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# Analyzing the Business Model Canvas and Marketability of Heritage Sites in Central Luzon: A Public Sector Perspective

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## Abstract

**Purpose:** This study aims to determine the marketability of the heritage sites in Region III, Philippines. More specifically, it will obtain information on the: (a) profile of the heritage sites in Central Luzon; (b) dimensional issues of their marketability along social, environmental, and economic lines; (c) quality of services in terms of tangibility, responsiveness, empathy, assurance, and reliability; and (d) its business model canvas. **Research design, data, and methodology:** This will utilize a descriptive survey of the heritage sites in Central Luzon, namely: Aurora, Nueva Ecija, Bulacan, Pampanga, Tarlac, Zambales, and Bataan. There will be 60 respondents, including 5 facilitators, 24 residents, and 31 tourists. The results will be statistically measured through the measures of central tendencies, dispersion, and the test of significance. **Result and conclusion:** This study will comprehensively examine the local tourism sector, benefiting various stakeholders. It serves as a valuable resource for tourists by providing insights into destination marketing strategies and enhancing heritage tourism experiences. Administrators benefit from coping strategy evaluations, aiding in the formulation of effective strategies aligned with industry goals. Tourism businesses align with industry objectives and the study streamlines ordinances for site protection for local government units. Additionally, the community gains empowerment through insights into employable activities and potential businesses, influencing assessments of the justification for local preservation ordinances.

**Keywords:** Heritage Sites, Social Dimension Environmental, Economic Dimension, Business Model Canvas, Service Quality.

**JEL Classification Code:** M10, M31, M38

## 1. Introduction

Historical sites are repositories of a nation's multifaceted cultural, social, political, and military history, cherished for their irreplaceable cultural heritage value. Typically safeguarded by legal frameworks, these sites provide visitors with a unique experiential journey to immerse themselves in the past and glean invaluable historical insights.

Cultural heritage tourism, as defined by the National Trust for Historic Preservation, entails purposeful travel to authentically engage with locales, artifacts, and activities that vividly articulate historical narratives and the lives of individuals from bygone eras.

Furthermore, cultural heritage, as expounded by Hernandez (2021), encompasses both tangible manifestations, such as architectural relics, and intangible legacies, including traditions, inherited from a nation's historical continuum. Given its intrinsic value and delicate

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nature, the preservation of cultural heritage, along with the strategic promotion of associated tourism, has become a focal point of considerable scholarly attention on a global scale. To correlate, Mekonnen (2022) indicates that cultural heritage treasures represent invaluable communal assets that reflect the historical legacy of humanity, offering insights into both the present and future ways of life, as well as the cultural values of a society. They play a pivotal role in fostering solidarity and social integration within communities.

Cultural heritage often brings to mind artifacts such as paintings, drawings, prints, mosaics, sculptures, historical monuments, and buildings, as well as archaeological sites. But the concept of cultural heritage is even wider than that and has gradually grown to include all evidence of human creativity and expression: photographs, documents, books and manuscripts, and instruments, etc. either as individual objects or as collections. Today, towns, underwater heritage, and the natural environment are also considered part of cultural heritage since communities identify themselves with the natural landscape. Moreover, cultural heritage is not only limited to material objects that we can see and touch. It also consists of immaterial elements: traditions, oral history, performing arts, social practices, traditional craftsmanship, representations, rituals, knowledge, and skills transmitted from generation to generation within a community.

Nonetheless, cultural heritage is not just a set of cultural objects or traditions from the past. It is also the result of a selection process: a process of memory and oblivion that characterizes every human society constantly engaged in choosing for both cultural and political reasons what is worthy of being preserved for future generations and what is not. Consequently, this heritage reflects the choices societies make in preserving their cultural legacies, through national laws and international treaties.

Protecting cultural property is essential, as illicit trafficking and destruction can cause irreparable damage.

Irmeili and Çağlayan, (2022) also indicated in their study that Historical sites serve as profound cultural heritage elements that articulate the identity of a city and its ancient existence. Many cities boast a rich and civilized history, a foundation upon which modern aspects are built. Despite the evolution of urban landscapes, certain historical sites persist as distinct landmarks within contemporary cities, drawing the attention of both residents and tourists. These sites not only serve as essential points of attraction but also play a crucial role in providing recreational spaces and breaking the monotony of modern-day routines.

While many heritage sites aim to boost tourism, the influx of visitors can sometimes lead to unintended damage and a transformation of the site's meaning for the local community. To illustrate, the Philippines boasts a rich

history marked by various periods of colonization and wartime experiences, reflected in its heritage sites. It is a renowned global tourist destination, not only for its beautiful landscapes but also for its captivating culture and history. However, the rapid growth in domestic and international travel presents both opportunities and challenges for heritage sites.

While heritage sites are often popular and attract visitors from all over the world, they also face risks from poorly managed and excessive tourism. Neglected sites may struggle to contribute economically to local communities or manage tourism-related issues. This underscores the need for a harmonious relationship between the tourism and heritage sectors, with an emphasis on best practices in tourism management when devising strategies for world heritage sites.

Region III in the Philippines hosts numerous historical and religious sites, but these often face promotion challenges. To address these obstacles, a study is proposed to understand the hindrances to promoting historical and heritage sites, with factors like the region's climate and other issues being critical considerations.

## 2. Theoretical Background

This study is based on the Heritage Conservation theory, which covers a range of fields like environmental science, art, architecture, and archaeology. The research delves into the historical origins of conservation ideas, exploring four main approaches: physical, social, and economic, planning and management, and communal approaches. The study emphasizes the crucial concept of sustainability, which includes environmental, economic, and social aspects. Here's a simple breakdown of these dimensions:

### 2.1. Environmental Dimension:

This focuses on the technical aspects of preserving the physical structure of historical buildings and structures.

### 2.2. Economic Dimension:

Historic buildings contribute to economic growth, especially through efforts like urban revitalization and regeneration.

### 2.3. Social Dimension:

This emphasizes improving the overall quality of life for everyone in the community, aiming for fairness and inclusivity.

Achieving sustainable development in the context of cultural heritage involves making preserved areas accessible, useful, and an integral part of the daily lives of residents. This approach relies on active public participation and community involvement. Given the rapid changes driven by urbanization and globalization, concerns about the impact on local cultures and heritage are on the rise. The primary objective of heritage protection and conservation is to consider the present and future environmental, societal, and economic needs, reinforcing the importance of linking conservation efforts with local communities.

As shown in Figure 1, this study proposes an action plan to sustain Region III's heritage and cultural sites. To reach this goal, the researcher will have to determine the issues and challenges faced by the historical and heritage sites in the region regarding environmental, economic, and social aspects.

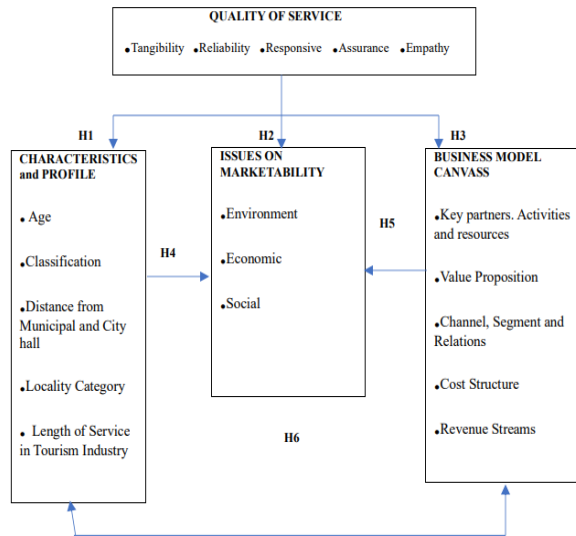


Figure 1: Research paradigm of the study

### 3. Statement of the Problem

This study aims to determine the issues and challenges faced by the heritage and historical sites in Region III.

Specifically, it will seek to answer the following questions:

1. What is the profile of the heritage sites in Region III in terms of:

- a. Age.
- b. Classification.
- c. Distance from Municipal/City Hall.
- d. Locality Category.
- e. Length of Service in the Tourism Industry?

2. What are the dimensional issues faced by the heritage

sites?

- a. Environmental Dimension.
- b. Economic Dimension; and
- c. Social Dimension?

3. How may the quality of the services offered by the heritage sites be described along:

- a. Tangibility.
- b. Reliability.
- c. Responsiveness.
- d. Assurance; and
- e. Empathy?

4. How may the considerations of the public sector in conserving heritage sites prior to the business model canvas be described along:

- a. Key Partners, Activities, and Resources.
- b. Value Proposition.
- c. Channels, Segment, and Relations.
- d. Cost Structure; and
- e. Revenue Streams?

5. Is there a significant relationship between the profile of the heritage sites and the associated dimensional issues?

6. Is there a significant relationship between the profile of the heritage sites and the quality of services they offer?

7. Is there a significant relationship between the profile of the heritage sites and considerations of the public sector in its business model canvas?

8. Is there a significant relationship between the dimensional issues of heritage sites and the quality of services they offer?

9. Is there a significant relationship between the dimensional issues of heritage sites and the considerations of the public sector in its business model canvas?

10. Is there a significant relationship between the quality of services of the heritage sites and the considerations of the public sector in its business model canvas?

### 4. Hypothesis

This study will test the following hypotheses:

1. **H<sub>1</sub>**: There is no substantial relationship between the profile of the heritage sites and the associated dimensional issues.
2. **H<sub>2</sub>**: The profile of heritage sites does not significantly correlate with the quality of services they provide.
3. **H<sub>3</sub>**: The profile of heritage sites does not significantly relate to the public sector's considerations in its business model canvas.
4. **H<sub>4</sub>**: There is no noteworthy relationship between the dimensional issues of heritage sites and the quality of services they offer.

5. **H<sub>5</sub>:** There is no substantial connection between the dimensional issues of heritage sites and the considerations of the public sector in its business model canvas.
6. **H<sub>6</sub>:** The quality of services at heritage sites does not significantly correlate with the public sector's business model canvas considerations.

## 5. Research Method

This chapter outlines the research methodology, encompassing the design, respondents, instruments, data collection procedure, and data analysis methods.

### 5.1. Research Design

The research design for this study is the descriptive method, specifically descriptive-quantitative. It aims to gather information about the issues and challenges faced by heritage and historical sites in Region III, focusing on their environmental, economic, and social aspects. Descriptive research is employed to provide a comprehensive description of the situation using structured questionnaires, which are scalar.

Descriptive research is useful for shedding light on current issues or problems by collecting data that paints a more complete picture of the situation. It is commonly used to describe the characteristics and behaviors of a sample population. Descriptive studies serve three main purposes: describing, explaining, and validating research findings. This method allows the researcher to clarify the problem and make solutions more comprehensive and manageable.

Furthermore, a qualitative approach will be used to delve into the individual situational cases of the respondents.

### 5.2. Research Locale

Central Luzon, often referred to as the Philippines' rice bowl, is a region renowned for its significant rice production. It boasts the country's largest plain and ranks as the third-largest region, serving as a major hub for industry and agriculture, situated just north of Metro Manila.

With a well-developed network of highways and roads, it is a vital trade and transportation center, facilitating land travel throughout the region.

This region covers a total land area of 18,230.8 square kilometers and occupies the central part of Luzon Island. Notably, six Presidents of the Philippines, including the 15th President Benigno "Noynoy" Aquino III, have hailed from this region. Region III consists of seven provinces and thirteen cities. Among the cities, two are classified as Highly

Urbanized (Angeles in Pampanga and Olongapo in Zambales), while the other eleven are Component Cities (including Balanga, Cabanatuan, Gapan, Muñoz, Palayan, San Jose, San Fernando, San Jose Del Monte, Meycauayan, Malolos, and Tarlac City). The region is further divided into 20 congressional districts, 117 municipalities, and 3,102 barangays.

The Province of Aurora is celebrated for its natural beauty and historical significance. It thrives on agriculture and forestry, and its lands are abundant in mineral deposits. In contrast, the Province of Bataan, often symbolizing democracy, and freedom, has a rich history with significant events. While primarily an agricultural province, Bataan is emerging as a tourist destination, offering a multitude of exciting places to explore and engaging activities to enjoy.

The Province of Bulacan stands out as one of the most progressive and populous regions in the country. Its residents, known as Bulakenyos, are known for their education and hardworking nature. The province takes pride in its rich historical heritage, serving as the birthplace of the nation's noble heroes and home to many of the Philippines' most prominent artists.

Nueva Ecija, on the other hand, is renowned as the primary rice-growing province of the Philippines, earning the nickname "Rice Granary of the Philippines." The province has a well-established education sector and is a major hub for health services, with numerous hospitals serving not only Nueva Ecija residents but also patients from neighboring provinces.

Pampanga is renowned for its sophisticated culinary industry, with Kapampangans known for their diverse culinary creations, from ordinary to exotic dishes. The name "Pampanga" is derived from "pangpang," signifying a riverbank, suitable for a province crisscrossed by numerous branches of the Pampanga River. Agriculture and fishing are the main industries here.

Tarlac, the last province organized under the Spanish Regime, derived its name from the Aetas' term "Matarlac," which later evolved into "Tarlac." It is a province rich in history and culture.

Zambales, primarily an agricultural province, specializes in farming, fishing, and mining. Its residents consist of three principal ethnic groups: Ilocanos, Tagalogs, and Zambals. The province got its name from its earliest inhabitants, the 'Zambals', who worshipped spirits called "anitos," and were thus referred to as "Sambali," which later became "Zambal."

In Central Luzon, all provinces and cities employ various strategies to uphold peace and order within their jurisdiction. These approaches include active anti-crime operations, heightened checkpoints, increased police visibility, and dedicated anti-car-napping task forces, among others.

### 5.3. Research Respondents

This study will involve representatives from tourism offices as respondents and will focus on three provinces known for their top heritage sites. Each of these provinces will be selected for assessment, with five heritage sites in each province. The evaluation will be conducted using a structured questionnaire and a guided qualitative approach. The chosen heritage sites that correspond to the region's most prominent tourism destinations are the following:

**Table 1:** List of Heritage Sites

Province	Heritage Sites
Aurora	<ul style="list-style-type: none"> <li>Baler Catholic Church</li> <li>Quezon Rest House</li> <li>Museo de Baler</li> <li>Landmarks of Spanish-Philippine War</li> <li>Ancestral Houses</li> <li>Ermita Hill</li> </ul>
Bataan	<ul style="list-style-type: none"> <li>Dambana ng Kagitingan</li> <li>St. Joseph's Cathedral</li> <li>Surrender Site Marker</li> <li>Zero Kilometer Death March Marker</li> <li>Philippine-Japanese Friendship Tower</li> <li>St. Dominic de Guzman Church</li> <li>Flaming Sword</li> <li>St. Catherine of Siena Parish</li> <li>Subic Spanish Gate</li> <li>St. Catherine of Alexandria Parish</li> </ul>
Bulacan	<ul style="list-style-type: none"> <li>Bulakan Catholic Cemetery</li> <li>Cárcel Provincial Ruins</li> <li>Cupang Bridge</li> <li>Barasoain Church</li> <li>Casa Real</li> <li>Tungkong Mangga Bridge</li> <li>Immaculate Conception Church</li> <li>La Paz Y Buen Viaje Bells</li> <li>Malolos Heritage town</li> <li>Marilao Church</li> <li>Meycauayan Church</li> <li>Meycauayan Heritage Bells</li> <li>Minasa Tower</li> <li>Our Lady of Assumption</li> <li>Paseo del Congreso</li> <li>Marcelo H. Del Pilar National Shrine</li> <li>Nuestra Señora de la Asuncion Parish Church</li> <li>24 Ancestral Houses</li> </ul>
Nueva Ecija	<ul style="list-style-type: none"> <li>Nueva Ecija Old Capitol</li> <li>Gen. Luna Death Site</li> <li>Camp Pangatian Shrine</li> <li>Plaza Lucero</li> <li>St. Joseph Cathedral</li> <li>Dalton Pass Shrine</li> <li>Cabanatuan American Memorial</li> <li>St. Francis of Assisi Parish</li> <li>St. Nicholas of Tolentine Church</li> <li>Cabiokid</li> <li>Mount Batong Amat</li> <li>Ancestral Houses</li> </ul>
Pampanga	<ul style="list-style-type: none"> <li>Death March Marker</li> </ul>

Province	Heritage Sites
	<ul style="list-style-type: none"> <li>Museo de Bacolor</li> <li>Mount Arayat</li> <li>President Diosdado Macapagal Residence</li> <li>Kamikaze Shrine</li> <li>Train Station</li> <li>Tiburcio Hilario Monument</li> <li>Nicolasa Dayrit Monument</li> <li>Juan Crisostomo Soto Monument</li> <li>Sunken Shrine Lady Lourdes</li> <li>Felix Galura y Napao Monument</li> <li>Ancestral Houses</li> </ul>
Tarlac	<ul style="list-style-type: none"> <li>Aquino Center and Museum</li> <li>Tarlac Provincial Capitol and Museum</li> <li>Capas National Shrine</li> <li>Mount Pinatubo</li> <li>Sacred Relic of the True Cross</li> <li>Al-Ragabi Mosque</li> <li>People's Park</li> <li>Ancestral Houses</li> </ul>
Zambales	<ul style="list-style-type: none"> <li>Ramon Magsaysay Ancestral House</li> <li>Parish Church of San Andres Masinloc</li> <li>Ulo ng Apo</li> <li>Zambales Provincial Capitol</li> <li>Hellships Memorial</li> <li>Rosa farm</li> <li>Inang Laya Monument</li> <li>Botolan Resettlement</li> <li>Capones Island Lighthouse</li> <li>Fort Paynauen</li> <li>Subic Naval Base</li> <li>Pinatubo Lake</li> <li>Ancestral Houses</li> </ul>

### 5.4. Research Instrument

To gather data for this research, the primary source will be a questionnaire, while secondary data will be drawn from books, pamphlets, journals, and online materials to support the findings. The information will be primarily based on existing literature with relevance to the current study. The questionnaire is designed based on these existing sources.

The questionnaire serves as the primary data collection instrument, resembling a checklist with concise and specific questions aligning with the research objectives. The researcher will first consider the respondents, followed by asking them open-ended questions. The questions will then be assessed for validity.

Lastly, the Likert Scaling Techniques will be employed to analyze the frequency responses of the respondents regarding the issues and challenges. The mean responses will be interpreted using the following scale:



**Table 2:** Rating Scale

Range of Mean Values	Scale Value	Verbal Interpretation	Descriptions
4.20 – 5.00	5	Highly Serious	The statement happens all the time
3.40 – 4.19	4	Serious	The statement happens most of the time
2.60 – 3.39	3	Moderately Serious	The statement happens at some definite time
1.80 – 2.59	2	Slightly Serious	The statement happens rarely
1.00 – 1.79	1	Not Serious at	The statement never happens at all

### 5.5. Statistical Treatment of Data

For the analysis and interpretation of data, the following statistical tools will be utilized. To determine the profile of the study sites, frequency percentage, and rank distribution will be used.

$$\text{Percentage (P)} = \frac{F \times 100}{N}$$

Where:

P refers to the percentage

F refers to Frequency

N refers to the total number of respondents

To assess the issues and challenges faced by the heritage and historical sites regarding environmental, economic, and social aspects, the average weighted mean will be used which will be computed as:

$$\text{AWM} = \frac{\sum F \times W}{N}$$

Where:

AWM refers to the average weighted mean.

F refers to the frequency

W refers to Weight

N refers to the number of populations

To test the significant relationship and significant difference, a t-test will be employed with the help of MS Excel to facilitate the testing. T-test computation in Excel files will determine the correlation value, degree of freedom, and the t-test itself both on one-tailed and two-tailed tests at a 5% significance alpha level.

### 5.6. Research Procedure and Data Gathering

The researcher will first send the questionnaire along with a request letter to the Tourism Office. After obtaining approval, the questionnaire and another request letter will be sent to the tourism office of the specific study sites. If the request is approved, the researcher will personally deliver

the questionnaire to the designated representatives, either through Google Forms or by conducting one-on-one interviews via Zoom or Messenger. This process allows the researcher to collect essential information and empirical data directly from the respondents.

## 6. Conclusion

This study offers valuable insights into the regional tourism industry and benefits various stakeholders. It educates tourists about heritage preservation, helps tourism administrators address challenges and enhance sector performance, aligns tourism businesses with industry goals, supports local ordinances for site protection, and assists the community in identifying employment and business opportunities while evaluating the need for preservation ordinances.

### 6.1. Significance of the Study

The researcher finds great value in this study because it provides an informed examination of the current situation of the tourism sector in her area. The advantages reach several stakeholders in addition to the researcher:

1. **Tourists:** The study serves as a valuable resource for tourists, offering insights into the marketing strategies employed by tourist destinations to safeguard and preserve their unique characteristics. This knowledge enhances tourists' understanding and appreciation, enriching their experiences during heritage tourism.
2. **Tourism Administrators:** By evaluating coping strategies for the challenges faced by heritage tourism, the study provides administrators with a platform to assess factors that could positively impact the industry. This appraisal aids in formulating effective strategies aligned with the industry's objectives.
3. **Tourism Businesses:** The study aligns the perspectives of tourism businesses with the core goals of the industry. This alignment becomes the foundation for their strategies, harmonizing their efforts with the objectives outlined by tourism administrators.
4. **Local Government Units:** The study plays a pivotal role in streamlining the implementation of ordinances aimed at protecting and conserving historical and heritage sites. It also facilitates the monitoring and maintenance of tariffs associated with tourism-related activities.
5. **Community:** Serving as an informational source, the study empowers the community with insights

into employable activities and potential businesses related to the tourism industry. It becomes the basis for community members to assess whether local government units can justify implementing various ordinances for the protection and conservation of historical and heritage sites in their locality.

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