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Original article

Process orientation of the world heritage city management system

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ABSTRACT

Purpose. – This article aims to explain how the world heritage city management system may be improved, and the structure of its processes enhanced by including relevant stakeholders to reach better results, i.e. outputs and outcomes. With this aim, process-based orientation is proposed as a new management approach.

Design/methodology. – The article is divided into two parts. In the first part, theoretical background of the world heritage city management system is given, and process orientation of heritage city management explained. In the second part theoretical concepts were applied to the cases of the world heritage cities (sites) of Split (Croatia) and Venice (Italy). A brief description of the basic characteristics (elements, processes) and of the main problems related to the results (outputs and outcomes) is followed by the application of the Unified Modelling Language as the method. The process architecture of the new management meta-model is presented, processes designed and documented, and activities and responsibilities among stakeholders, both existing as well as potential, within the proposed hierarchical structure shared.

Findings. – By proposing the process-oriented approach to the management of world heritage cities, the paper sets out to contribute to the growing body of knowledge related to cultural heritage management (especially world heritage cities). By applying knowledge from different theories into a process-based approach to the management of world heritage cities, it enables UNESCO's directives to be implemented into the actual managerial system of a World Heritage Site (WHS). We find it potentially useful not only to WHS managers, but also to scholars and other experts who have managerial responsibilities but limited knowledge in this area.

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1. Introduction

The admiration for heritage is as old as mankind itself. However,

tage, and not necessarily only those having (or being) properties on the World Heritage List (WHL), hereinafter 'world heritage cities (WHCs)', helping them cope not only with the ordinary challenges,

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