take place.

Question 3: In your opinion, what are the unique cultural aspects and traditions of Indonesia that attract tourists? How are these aspects effectively promoted to showcase the richness and diversity of Indonesia's cultural heritage?

- *Interpretation with Strong Structuration Theory:* This question delved into the complex relationship between external structures, internal structures, active agency, and outcomes in the promotion of Indonesia's unique cultural aspects and traditions for tourism. It explored how these aspects are perceived and promoted within the cultural heritage sector to attract tourists.

Question 4: Indonesia is known for its vibrant local communities and their involvement in preserving cultural traditions. How is the active participation and engagement of local communities leveraged to promote and sustain Indonesia's cultural heritage as a tourism product?

- *Interpretation with Strong Structuration Theory:* This question emphasized active agency, specifically how local communities (agents) engage in preserving cultural traditions and how this engagement influences the promotion and sustainability of cultural heritage (outcomes).

Question 5: Drawing from your experience and knowledge of Indonesia's cultural heritage promotion, what advice or recommendations would you give to other countries like Tanzania who are struggling to promote their cultural heritage as an important aspect of their tourism product while still maintaining the authenticity and uniqueness of the cultural offerings?

- *Interpretation with Strong Structuration Theory:* The question aimed to elicit advice or recommendations based on the experience and knowledge of Indonesia's cultural heritage promotion. It sought to understand how countries like Tanzania, struggling to promote their cultural heritage as a vital part of their tourism product while preserving its authenticity and uniqueness, could benefit from Indonesia's experience. The question addressed the outcomes of structuration, focusing on the strategies and actions (agency) that had contributed to Indonesia's success in promoting cultural heritage while maintaining authenticity.