

Chapter 13

Legacy Economics and Meta-Management of Creativity in Destinations: Legacy Economics for Destination Management

Angela Besana

IULM University, Italy

Maria Cristina Vannini

IULM University, Italy

ABSTRACT

The concept of “Legacy” might have many interpretations, going from tangible to intangible, and accordingly, it can include a series of items that can be bequeathed to different kind of “heirs.” Either the giver or the community as main role players involved, the legacy is a bond for public administrations and destination managers. Legacy economics will be here connected to the innovative management of cultural destinations, where several and multi-goals-holders connect in order to provide resilience of villas, museums, and cultural assets together with increasing audiences and tourists. The collection of data about resilient creativity in Como (in the North of Italy) will show connections between legacy and management of public-private organizations for the last decade. A versatile and wide range of public and private interests together with national and international relevance will emerge. Community-type destinations will result as an original and innovative governance for resilience of culture and creativity connected with legacies and meta-management.

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1. LEGACY: CONTENTS AND MISSIONS

Legacy is strictly connected to heritage and in its turn, heritage is to be distinguished from history, the former being a celebration of the latter, as the late Professor Emeritus David Lowenthal put it in his important publication (Lowenthal, 1998).

For many decades, experiential marketing, especially that applied to tourism, has established heritage as one of the pillars of the marketing mix connected to the storytelling of a place or of a product in general (Schmitt, 2010; Mossberger, 2008). According to this definition, heritage can be seen as a holder of stratified values connected to a piece of crystallised history and therefore sometimes it is made up or “corrected” in order to embellish a particularly unattractive storytelling or to add allure where this is missing (Lowenthal, 1998). This magical treatment derives from heritage being the content of a legacy, and therefore it gains the distinctiveness of richness. In fact, legacy is usually what our ancestors pass down to us: the patrimony or the assets, either tangible, in cash or in kind, or intangible, being what has been collected over one or many lifetimes and bequeathed upon posterity.

From a legal point of view, legacy derives from a will, a statement, a donation or any such document or action by which somebody (individual or legal persons, not-for-profit organisations included) wishes to transmit goods, assets, patrimony or heritage to one person or a group of people, aiming at preserving or increasing the assets. In most cases, the patrimony collected by a family, a corporation or an institution of any kind may include, as mentioned above, tangibles (i.e. money, buildings, land, collections of goods or art: materials, tools, machines, written pages, musical scores), but in many other cases, the patrimony is mainly intangible and includes know-how, expertise, education, cultural traditions, creative uniqueness in doing things, or the unique maintenance of a landscape, the so called “genius loci” (Prokopis, Farmaki, Saveriades & Spanou, 2019; Geng-Qing Chi, Pan & Del Chiappa, 2018; Govers & Go, 2009; Kavaratzis & Hatch, 2013).

The rationale of the legacy calls for a strict consistency between the “inherited items” and the recipients since in many cases, the bestower lists a series of requirements and restrictions the beneficiaries and receivers must follow to maintain hold of the heritage, receive the benefits and exploit its potential. In order to guarantee this consistency, Boards of Directors have the tendency to include as many stakeholders involved as possible, depending on the chosen legal form: trust, foundation, association, institution, legato, or even mere pre-emption (Lugosi, 2014).

Being able to manage the relationship between the community, the tourist and the legacy is no longer enough; what has become imperative is the ability to control the relationships among all the stakeholders in communities and the tourism sector who in one way or another make a contribution to the potential management of the ‘inherited items’. This necessarily means legacies should be provided with some form of governing body, either public or private or a mixture of both (Coles et al., 2013), which can draw up a strategy to increase the quality of both the uniqueness of the heritage and any other local tourist attractions (Valeri, 2021b; Thees, Pechlaner, Olbrich & Schuhbert, 2020).

First of all, heritage must be strictly connected with the identity/patrimony of the giver and must fulfil the identity of the beneficiaries with its endorsement to communities and tourists.

The reasons someone wishes to bequeath a legacy might range from psychological and personal factors on the one hand, to economic, financial or fiscal ones on the other (Brewer, 2001).

Depending on both the motivation of the giver and the kind of assets, the giver might decide to leave the patrimony to a single person or to a small number of individuals – preferably through a trust that manages the legacy on their behalf; to a small or wider community; or to an institution.

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