

# The traditions as tourism product: analysis of the case of Dubai

Bachelor study for obtaining the Bachelor of Science HES-SO in Tourism



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**Figure 1: Horse**

Source: DTCM, 2011

## Summary

Dubai is a trendy touristic destination. The modern city is well-known for its buildings such as Burj Khalifa, the tallest building in the world. The purpose of this document is to study the traditions as tourism product of the destination in collaboration with the Department of Tourism and Commerce Marketing (DTCM), which is an entity of the Government of Dubai.

The study is based on the Dubai's tourism strategy. Tourism is a one the key sector in the economic growth of the emirate. In parallel, the preservation of the heritage and the culture is a priority for the authorities. These two aspects allow Dubai to present high-quality heritage sites to its visitors. The promotion of that specific tourism sector is done by the DTCM and through different media such as brochures and internet. A deeper analysis of the situation allows the determination of the strengths and the opportunities of this fast growing tourism sector in Dubai. In conclusion, recommendations for the future are given.

Key words: Dubai, culture tourism, heritage, tourism strategy

## Foreword and thanks

This document has been written during my trainee at the Department of Tourism and Commerce Marketing (DTCM) in Ittigen, Bern. This trainee is my first work experience in the tourism sector and it is a great opportunity to discover a destination such as the emirate of Dubai. For me was everything new: the emirate, the tourism strategy, the manners of the locals, the language, etc. I also want to mention that I had the pleasure to fly to Dubai to spend five days there. The discovery of this beautiful city and the different aspects of my job gave me the possibility to write about the cultural tourism, which was my personal choice and one of the subjects of my studies.

As I mentioned, I could choose the theme of this study. It was important for me to choose an original subject which brings an Input to the DTCM office of Switzerland and Austria. I made a lot of researches on internet and I can specify that only few reports were written about this theme and no one in association with the Department of Tourism and Commerce Marketing (DTCM). After many discussions with the director of the office, we have chosen to explore the place of the traditions and the cultural heritage in the emirate of Dubai and its tourism strategy.

First of all, I want to thank Mrs. Michelle Pétermann, Director of the DTCM office of Switzerland and Austria. I want to thank her for giving me the opportunity to work for the city of Dubai, to write this document about the culture tourism and to assist me during the redaction of this study. The best chance she gave me was to travel to Dubai and to assist her in her every day job. She really gave me a chance to give my best and to meet people of all the tourism and travel branch.

Secondly, I want to thank Mrs. Hildegard Loretan for her support during those three months.

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## Glossary

**AD:** Anno Domini

**BC:** Before Christ

**DMC:** Destination Management Companies

Intermediary based at the destination where the event is to be held and responsible for organizing the accommodation, excursions, transfers, etc. (Davidson & Cope, 2003, p. 276).

**DTCM:** Department of Tourism and Commerce Marketing. It is an entity of the Government of Dubai.

**DWC-AMI:** Dubai World Central – Al Maktoum International. It is the new airport upcoming in Dubai.

**GDP:** Gross Domestic Product.

**OECD:** Organisation for Economic Co-operation and Development.

The OECD is a unique forum where the governments of 30 democracies work together to address the economic, social and environmental challenges of globalisation. The OECD is also at the forefront of efforts to understand and to help governments respond to new developments and concerns, such as corporate governance, the information economy and the challenges of an ageing population. The Organisation provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies. The OECD member countries are: Australia, Austria, Belgium, Canada, the Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, New Zealand, the United Kingdom and the United States. The Commission of the European Communities takes part in the work of the OECD. (OECD, 2009, p. 2).

**UAE:** United Arab Emirates

**UNESCO:** United Nations Education Science and Culture Organisation



## Introduction

This study has been achieved in collaboration with the Department of Tourism and Commerce Marketing, which is an entity of the Government of Dubai. DTCM is the principal authority responsible to plan, supervise and develop the tourism sector in the emirate of Dubai. For its marketing role, the Department plans and implements a program of international promotions and publicity activities, which includes advertising brochure production and distribution, media relations, exhibition participation, marketing visits, presentations and road shows, familiarization and assisted visits and enquiry information services (Government of Dubai, 2011a).

Dubai is a well-known touristic destination, which has developed many luxury hotels and leisure activities. But how is cultural tourism developed in the emirate of Dubai? Which are the traditions in this modern city? Is it possible to find heritage places in such a hub? They are only few of the questions which need to be answered in this document. "Cultural tourism is one of the largest and fastest growing global tourism markets and the cultural and creative industries are increasingly being used to promote destinations and to increase their competitiveness and attractiveness." (OECD, 2009, p. 65). This is the reason why it is interesting to analyse the culture tourism in such a destination as Dubai. It is surprising not to find many studies treating this subject because "the expanding role of cultural institutions in advanced capitalist economies has forced researchers to focus more on the links between the cultural and the economic." (Tufts & Milne, 1999, p. 613).

First of all, the methodology will be described to allow the reader to understand each step of this study. A presentation of the United Arab Emirates and of Dubai will follow and then a description of what is cultural tourism. The Dubai's tourism strategy will be explained, too. The principal part is dedicated to the tradition in the whole country and an inventory of all heritage sites and traditional activities in Dubai. An analysis of the structure of the culture tourism in Dubai will allow the author of this study to give her view and some recommendations to continue to develop this tourism sector in Dubai in the future. The basis for the analysis is based on specialized literature.

# 1. Methodology

## 1. Purpose

The aim of this document is to analyze the current situation of the traditions in Dubai. Although the emirate is not known for its cultural heritage, it is part of its touristic attractions. As the subject was never really developed, it is here important to make an inventory of the traditions and heritage, to understand how they are presented to the tourists and to know the role of the citizens in this sector of the tourism strategy.

For the methodology, it has to be specified that this document is a literary study. It only contains an academic part and all the content is analyzed and compared to the theory we find in the literature about the tourism, the culture tourism and the marketing.

The objectives of this study are the following:

- To analyze the city of Dubai with an innovative point of view.
- To get to know the background and history of the city of Dubai and the history on the U.A.E.
- To better understand the tourism strategy of Dubai.
- To know the heritage locations in Dubai.
- To know how Dubai is dealing with two opposites: modernity and traditions.
- To bring DTCM a better knowledge about the cultural tourism in Dubai.
- To give recommendations to DTCM after the analysis.
- To use my knowledge in cultural tourism.

### 1.1 Method of working

A simple description of the United Arab Emirates and of the emirate of Dubai, its particularities and a description of the culture tourism constitute the first part of this document. The biggest part is dedicated to the history of the UAE and Dubai, the description of its traditions and an analysis of its tourism strategy. Another focus is made about the tourists who are attracted by the local and cultural heritage of this destination. The conclusion consists to a SWOT analysis giving the strengths and weakness of Dubai's cultural tourism and recommendation for the future.

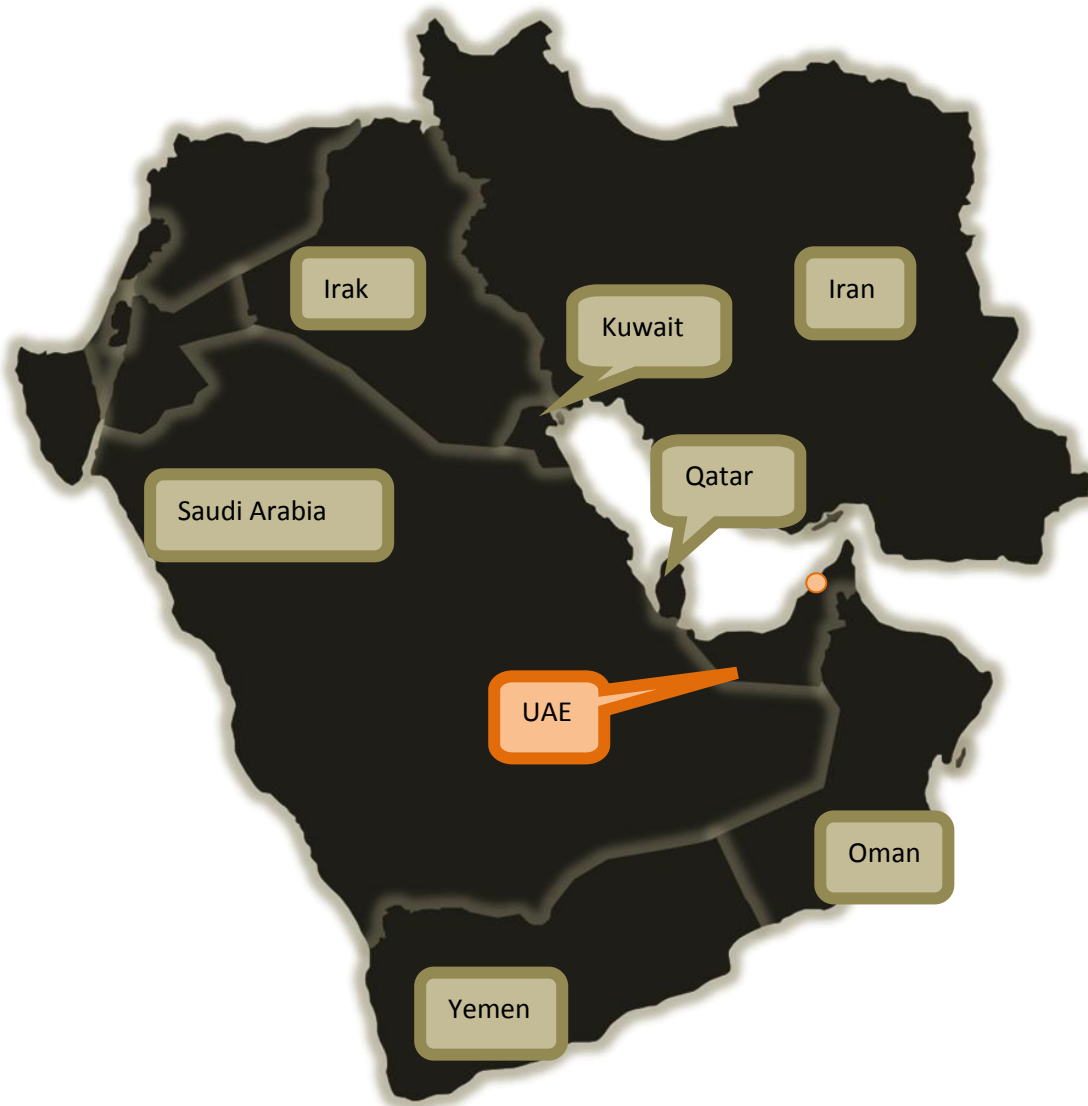
## 1.2 Proceeding

The first step was to find the theme of this study and to have well-defined objectives. It included a lot of research on internet, the lecture of several books and magazines and the watching of videos. The Government of Dubai and DTCM have number of documents and archives in their possession which were really helpful in the production of this document. It was the biggest step of this all work. Further research was made to know which studies were already made about Dubai. Most of them focus on the economy, the architecture, the dark side of the development of the emirate and the mix of all nationalities living there. It gave me the confirmation that I had found an interesting subject for my document. Afterwards the composition and the editing were the two other parts of the whole process.

## 2. Presentation of the United Arab Emirates and Dubai

### 2.1 General Presentation

Figure 2: Map of the UAE



Source: Own figure, 2011

The United Arab Emirates is a constitutional federation which was formally established on the second of December 1971. The country occupies an area of 83,600 square kilometers along the south-eastern tip of the Arabian Peninsula. Neighbor countries are Qatar to the west, Saudi Arabia to the south and west, and Oman to the north and east.” (UAE Interact, 2011). Most part of the UAE is

desert. The United Arab Emirates are situated between Europe and Asia and, as shown in the figure, it has an access to the sea.

The country has a population close to six million inhabitants and has grown over the last two decades (DTCM, 2011d, p. 22). It is important to specify that about only 20 per cent are Emiratis. The others are Arabs, Iranians, South Asians, Europeans or Americans (Zayed University, 2011). The official language is Arabic but English is widely spoken and understood. The UAE has Islam as religion however other religions are very well respected. The United Arab Emirates has a sub-tropical and arid climate. Rain is infrequent and falling mainly in winter and blue sky can be expected most of the year. The temperatures range between 15 and 50 degrees, depending on the seasons but they are included between 15 to 50 degrees (DTCM, 2011d, pp. 21-22). The monetary unit is the Dirham.

The Government of the United Arab Emirates is constituted by the Supreme Council, which is the highest federal authority in the country. The President is His Highness Sheikh Khalifa Bin Zayed Al Nahyan and is also the ruler of Abu Dhabi. His Highness Sheikh Mohammed Bin Rashid Al Maktoum is the Vice President of the UAE, its Prime Minister and the ruler of Dubai.

**Figure 3: His Highness Sheikh Khalifa Bin Zayed Al Nahyan**



Source: [http://www.mofa.gov.ae/mofa\\_english/portal/335746cd-a8cd-4484-9cec-49c894d9beee.aspx](http://www.mofa.gov.ae/mofa_english/portal/335746cd-a8cd-4484-9cec-49c894d9beee.aspx), 16.12.2011

**Figure 4: His Highness Sheikh Mohammed Bin Rashid Al Maktoum**



Source : <http://www.mbrfoundation.ae/English/Pages/sheikhmohammedbio.aspx>, 16.12.2011

These two men were elected by the Supreme Council and its members. This entity is responsible for general policy related with education, defense, communications, development, foreign affairs and for ratifying federal laws. The second entity, the Federal Council of Ministers has the role to initiate and implement laws. It means that it is in possession of the executive authority. A third entity, which is called the Federal National Council, is a consultative assembly which monitors and

debates the Government policies. It is constituted of 40 representatives appointed by each individual emirate. Most ministerial departments maintain their offices in Dubai while Abu Dhabi is the centre of all federal government activities (DTCM, 2011d, p. 16).

**Figure 5: The seven emirates**



Source: Own figure, 2011

As shown on the figure, Dubai is one of the seven emirates constituting the United Arab Emirates. The capital of the country is Abu Dhabi, Dubai is the second biggest emirate and the others are called Ajman, Fujairah, Sharjah, Ras Al Khaimah and Umm Al Quwain. With an area of about 3,885 square kilometers representing five per cent of the UAE's total area and its population of about two million inhabitants, Dubai is the second largest emirate after the capital. The city has the biggest harbor in the Arabian Gulf and is one of the Middle East trade hubs. Furthermore, thanks to its location, Dubai can easily connect to all other Gulf States, South Asia and East Africa (DTCM, 2011d, p. 21).

## 2.2 Dubai's specificities

"Over the past ten years, Dubai has positioned itself as a regional business hub, an attractive tourism destination and a safe and great place to live." (The Executive Council (Appendix I), no date, p. 99). It is one of the world's most dynamic economies with really strong international trade links. As example, the Dubai economy has also been growing faster than the emerging economies of China and India, and the developed economies of Ireland, Singapore and the US (The Executive Council (Appendix I), no date, p. 83). Dubai has transformed itself into the region's leading travel destination. In a really short time, Dubai became a shopping centre with lot of skyscrapers, golf courses, cultural centers, educational institutions and artificial islands. The emirate is now a destination which is

known for its luxury and hospitality. The city caters to a lot of tourism niches including adventure, cultural and business travel and the growing meetings, conference, incentive travel, events and exhibitions market (DTCM, 2011d, p. 14).

In the Pocket Guide, the city is described as following:

There is an abundance of shopping, dining, cultural and outdoor activities available in Dubai. Those who love nature and the great outdoors will find the perfect vacation getaway in the emirate. Dubai's desert landscapes and wildlife reserves provide an ideal escape for travellers who want to get away from the hustle and bustle of theme park vacation. Dubai's Ras Al Khor Wild Life Sanctuary is a magnet for ornithologists with more than 400 bird species spotted in the emirate since records began. For the more active tourists, Dubai offers world-class climbing, surfing, diving, hiking and desert tours, all supported by dedicated operators. A must-do for all visitors, a desert safari included camel rides, displays of falconry and thrilling activities such as wadi driving, desert quad bike drives, off-road dune bashing and horse riding. The tour usually ends at sundown. As the sky gradually turns from orange to deep crimson, travellers on a desert safari are led to a traditional Bedouin camp for refreshments before setting down for an evening of great food and music. Dubai also has a well-deserved reputation as the region's exhibition and sports hub. There are numerous global sporting events on the emirate's calendar including the prestigious Dubai World Cup – the world's richest horse race, the star-studded Dubai Desert Classic and Dubai Ladies Masters, the action-packed Emirates Airline Rugby Sevens and the celebrated Dubai Tennis Championships. Dubai also has first-rate championship golf courses including the Emirates Golf Club, Dubai Creek Golf & Yacht Club, The Address Montgomerie, Al Badia Golf Club and Arabian Ranches. (DTCM, 2011d, p. 17)

On other paragraph is dedicated to Dubai's culture:

In spite of its rapid modernisation and economic growth, the emirate remains true to the timeless values of Islam, and the Dubai natives express that faith in every aspect of their everyday lives. Right in the middle of the city, visitors will find mosques, museums and heritage sites. (DTCM, 2011d, p. 17)

For its authorities, it is no wonder that the emirate became the ultimate choice for families, leisure travellers and high-flying executives (DTCM, 2011c, p. 4).



Figure 6: Map of Dubai



Source: DTCM; Official Pocket Guide 2011, pp.144-146

Dubai's map shows the city, which is about 40 kilometers long and its future projects. An interesting geographical site is the Dubai Creek, which is situated on the right. This feature which is a natural inlet in the Arabian Gulf, divides the city in the parts: in the outh, Bur Dubai and in the north, Deira. The old town is on the right of the Creek, in Bur Dubai. Left of the Creek is the modern Dubai and its symbol Burj Khalifa, the tallest building in the world with its 828 meters high. On the coast between the Creek and Palm Jumeirah are situated the beach hotels. Dubai's man-made island is called Palm Jumeirah and is in the middle of the map. It is the only terminated island among islands presented on the plan. The world, representing a world's map, is being built. In summary, Dubai can be described as a city of endless possibilities in which tourism plays an enormous role.

Figure 7: Burj Khalifa



Source: DTCM, 2011



## 3. Culture Tourism

### 3.1 Definition

The word culture can be described as a tourism resource with a long tradition, a living present and a promising future. The visit of heritage places, castles and cities began in the 17<sup>th</sup> and 18<sup>th</sup> century with the Grand Tours, which were organized by the English to educate and to form the young aristocracy. Then, at the beginning of the 21<sup>st</sup> century, culture became more popular and varied (Steinecke, 2007, p. 1).

The first question which needs to be asked is the following: How can we define the culture tourism and how can we distinguish it from all other forms of tourism? To give a definition to culture tourism is not easy. Referred to Steinecke (2007, pp. 2-3), the biggest problem is that the word "culture" has a lot of different senses and it takes in lot of different activities and aspects of the tourists' habits and of our today lives. The second one is the difficulty to delimit the culture tourism to other arts of travel. What is culture and what is not part of the culture? A solution given by Steinecke would be to define the tourists' interests and to know which ones can be part of a culture trip. This paragraph shows and explains why there is not any definition for this particular tourism sector.

As written before, the first reason of this is the change of meaning of the word culture. The traditional understanding of culture alludes to material or immaterial historic things like art, music, architecture or print. Those attractions can be seen or visited and visitors will find most of them in a Pocket Guide or see them by sightseeing. Today the word culture changes to something more modern which takes in activities like concerts or events. The border between leisure and culture is not clear anymore. The second reason is the diverging intensity of interest for the culture (Steinecke, 2007, pp. 3-4). This aspect is developed on page ten, in the chapter 3.4: the cultural tourists.

Culture tourism does not have a general definition but several are available. Steinecke (2007, p. 5) gives the following characteristics as common to all of them:

- The tourist's interest to the culture
- The visit of cultural places
- The participation to cultural events
- The importance to be informed and to learn about the culture

As example and in accordance with Steinecke (2007, pp. 4-5), three outlines of cultural definitions can be identified:

- Culture is supply-oriented: central in this definition are the material and immaterial elements of culture which are made as attractions for the tourism. Examples are buildings, relics, customs which can be explained to the visitors thanks to guided tours, package deals and information material.
- Culture is demand-driven: here are the interests and needs of the tourists the central points. It has to be specified that culture tourism includes all trips of people who are leaving temporarily their homes to experience or learn about material and immaterial cultural elements of their destination.
- Culture is value-oriented: the conservation, preservation and the understanding of the local culture and manners are the important aspects in this definition. Cultural tourism is a way to introduce people to historical sites and customs and educate them about the culture of the destination.

### 3.2 History

The cultural tourism began in the 17<sup>th</sup> and 18<sup>th</sup> century as explained before. A second aspect in its history is the impact of culture on tourism and when it began. In 2009, the Organisation for Economic Co-operation and Development published a book about it.

According to this study (OECD, 2009, pp. 19-20), tourism and culture were always two separate aspects of the same destination during most of the 20<sup>th</sup> century. Culture was part of the cultural heritage and tourism was viewed as a leisure-related activity. At the end of the century, the role of cultural assets could be seen as a manner to attract tourists and to distinguish a destination from another. This change was stimulated by several factors:

On the demand side:

- Increased interest in culture, particularly as a source of identity and differentiation in the face of globalization.
- Growing levels of cultural capital, stimulated by rising education levels.
- Aging population in developed regions.
- Postmodern consumption styles, emphasizing personal development rather than materialism.
- A desire for direct forms of experience (“life seeing” rather than sightseeing).
- Growing importance of intangible culture and the role of image and atmosphere.
- Increased mobility creating easier access to other cultures. (OECD, 2009, p. 19)

On the supply side:

- Development of cultural tourism to stimulate jobs and income.
- Cultural tourism was seen as a growth market and “quality” tourism.
- An increasing supply of culture as a result of regional development.
- The growing accessibility of information on culture and tourism through new technologies.
- The emergence of a new nations and regions eager to establish a distinct identity (e.g. the impact of newly-independent states in Central and Eastern Europe).
- A desire to project the external image of regions and nations.
- Cultural funding problems related to increasing cultural supply. (OECD, 2009, pp. 19-20).

As a result of those changes, culture has been increasingly employed as an aspect of the tourism product and destination imaging strategies. A second consequence is that tourism has been integrated into cultural development strategies to support cultural heritage and cultural production.

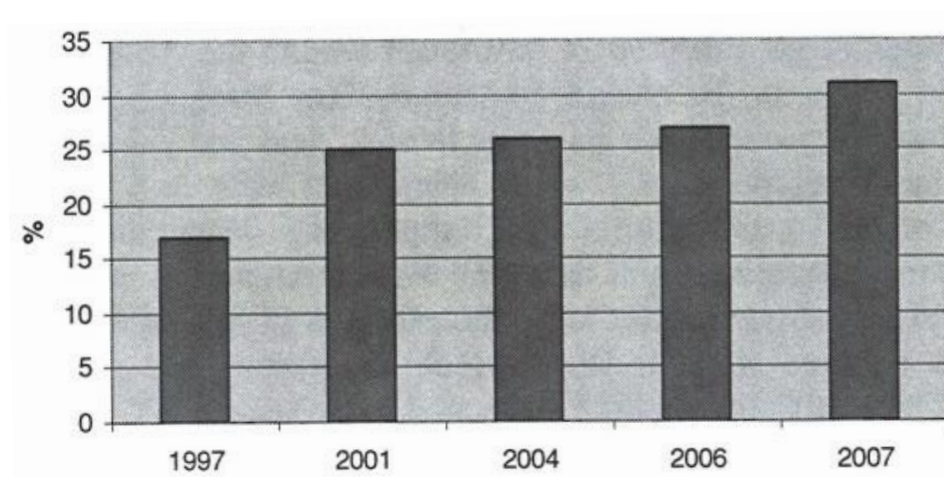
### 3.3 Forms

Culture tourism has different forms. This is due to the fact that, as explain before, the word does not have a global definition (Steinecke, 2007, p. 2). Today, museums, exhibitions, churches, parks, gardens, castles, manners of the locals, gastronomy or festivals, theater, concerts, sport events and personalities can be considered as culture elements.

### 3.4 Cultural tourists

Today, “tourists increasingly visit destinations to experience the lifestyles, everyday culture and customs of the people they visit”. (OECD, 2009, p. 25).

**Figure 8: Proportion of tourists on a cultural holiday**

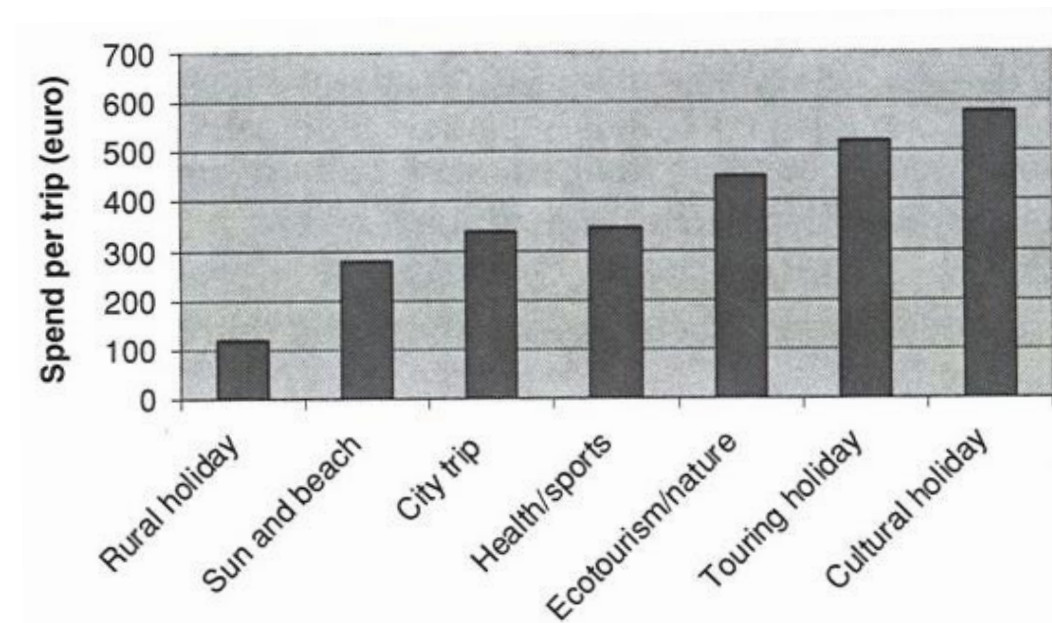


Source: OECD, The Impact of Culture on Tourism, 2009, p. 23

As shown in the figure, tourists on cultural holidays are increasing every year. This graphic shows the proportion of cultural tourists between 1997 and 2007 in all OECD members. The United Arab Emirates are not part of it but there are members worldwide and it has to be the same in Dubai.

Culturally interested tourists bring some benefits with them: they visit destinations where other tourists do not go, they combat seasonality and they help to spread culture to new areas (OECD, 2009, p. 45).

**Figure 9: Spending by holiday type per trip**



Source: OECD, The Impact of Culture on Tourism, 2009, p. 23

This figure shows the spending by holiday and per trip. In 2006 and among the OECD's members, people were spending about 600 Euros during their cultural holiday and only about 300 Euros during sun and beach holidays. This graphic gives another benefit of the cultural tourists.

Culture tourism attracts different kinds of tourists. Armin Klein (2008, pp. 275-276), gives four categories of culture tourists:

- Primarily cultural motivated tourists.
- Culture-event tourists.
- Also cultural tourists.
- No culture tourists.

The first group consists of people choosing their trip destination according to the cultural offer and resources. Their purpose is to learn about the culture of the destination and they are choosing the visited place only because of its cultural aspects. The culture-event tourists are interested in all kind of events such as concerts, festivals and theater. They do not go to a country or a city especially for an activity but they are participating in an event during their stay. Tourists who consume cultural activities next to others motivations are identified in the third group. It means that their first aim is to spend sun and beach holiday or health holiday but they are also participating in cultural activities. No culture tourists are people with no interest in culture.

Cultural tourism is a good form of tourism because the cultural tourists are seen as high spending tourists and because they have an interest in the culture, “which helps to make this form of tourism more sustainable. “ (OECD, 2009, p. 45).

### 3.5 Benefits

A second theory given by the OECD (2009, pp. 22-23) is that cultural tourism is particularly attractive because of the raft of benefits it can deliver to local communities. The following examples can be given according to the National Trust for Historic Preservation in the United States of America:

- Creating jobs and businesses.
- Increasing tax revenues.
- Diversifying the local economy.
- Creating opportunities for partnerships.
- Attracting visitors interested in history and preservation.
- Increasing historic attraction revenues.
- Preserving local traditions and culture.
- Generating local investment in historic resources.
- Building community pride in heritage.
- Increasing awareness of the site or area’s significance. (OECD, 2009, p. 22).

Another advantage is the preservation of the heritage which is a central point in culture tourism. Thanks to the attractiveness of the heritage places, local people and authorities have to preserve them. Renovation is a central point which is linked to the needs of the tourists. Culture tourism is a reason why many sites are preserved in the world.

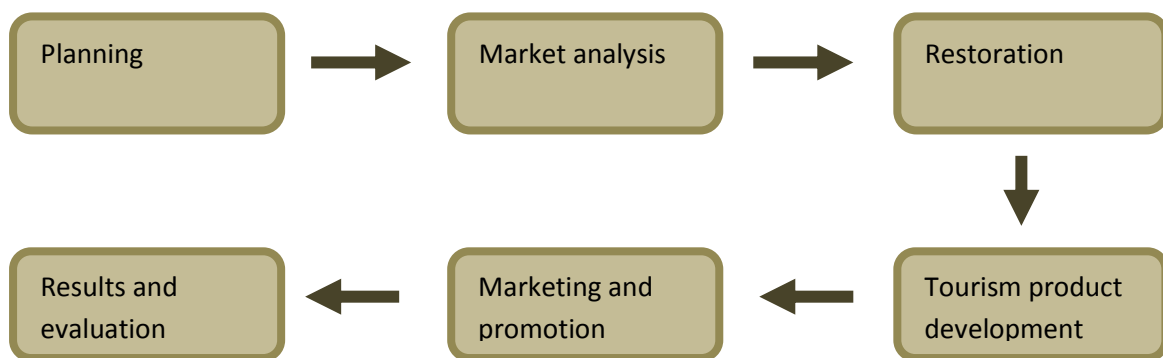
### 3.6 Specificities

According to the OECD (2009, pp. 48-60), cultural tourism is a really young part of the tourism and has specificities about different aspects.

The first element is the financial aspect. In most of the cases, the core funding comes from the public sector while the most subsidiary investments are provided by the private sector. The problem of the public funding is its number of limitations, which limit the activities proposed in a cultural place. Moreover, the number of visitors for institutions is small in general. It means that there is a low rate of transfer of resources between the cultural sector and the tourism sector. It can be a barrier to encourage private sector to invest (OECD, 2009, pp. 48-49).

The second specificity is the product development. Six stages can be identified (OECD, 2009, p. 50):

**Figure 10: Product development in cultural tourism**



Source: Own figure based on OECD, *The Impact of Culture on Tourism*, 2009, pp. 50-60

Statutory policies and procedures are needed to plan the development of tourism, culture and culture tourism. Other stakeholders are essential for the administrative part and to co-ordinate all activities. For example, partners of the private and public sectors can be involved (OECD, 2009, pp. 50-51). During the second step, a market analysis has to be made to find who are the tourists wanted by the destination, which is the best tourists' segment and to find the best way of presenting the culture to attract those people in particular. The renovation consists to restore the old buildings so that they can be visited. Then, the tourism product development usually wants to attract more tourists by improving the image of the destination. Many regions have decided to create cultural routes (OECD, 2009, pp. 51-52). A cultural route is "a themed route that has a cultural value or an element of cultural heritage as its focus and that assigns a key role to cultural attractions". (OECD, 2009, p. 52). This concept can also be used in an individual site. Another issue in the product development is the need to involve local communities. This involvement means a motivating factor for the locals, who are not only the hosts but also a cultural attraction because they give the atmosphere to the place, and a source of satisfaction for the visitors (OECD, 2009, p. 54). The last

specificity is the marketing and the promotion of cultural tourism. The cultural product is very specific and complex and needs a special marketing strategy. Specific marketing activities have been developed by national tourism administrations such as (OECD, 2009, p. 54):

- Branding and image development.
- Internet platforms, including accommodation and event booking functionality.
- Joint promotions with tour operators
- Themed products (events, attractions, cultural routes).
- Theme years and events.
- Cultural and creative clusters.
- Encouraging filming in the region.
- Discount cards. (OECD, 2009, pp. 54-55).

Different platforms are used to brand culture places. The newest one is the Internet, which has become the most attractive one in the last years. This is an opportunity to reach international markets. Other platforms are specific brochures, guides, CDs and DVDs. The problem of many culture marketing strategies is how to market the culture of the destination in general but most of the tourists want to experience a specific part of it. This is why, there is a need thanks to the market analysis, to identify specific niche markets. The last step is the analysis of the effects of those cultural product developments. It is important to prove the effect of those specific marketing programs and to plan the future policies linked to culture tourism.

### 3.7 Conclusion

Culture and tourism have a mutually beneficial relationship which can strengthen the attractiveness and competitiveness of regions and countries. Culture is increasingly an important element of the tourism product. At the same time, tourism provides an important means of enhancing culture and creating income which can support and strengthen cultural heritage, cultural production and creativity. Creating a strong relationship between tourism and culture can therefore help destinations to become more attractive and competitive as locations to live, visit, work and invest in. (OECD, 2009, p. 17).



## 4. Definition of the subject of this Bachelor study

Dubai is a well-known touristic destination, which has attracted 8,294,132 visitors in 2010 (DTCM (Appendix II), 2011a, p. 110). It means 6,641,076 guests between January and September 2011 and it is an increase of 11 per cent compared to the year 2010 and its 5,991,660 arrivals (DTCM (Appendix III), 2011b, p. 113). Those numbers seem to be high but “the Arab world attracts only three percent of international tourism arrivals.” (Hazbun, 2003, p. 1). According to

The World Tourism Organization’s long term forecast, Tourism 2020, the Middle East region (which excludes North Africa) would have the highest regional growth rate of tourist arrivals at 7.1%, doubling its world market share from 2.2% in 1995 to 4.4% in 2020. (Hazbun, 2003, p. 6).

The aim of the study is to explore an original aspect of the tourism in the region, which is “ripe for the expansion of its tourism industries across a number of tourism segments. These include heritage and nature-based tourism, business travel and conferencing, beach and sports-oriented and family-oriented vacations.” (Hazbun, 2003, p. 2).

First, this document is based on the emirate of Dubai and not on all the Arabic Gulf and region. Secondly, the word culture has to be definite. The culture in Dubai is very flourishing. The Dubai International Film Festival (DIFF), launched in 2004, its music diversity with jazz concerts and other jet-setting celebrities such as Phil Collins, Robbie Williams and Aerosmith, its theater scenes, its art galleries and museums are only part of the Dubai’s culture (DTCM, 2011c, pp. 54-55). In this document, the focus is made only on heritage tourism.

Figure 11: Characteristics of heritage tourism, cultural tourism and creative tourism

Form of Tourism	Primary Time Focus	Primary Cultural Focus	Primary Form of Consumption
Heritage Tourism	Past	High Culture Folk Culture	Products
Cultural Tourism	Past and Present	High and Popular Culture	Products and Processes
Creative Tourism	Past, Present and Future	High, Popular and Mass Culture	Experiences and Transformations

Source: OECD, The Impact of Culture on Tourism, 2009, p. 27



Heritage tourism has its specificities. It takes an interest to the past and it focusses on high and folk culture. High culture is the traditional understanding of the culture, which means works of art of fine art, painting, music, architecture, etc (Steinecke, 2007, p. 3). Associate to this sector tourism in Dubai are products such as heritage sites, museums and mosques. Those places give information to the visitor about traditions, manners of the locals, architecture and local arts such as calligraphy.

A fact which needs to be understood is why so many tourists are coming to this area. It contrasts with the fact that the region has vast historical, cultural and natural resources. "The spread of Islam and Arab civilization helped to produce a shared cultural heritage for the people of the region. Built up over the centuries Arab civilization has developed a rich tradition of urban culture in cities possessing unique architectural forms, urban markets and artisan workshop." (Hazbun, 2003, p. 1).

Dubai is the biggest destination in the Arabic region but it is well-known for its buildings, skyscrapers and hotels. Therefore, its historical resources and heritage are often forgotten by the tourists. The aim of the study is to present the most important traditions of Dubai and to describe the biggest heritages places.

Culture tourism is analyzed on the way of two definitions described on the before chapter:

- Supply-oriented
- Value-oriented

Central aspects are the material and immaterial elements of culture which are attractions for all the guests and the conservation, preservation and understanding of local culture and manners. The needs and interests of the tourists are more in background.

The last point is the marketing strategy use by the Government of Dubai and the Department of Tourism and Commerce Marketing to promote the culture abroad.

## 5. The tourism strategies

### 5.1 The Dubai's tourism strategy

Dubai has developed a distinct identity and is a dynamic and modern emirate. Today the city is known as an economic hub and an excellent location for investment. Because of more competition and challenges between the different cities in the United Arab Emirates and in the world, Dubai needs to be sure that "it continues to build on its success through proper planning and strategy development." (The Executive Council (Appendix I), no date, p. 76). This Plan is divided in five sectors:

- "Economic Development
- Social Development
- Infrastructure, Land and Environment
- Security, Justice and Safety
- Government Excellence

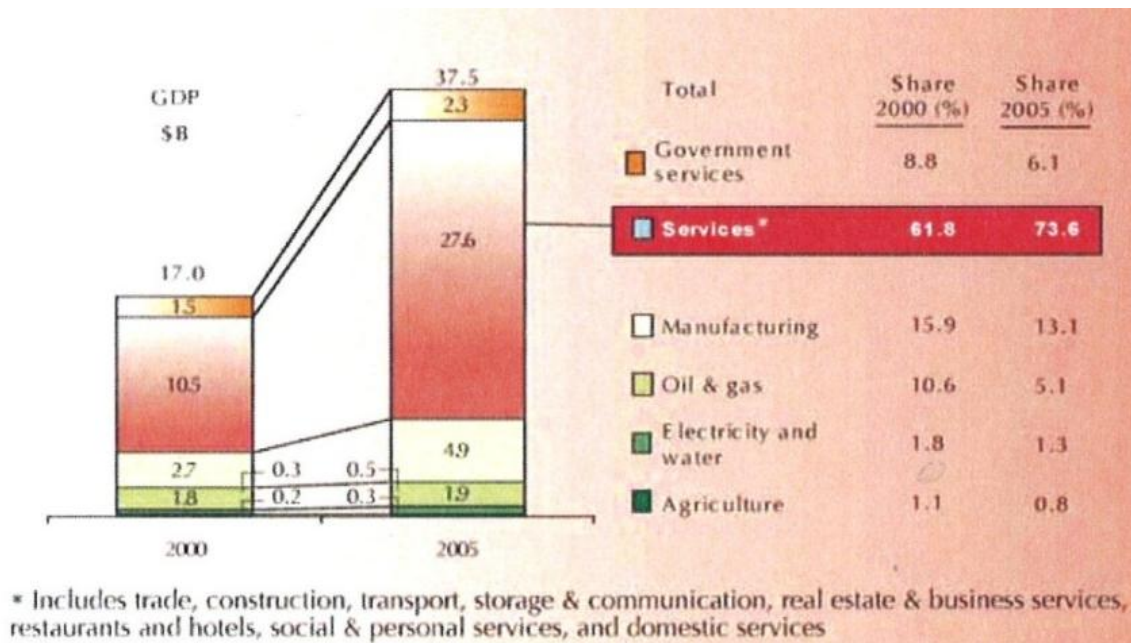
The aim of Dubai strategic Plan is to establish a universal understanding of Dubai's vision." (The Executive Council (Appendix I), no date, p. 76), and the mission is the following:

Dubai has successfully developed its status as a major city, enhancing the wellbeing of its people and creating an environment that attracts businesses and individuals. To support, maintain and develop this status, the Government of Dubai will focus on delivering its mission of:

- Achieving comprehensive development and building human resources
- Promoting economic development and government modernization
- Sustaining growth and prosperity
- Protecting Nationals' interests, public interest and wellbeing
- Providing an environment conducive for growth and prosperity in all sectors. (The Executive Council (Appendix I), no date, p. 79).

It is important to know that the non-oil sector played a prominent role in 2005 with 95 per cent contribution to the GDP. To compare, it had a contribution of 90 per cent in 2000 and as much as 46 per cent in 1975. This is the result of the Government's strategy to reduce the dependence on oil with a diversification of the economy (The Executive Council (Appendix I), no date, p. 86).

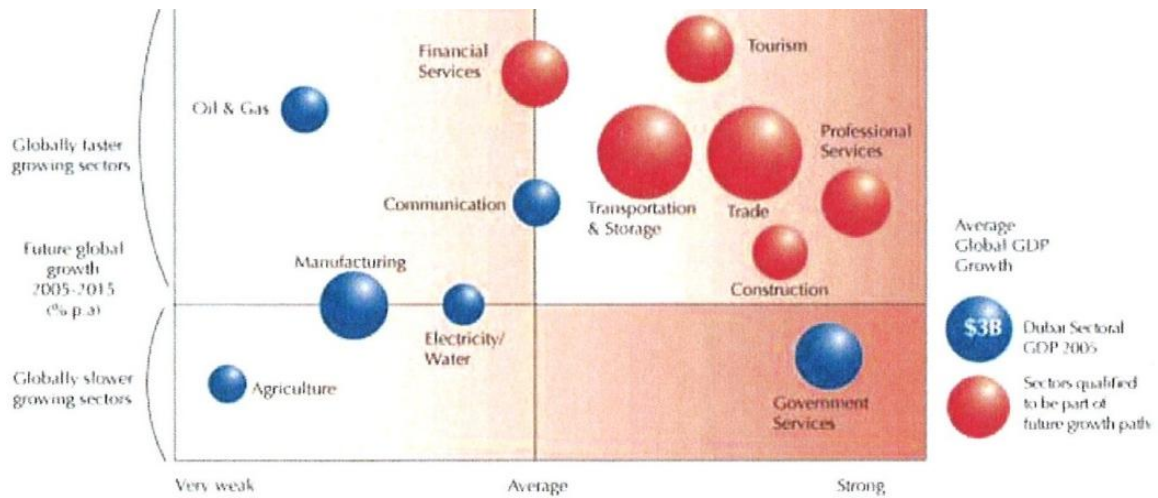
Figure 12: GDP by sector, 2000 versus 2005



Source: The Executive Council (Appendix I), Highlights Dubai Strategic Plan (2015), no date, p. 86

The service sector has been the key driver sector of economic growth. This sector includes trade, transport construction, storage & communication, real estate & business services, social & personal services, domestic services and restaurants & hotels. The service sector had a part of 73.6 per cent of the GDP of Dubai. Those 74 per cent mean Dirham 101 billion or US Dollar 27.6 billion (The Executive Council (Appendix I), no date, p. 82). It means a growth of 11.80 percent in comparison to 2000. The figure shows that the service sector had the highest increase in the Gross Domestic Product and that the contribution of oil and gas sector and of manufacturing decreased between 2000 and 2005. A better look at this figure shows clearly that tourism belongs to the biggest sector for the emirate of Dubai and that it is the key factor in this strategic plan.

Figure 13: Dubai's sectoral strengths in light of future global growth

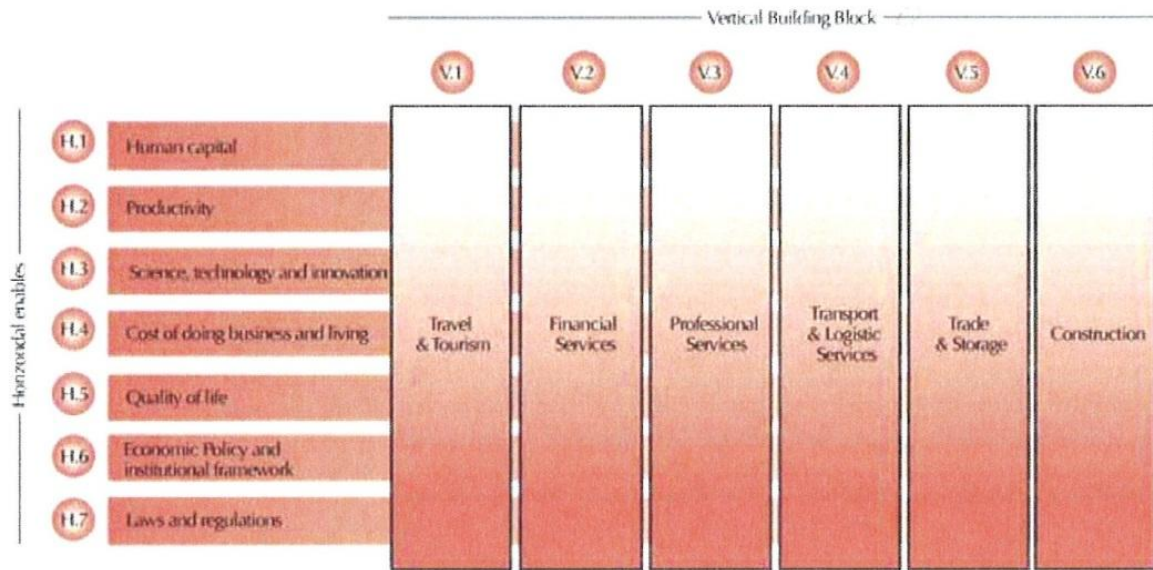


Source: The Executive Council (Appendix I), Highlights Dubai Strategic Plan (2015), no date, p. 87

The fast growing industries with a strong position in Dubai are transportation and storage, trade, construction, professional services, financial services and tourism. Those sectors are qualified to be part of the future growth of the city. Others industries such as government services, electricity and water, agriculture, manufacturing and communication do not constitute the focal points of Dubai's future growth. Oil and gas is a very weak sector in the figure. After a deeper analysis of this graphic it is interesting to note that oil and gas is not considered as a growing factor for the future of the emirate and that the authorities and His Highness Sheikh Mohammed bin Rashid Al Maktoum chose tourism, a really strong sector, for it.

The strategy of Dubai is based on six combinations of sectors which are strong by international standards. "Those sectors were identified based on their current status, international competitiveness, Dubai's capacity to develop them and local availability of required factor conditions." (The Executive Council (Appendix I), no date, p. 88).

Figure 14: Vertical building blocks and horizontal enablers



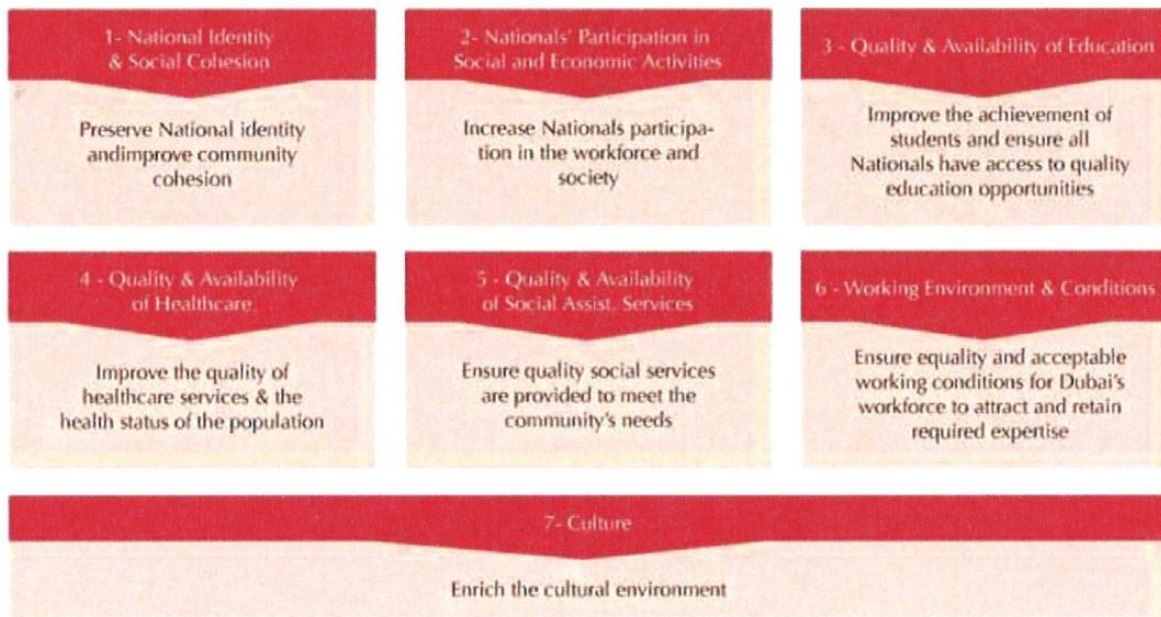
Source: The Executive Council (Appendix I), Highlights Dubai Strategic Plan (2015), no date, p. 88

As shown on the figure, those sectors are travel and tourism, financial services, professional services, transport and logistic services, trade and storage and construction. Seven horizontal enablers are needed to generate a rapid and sustainable growth. Those enablers are human capital, productivity, science, technology and innovation, cost of doing business and living, quality of life, economic policy and institutional framework and laws and regulations. It is important to understand that those seven sectors have the aim to move Dubai to a growth path, to transform the city into a hub of business and excellence, to prepare the Dubai's inhabitants and workforce for this new economy, to turn Dubai into a technology and science hub, to ensure and maintain the city's competitiveness by managing the living's costs, to establish the emirate as a home by improving the well-being of the residents and citizens and to align Dubai's regulations and laws with national standards (The Executive Council (Appendix I), no date, p. 89). For the policies, tourism and travel is the first sector which can improve the today's situation and they really want to develop it. The funds are given to become one of the most attractive destinations in the world.

To ensure that the Social Development Sector is equipped to deliver the services required to meet the challenges of Dubai's rapidly changing environment, the Dubai Strategic Plan has set aims for seven core development areas (The Executive Council (Appendix I), no date, p. 94). They are shown in the figure below:



Figure 15: The main sub-sectors and aims for social development



Source: The Executive Council (Appendix I), Highlights Dubai Strategic Plan (2015), no date, p. 94

More details can be given to the following points:

- Preserve National Identity and Improve Community Cohesion: With this point, the Government of Dubai wants to, among other things, increase the sense of belonging and the awareness of the local culture by updating the content of the educational curriculum, and developing the skills of the teaching faculty, raise the cultural awareness through consistent, appealing and professional cultural content and improve the Arabic language proficiency (The Executive Council (Appendix I), no date, p. 94).
- Enrich Cultural Environment: The aims are to improve the governance of the cultural sector, to upgrade the framework for cultural organizations, to develop the physical infrastructure to promote the cultural activities, to increase the awareness and interest in cultural activities, to identify and to nurture the talent and as last point to focus on the availability of the quality of cultural activities (The Executive Council (Appendix I), no date, p. 96).

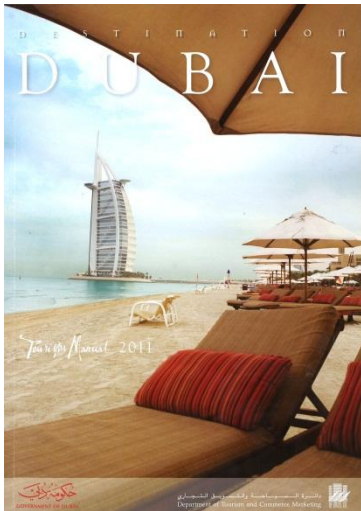
The focus on tourism and on culture is very important in the Dubai Strategic Plan. Tourism is the solution chosen by the authorities to develop the city and to bring money in it. In the plan, it is not specified which kind of tourism is developed in the region. The emirate is a typical business travel destination for business travel with all needed facilities like the best hotels, transports and cultural and entertainment resources (Davidson & Cope, 2003, p. 10) The city is a place for vacation at the

seaside or also for people doing a stop-over and flying forward to Asia. Dubai is known as a luxury destination with a lot of four- and five-star hotels. All the supply chain has a very high level and it offers a lot of cultural activities like concerts, exhibitions, theater and parties. The heritage places and the traditions as tourism products are not mentioned in the document but it can be told that His Highness Sheikh Mohammed bin Rashid Al Maktoum, the UAE Vice President and Prime Minister and Ruler of Dubai is oft talking about the Protection of the National Identity, Culture and way of Life. In Dubai, they tried to add the national identity to the tourism strategy.

The emirate of Dubai has its own tourism strategy. It is important to note that all emirates are not working together to promote the whole country, the United Arab Emirates. Dubai has part of its Government promoting the travel and tourism industry. It is called the Department of Tourism and Commerce Marketing. DTCM has its Head Office in Dubai and 18 other overseas offices. They are located in New York (North America), London (UK and Ireland), Paris (France), Frankfurt (Germany), Stockholm (Nordic countries), Milan (Italy), Moscow (Russia and the Commonwealth of Independent States), Sydney (Australia and New Zealand), Johannesburg (South Africa), Mumbai (India), Beijing, Guangzhou and Shanghai (China), Hong Kong (Far East), Tokyo (Japan), Jeddah and Riyadh (Saudi Arabia) and Bern (Switzerland and Austria) (DTCM, 2011c, p. 8). To promote Dubai, the Department of Tourism and Commerce Marketing is using different media:

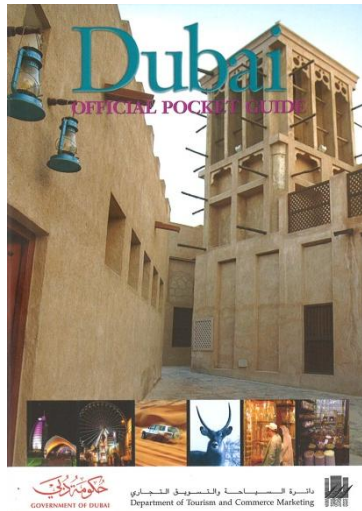
- It produces and distributes several brochures. The most important ones are a tourism manual, a pocket guide and a city map. They are edited in the language of the DTCM's offices. As example, the DTCM's office for Switzerland and Austria becomes brochures in German, French, English and Italian. Other more specific brochures are only available in English. They are dealing with themes such as bird watching, shopping, water sports, business, wellness, cruises and heritage. The last ones are giving tips about business in Dubai and public transportation.

**Figure 16: Dubai Tourism Manual 2011**



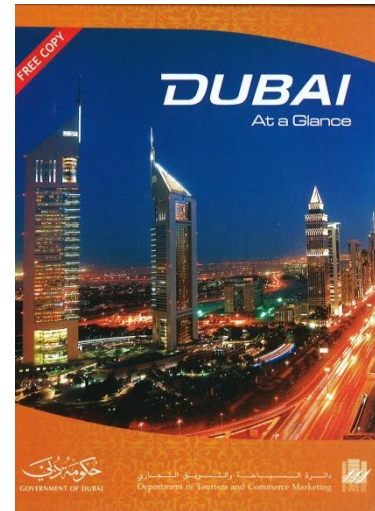
Source: DTCM, Tourism Manual 2011

**Figure 17: Dubai Official Pocket Guide 2011**



Source: DTCM, Dubai Official Pocket Guide 2011

**Figure 18: Dubai City Map 2011**



Source: DTCM, Dubai City Map 2011

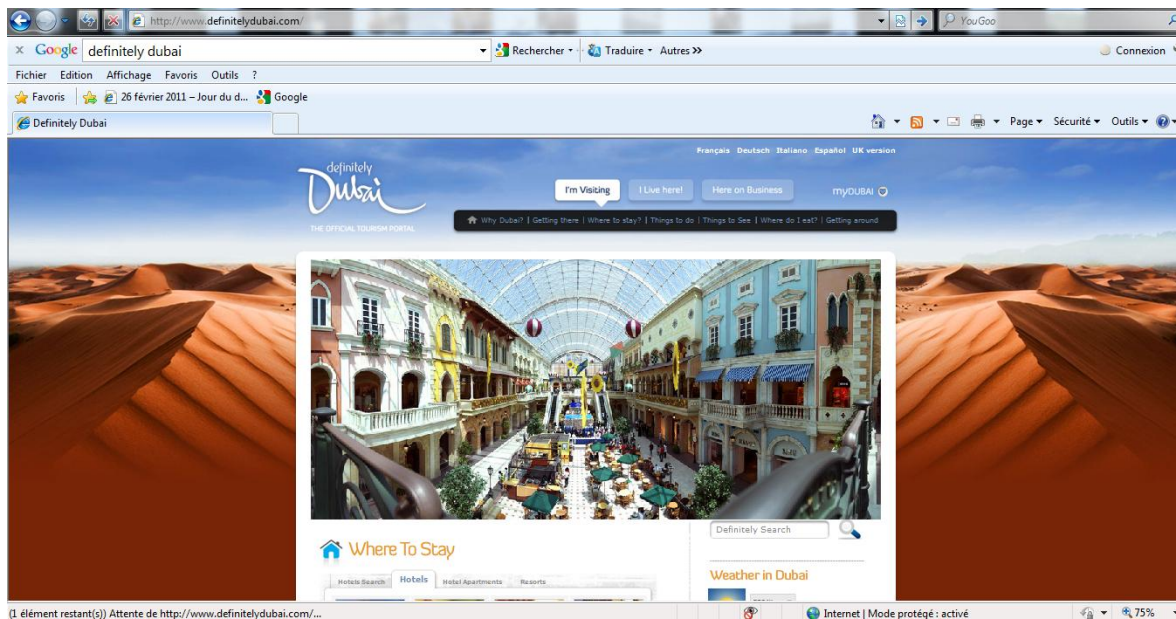
- Other promotion means are DVDs, picture CDs and posters.
- The Department is working a lot with the local press. As example, DCTM Switzerland and Austria is giving information to the journalist and is directly working with some of them for biggest articles. The image of Dubai in the local media is very important. For this reason, it organizes press trips to the emirate with journalists to present them the destination. The activities are the same with the television.
- Other promotion systems are the participation at exhibitions (such as FESPO, TTW, Ferienmesse in Switzerland and the Ferienmesse in Vienna for Austria), presentations and visits to local travel agents and tour operators.
- Finally, all DTCM's overseas offices are organizing Roadshows. It is an art workshop promoting the Dubai activities and hotels. People representing DMCs, hotel chains, golf areas, etc are presenting their products to local travels agents, tour operators and media (DTCM, 2011c, p. 11). As example the DTCM of Switzerland and Austria has organized a Roadshow in Zurich and Vienna in September 2011. Ten Co-participants from Dubai were joining the workshop and presenting their product to the local tourism people. 150 people were participating to this evening in Zurich and 180 in Vienna.



Dubai and the DTCM have two special strategic marketing programs:

The first one is called Definitely Dubai. This is the new in 2009-2010 implemented brand signature for tourism, which promote internationally the travel facilities. On the other hand the brand has to highlight the range of opportunities and experiences that people can make in Dubai. A new official interactive portal, [www.definitelydubai.com](http://www.definitelydubai.com) was created by DTCM (DTCM, 2011c, pp. 8-10).

Figure 19: Homepage of the Definitely Dubai's brand



Source: [www.definitelydubai.com](http://www.definitelydubai.com), 05.11.2011

The website has been made for three different audiences: the tourists, the business travelers and the residents. Those categories are shown with the tabs on the top of the page. As example, the tab for the tourists “I’m visiting” is selected on the picture. On one hand, the project “accentuates DTCM’s role as a one-stop information centre for visitors and residents alike.” (DTCM, 2011c, p. 11). On the other hand, it is a possibility to distinguish the government identity (DTCM) and the consumer brand (Definitely Dubai) and to ensure the position of DTCM in the tourism value chain (DTCM, 2011c, p. 11). Definitely Dubai is a typical tourism organization’s website, which communicates a large volume of information about the destination and its touristic facilities (Sheldon, 1997, p. 4).

Kids Go Free: This initiative promotes a “five-month family tourism” which begins in May. During this time families from 70 countries including Switzerland can choose between all participating hotels. A free admission is then offered for two children to venues and activities in the emirate (DTCM, 2011c, p. 8).

**Figure 20: Examples of tourism information needs**

by Consumer:	about destinations, facilities, availabilities, prices, border controls, geography/climate
by Travel Agents:	about consumer trends in the market; about destinations, facilities, availabilities, prices, border controls, tour packages; about other branches
by Suppliers:	company information; about consumers and travel agents; about competitors
by Tourism Offices:	about trends in the industry; about the size and nature of tourism flows; policies and plans for development

Source: Sheldon, Tourism information technology, 1999, p. 8

As little summary, the figure shows the different tourism information needs. Consumers, travel agents, suppliers and tourism offices have other expectations. DTCM's role is well described. It helps the consumers in giving them information but it is important to specify that consumers do not have lots of direct contacts with the office. Some of them are calling or writing emails but most of the contacts of the Department of Tourism and Commerce Marketing are with the travel agencies, the tour operators or the press.

Dubai is an important tourist center because of its many facilities for visitors and enjoys several benefits such as: the feeling of security, the stability of political climate and the weather. It is important to mention the development that commercial and tourism activities have experienced during the last decade. Therefore, the local authorities want to conserve the heritage areas to save what is left of old Dubai and work into re-using it to become an economic force of the emirate (Mohamed, no date, p. 6).

To position itself as a heritage city, Dubai needs to fulfill three conditions:

- To have a number of well-preserved buildings retracing the historical periods of the city.
- To have buildings which signify important historical events.
- To use the preserved historic buildings in a touristic way (Mohamed, no date, p. 6).

During the last ten years, urban conservation has become a synonymous of urban revival in Dubai. The local authorities decided to protect individual buildings and to conserve buildings and heritage

areas. They have noted that this project responds to cultural and social needs and that it can help to obtain economic objectives. Concretely, there is now a growing concern of the cultural value of the historic relics in Dubai and an increasing awareness of their importance to tourism (Mohamed, no date, p. 6).

While Dubai is an important tourist and business destination for global tourists, brutal changes might not occur for locals who might feel that their cultural traditions will be negatively affected by mass tourism. This is the reason why heritage tourism should correspond to global tourists but without undermining the needs of the local communities (Mohamed, no date, p. 4). The authorities devote a specific attention to the design of all new buildings in heritage areas to have the best blend between new and old structures (Mohamed, no date, p. 6).

## 5.2 The UAE's tourism strategy

It is important to remember that Dubai is only an emirate and a part of the United Arab Emirates. According to M. Pétermann, director of the DTCM Switzerland & Austria (personal communication, 21.11.2011), the city has its own tourism strategy but it has to follow the whole country's guidelines. The strategy of the UAE is not really relevant. It is more an overseer who does not give precise procedure but an implicit agreement not to be a concurrent of another emirate. For example, Abu Dhabi positions itself now as a city for art with lot of museums. The city plans to build the 27 square kilometers Saadiyat Island, which will house the world's largest concentration of cultural assets and it will include the Louvre Abu Dhabi and the Guggenheim Abu Dhabi (Abu Dhabi Tourism, 2011). On the other side, Dubai is more an international and modern city with its beaches, entertainment activities, hand-made island and heritage sites.

In relation to culture and heritage tourism, several initiatives were taken for the whole country by the federal Ministry of Culture, Youth and Community Development. An example was the project called Summer in my Country, which took place in 2010. It gave an opportunity to the young Emiratis to take part to activities helping them to have a better knowledge about their own cultural heritage (National Media Council, 2010, p. 232). Another initiative was the conference held by the UNESCO in Abu Dhabi on September 2010. The theme was the Safeguarding of Intangible Cultural Heritage and representatives of 114 countries were deciding on new inscriptions on the list of intangible heritage (National Media Council, 2010, p. 238).

The past of the United Arab Emirates is coming more clearly into focus through lot of studies of the archeology (National Media Council, 2010, p. 21). "Preserving the heritage and traditions of the past is a key focus of Government policy." (National Media Council, 2007, p. 8).

According to M. Pétermann, director of the DTCM Switzerland & Austria (personal communication, 21.11.2011), each emirate has a distinct strategy and distinct representing offices but it can be mentioned that more collaboration is planned for the future. The policies are thinking about a new strategy promoted the UAE.

### 5.3 Travel conditions and tourism infrastructures

Today, it is easy to travel to United Arab Emirates. For many countries, no advance visa arrangements are required. Visitors only need to proceed to immigration and the passport will be stamped with a 30-day visit visa. Those countries are: Andorra, Australia, Austria, Bahrain, Belgium, Brunei, Canada, Denmark, Finland, France, Germany, Greece, Hong Kong, Iceland, Ireland, Italy, Japan, Kuwait, Liechtenstein, Luxembourg, Malaysia, Monaco, Netherlands, New Zealand, Norway, Oman, Portugal, Qatar, San Marino, Saudi Arabia, Singapore, South Korea, Spain, Sweden, Switzerland, United Kingdom, United States of America and the Vatican (DTCM, 2011d, p. 26).

Citizens of all other countries should apply for visas to a UAE Embassy. To receive a visa, the tourists can directly ask the Tour Operator where they are booking their trip, the hotel where they want to stay or Emirate Airline if they are flying with them. Another must for all visitors is to have a health insurance. Nationals of Israel don't have the right to enter the United Arab Emirates (DTCM, 2011d, p. 26).

Dubai has a lot of tourism infrastructures:

- The first one is the airport. Dubai international airport opened the Terminal three in 2008 and can be described as a luxury destination in itself. It has a luxury hotel, duty free shopping possibilities, restaurants, spas and green spaces. A second airport, the Dubai World Central – Al Maktoum International (DWC – AMI), is upcoming. Dubai's two airports are anticipating a 13.6 per cent international passenger traffic growth in 2010. It means total passenger traffic of 46 million in 2010. The DWC - AMI is being built to accommodate the future traffic expansion with a new passenger terminal able to host five million passengers per year, a special runway compatible with the new A380 of Emirates Airline, a cargo terminal able to handle 250,000 tonnes per annum and a road link to Jebel Ali, the largest port in the region. The location of Dubai makes the city as a crossroad of Europe, Asia and Africa. Flying time from Geneva and Zurich is only six hours. In 2009, 125 airlines were serving Dubai, while its network has 201 destinations making it one of the world's busiest airport (DTCM, 2011d, pp. 27-28).

- The second infrastructure is the hotel industry. Dubai offers a wide choice of hotels and accommodations from the posh proprieties to the budget city hotel apartments (DTCM, 2011d, p. 22). But, most hotels are five-Star hotels. All the proprieties can be situated directly in the city or on the beach in the direction to Palm Jumeirah. The best-known hotel in Dubai is the Burj Al-Arab, with its design like a billowing sail and a height of 321 m. The property is built on a man-made island and is one of the most photographed structures in the world (DTCM, 2011c, p. 32).

**Figure 21: Burj Al-Arab**



Source: DTCM, 2011

- The third one is the Dubai cruise terminal. The new one opened in 2010 and was built for an increased number of cruise tourists and ships. It has an area of 3,450 square meters and can welcome four ships simultaneously. The terminal has many facilities like a money exchange centre, a post office, a duty free shop, a business centre with free internet access and souvenir and gift shops. The predictions for Dubai in 2010 are to host 99 ships with more than 383,000 passengers (DTCM, 2011d, p. 28).

## 6. Traditions in the emirate of Dubai

### 6.1 History of the United Arab Emirates

According the National Media Council (2007, pp. 9-22), the UAE has a history stretching back over 100,000 years. Archeologists have recently found stone stools from the early Stone Age in the Hajar Mountains. Other evidences of the human occupation in the region are dated from the Neolithic period, between 5500 BC to 7500 years ago. At this time, the climate was wet and the food resources abundant (National Media Council, 2007, p. 9).

Foreign Trade, the recurring motif of the history of the United Arab Emirates, flourished in later periods. It was helped by the domestication of the camel and the discovery of new irrigation techniques which made possible the expensive watering of agricultural areas (National Media Council, 2007, p. 9).

By the first century AD, the caravan traffic between Syria and cities in Iraq, seaborne travel, pearls exportation and seafaring were the trade objects in the region. Then in 630 AD, the arrival of envoys from the Prophet Muhammad heralded the conversion of the region to Islam. The region of Julfar (now called Ras Al Khaimah) became an important port and pearling centre from which wooden dhows were travelling (National Media Council, 2007, p. 9).

In the sixteen century were coming the Portuguese and it had bloody consequences for the Arabs of the United Arab Emirates. At this time, European powers were competing for regional supremacy while a local power was gathering strength. At the beginning of the nineteenth century they had built up a big fleet which eventually provoked a British offensive to control the maritime trade routes between the Gulf and India. The British won and signed a series of agreements with the sheikhs of the different emirates which resulted in an area called the "Trucial States" (National Media Council, 2007, p. 14).

Inside of the country, the villages were the focus of social and economic activities for the Bani Yas, an influential family, from before the sixteenth century. In 1790 Abu Dhabi became an important pearling centre which was controlled by the ruler of the Bani Yas group. In Dubai the rule of the Maktoum family, a branch of the Bani Yas, were established early in the nineteenth century. The same family is still the ruler of the emirate of Dubai today (National Media Council, 2007, p. 14).

The pearling industry provided income and employment to the inhabitants of the Arabian Gulf during the nineteenth and early twentieth century. Many of those people were semi-nomadic,



pearling during the summer months and going back to their date gardens in the winter. But the First World War and then the economic depression of the late 1920s coupled with the Japanese invention of the cultured pearl impacted and damaged the pearl fishery irreparably. The industry faded away after the Second World War, when the independent Government of India imposed a heavy taxation on pearls imported from the Gulf region. The inhabitants had a lot of resources but they could not sell any pearls and it became a new hard time for the region (National Media Council, 2007, p. 14).

Fortunately oil became an important resource in the early 1930s and they began to carry out preliminary surveys and the first cargo was exported from Abu Dhabi in 1962. Oil production increased while revenues were growing. Sheikh Zayed bin Sultan Al Nahyan, the Ruler of Abu Dhabi, undertook a massive programme of construction of housing, hospitals, roads and schools. During this time, Sheikh Rashid bin Saeed Al Maktoum, Ruler of Dubai, also used oil revenues to improve the quality of life of the inhabitants of its emirate (National Media Council, 2007, p. 15).

In 1968 the British announced their intention to withdraw from the Arabian Gulf by the end of 1971. At this occasion Sheikh Zayed initiated moves toward establishing closer ties with the different emirates. Along with Sheikh Rashid, he took the lead and called for a federation including the seven emirates of the Trucial States and also Qatar and Bahrain. After a lot of negotiations an agreement was reached between the rulers of six of the emirates (Abu Dhabi, Dubai, Sharjah, Umm Al Quawain, Fujairah and Ajman) and the federation became the United Arab Emirates (UAE) and was established on 2 December 1971. Ras Al Khaimah, the seventh emirate, acceded on 10 February 1972 to the federation. Sheikh Zayed was the President and Sheikh Rashid became the Vice-President and the Prime Minister of the UAE (National Media Council, 2007, p. 15).

Sheikh Zayed developed a vision of how the country should progress and one of the foundations of the philosophy was to fully use the resources of the country to the benefit of the inhabitants. He saw its people as a tool to facilitate the development of the UAE. Each citizen, man or woman, has a role to play and he ameliorated the condition of the country's women. He made lot of initiatives to conserve the traditional culture in order to familiarize the younger generation with the ways of their ancestors (National Media Council, 2007, p. 20). He said: "He who does not know his past cannot make the best of his present and future, for it is from the past that we learn. We gain experience and we take advantages of the lessons and results of the past." (National Media Council, 2007, p. 20). The heritage of the people was important for him but the conservation of its natural environment too. His belief in conservation came from the fact that a man can live in harmony in with nature only if the use of resources is sustainable. It explains why to ensure the conversation of the environment is

a key of government policy (National Media Council, 2007, p. 20). He made clear that it is not only a task of government but there is also a role for the individual and for non-governmental organizations. Islam is another foundation of the Sheikh Zayed's philosophy (National Media Council, 2007, p. 21).

Islam is a civilising religion that gives mankind dignity. A Muslim is he who does not inflict evil upon others. Islam is the religion of tolerance and forgiveness, and not a war, of dialogue and understanding. It is Islamic social justice which has asked every Muslim to respect the other. To treat every person, no matter what his creed or race, as a special soul is a mark of Islam. It is just that point, embodied in the humanitarian tenets of Islam, that makes us so proud of it." (National Media Council, 2010, p. 21).

Sheikh Zayed was also always an advocate of tolerance and discussion and was working for a better understanding between Muslims and Christians (National Media Council, 2007, p. 21).

Another part in the story concerned the education. As first step, religious men who were called Al Mutawwa were providing early education in the United Arab Emirates. They taught in the privacy of their own homes and this education was only constituted of reading and following the religious texts of the Quran. Women were also teaching and they were respected for their skills in teaching, reciting the Quran and explaining the words of the Prophet Mohammed (DTCM, no date, p. 15). Then, during the 1950s, The United Arab Emirates made a step forward to formal education. This development is due to several factors: the Arabic teachers of other regions like Kuwait, Egypt and Qatar coming to Dubai and the good political and economic situation. This formal education was controlled by an academic authority and began in 1953 in the emirate of Sharjah (DTCM, no date, p. 18).

## 6.2 Traditions

Dubai is known as a city of contrasts where the old world meets new: the most famous example is the city's skyline, where gleaming modern marinas, towering skyscrapers and first class leisure and entertainment centres which meet old neighbourhoods and bustling souks which still retain all the charm and pace of old Arabia. (DTCM, 2011c, p. 14).



**Figure 22: Mix between modernity and heritage - the Dubai Museum**

Source: DTCM, 2011

As mentioned in this sentence, Dubai features a fascinating mix of old and new. The biggest living heritage in the city is Islam, considered as a way of life setting out a code of conduct to its followers. Within the Quran, there are rules covering every aspect of human behavior. The Most-known examples are the Five Pillars of Islam: Shahadah - testimonial of faith, Salah - ritual payer, Zakah - alms tax, Sawn - fasting during the holy month of Ramadan and Hajj - pilgrimage to Mecca (DTCM, 2011c, p. 14). The vast majority of the Emiratis are Muslims. Islam is the basis of a lot of events and cultural aspects in Dubai. The first one is the Ramadan which is “the Holy Month in which Muslims commemorate the revelation of the Holy Koran” (DTCM, 2010, p. 1). During the Ramadan, the Muslims have to abstain from food, drink and smoking from dawn to dusk, so they observe a month of fasting. Its timing is lunar and it means that it is not the same every year. It occurs about ten days earlier each year. As example, Ramadan ran from the first to the 30<sup>th</sup> of August this year. The second are the religious festivals which are celebrated each year. Eid Al Fitr can be given as example. It celebrates the breaking of the fast and takes place over three days at the end of the Ramadan. At this occasion, Muslims are feasting and exchanging presents after the prayers (DTCM, 2010, p. 2). In accordance with UAE law, visitors and residents not observing the fast should refrain from eating,

drinking and smoking in public during the period from sunrise to sundown, out of respect for those who are fasting (DTCM, 2011c, p. 16).

The earliest inhabitants in the region were the nomadic Bedouins. Some of them were sheep and goat herders living on the mountainsides while others were working as farmers who tended date palms wherever water could be found. Typical accommodations of the Bedouins are some tents made of wool and animal hide (DTCM, 2011c, p. 14).

Another cultural aspect in Dubai is the traditional clothing. The distinctive Arab national dress is designed for religious beliefs and for the high temperatures in the region. On one hand, men wear a kandoura or dishdasha which is an ankle-length, loose-fitting garment usually made of white cotton. On the other hand, women wear also a kandoura which is a long-sleeved and full length dress, embroidered in gold, silver or colored thread and covered entirely by a black abaya. The hair is covered by a shayla, a thin black veil. A thin veil, known as a gishwa, may also cover the face (DTCM, 2011c, p. 14). Those dresses are really worn for the all-day life. It is usual to see people in the street with such a dress. The Emiratis include a traditional object in the modern life.

**Figure 23: Traditional Arab clothing**



Source: DTCM, 2011

Dubai's traditional architecture is considered to be one of the finest examples of Gulf architecture. The earliest houses were built of leaves of palm trees and trunks, clay and rocks. In the second half of the last century, as the pearl trade brought prosperity in the region, the inhabitants began to build houses of stone. The wind towers, one of the world's earliest forms of air conditioning, stay well-known (DTCM, 2011c, pp. 15-16).

**Figure 24: Wind towers**

Source: DTCM, 2011

Dubai has three traditional and national sports. The most original which is still practiced is the sport of falconry which is now enjoyed as a traditional pastime. It is a method to hunt quarry with a trained falcon. This training was only during two or three weeks. The Bedouins were hunting throughout the winter months (National Media Council, 2007, p. 32). Now it is not rare to see such a bird in the city of Dubai or in the desert. Those falcons are nowadays caught abroad and imported to Dubai. Most falconry takes place outside of the United Arab Emirates but the country stays a leader in research into its conservation (National Media Council, 2007, p. 32). One of a highlight of a visit in Dubai can be the sport of camel racing. The camel, called the ship of the desert, was the primary mode of transport and the Bedouin's source of milk, meat and wool. It was the mainstay of their semi-nomadic lifestyle (National Media Council, 2007, p. 26). The races were held during the festivities and were often organized between the rulers of each emirate but now it is a common sport which has enjoyed a revival in recent years. The third typical sport is horse racing. The Arabs have really good horses and the tradition became an activity which attracts worldwide interests (DTCM, 2010, p. 3).

The Arabic calligraphy is an elegant art form which continues to be preserved by and promoted in Dubai (DTCM, 2011c, p. 16).

Music and dance are an essential part of Dubai's cultural fabric. Folk dances and music are the hallmarks of weddings, festivals and national celebrations (DTCM, 2011c, p. 16).

An aspect of cultural life is the hospitality and the courtesy. People are really friendly and warm with all visitors coming. A tradition is to serve freshly ground Arabic coffee flavoured with cardamom as a welcome sign (DTCM, 2010, p. 2).

Family life is the most important institution in the Arabic culture. The word family includes the parents and children but the grandparents, uncles, aunts and cousins should not be forgotten. Men can have four wives in Dubai and that is why this relationship can be strong. One other specificity of Dubai is that marriages are arranged between families but only if the fiancés agree to the liaison (DTCM, 2010, p. 2).

Today as in the past, Dubai is known as being one of the region's most important trade and travel hubs. It was the principal port on the Gulf coast in 1870 and by the turn of the century, the emirate was reputed to have the largest souks in Arabia (DTCM, 2011c, p. 15). As mentioned before, pearling was one of the biggest economic activities in the Gulf region and Dubai. At the beginning of the twentieth century, over 1,200 pearling boats were operating in the UAE and each carrying an average crew composed of 18 men. This activity was made in summer (National Media Council, 2007, p. 30). At the beginning of the 21th century, this industry was employing about 80,000 people. This activity was really dangerous for the pearl divers who had to gather the pearl oysters by hand. Other typical objects of this period are the dhows, those old boats. Today the pearling industry is living a revival in Dubai with the establishment of a trading platform for the pearl sector which is called the Dubai Pearl Exchange (DTCM, 2011d, p. 32).

A typically aspect of culture is the date. The date palm was traditionally growing out from the base of a mature trunk but today, new culture techniques are used to propagate the plants. It is important to mention that the dates were essential for the survival and the palm fronds were used to build the roof and walls of houses while the trunks supported the roofs and were also used for building the local boats (National Media Council, 2007, p. 28).



## 7. Heritage sites and traditional activities in Dubai

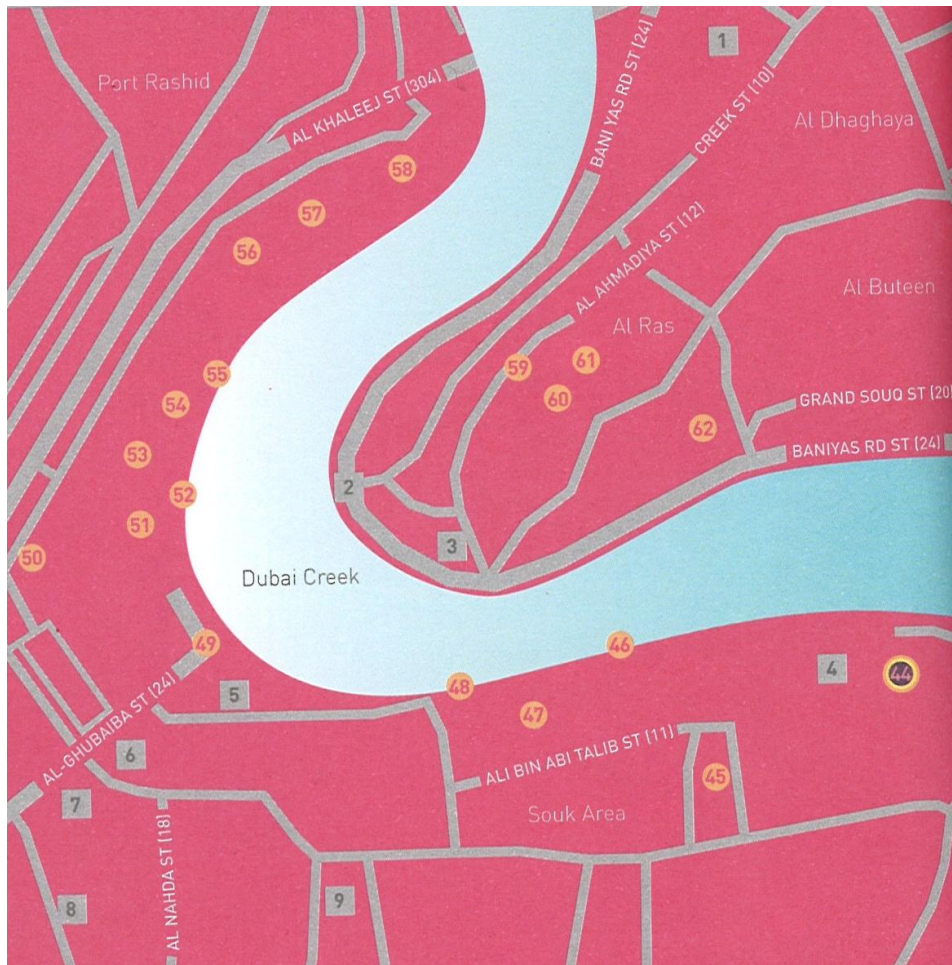
The aim of this chapter is to make an inventory of the most important heritage sites and museums in Dubai and some of its typical activities. Such a classification helps to understand the rich culture of the place.

### 7.1 Museums and heritage sites

The emirate has lots of urban and architectural heritage with its 250 historical buildings listed. Those sites form the basis of cultural tourism in Dubai (Mohamed, no date, p. 6).

Many of those buildings can be found in Al Bastakiya, one of Dubai's oldest residential areas.

Figure 25: Al Bastakiya district



Source: Dubai Culture, the ARTMAP 2011, p. 42

As shown on this map, the district is situated in the eastern part of Bur Dubai along the creek. This historic area, which was established in 1859 during the rule of Sheikh Hasher Bin Maktoum Bin Butti Bin Suhail Al Maktoum, is known for its traditional houses and wind towers. It is the most iconic architectural heritage area in Dubai and it represents a clearly important stage in the urban, civil and architectural development of the emirate (DTCM, 2011c, p. 21). The yellow points show the heritage sites in the area.

The most important heritage places in Dubai are the following:

### 7.1.1 Dubai Museum

**Figure 26: Dubai Museum's entrance**



Source: DTCM, 2011

**Figure 27: Al Fahidi Fort**



Source: DTCM, 2011

**Figure 28: Example of a realistic model**



Source: DTCM, 2011

It is the biggest heritage place in Dubai. It is housed in Al Fahidi Fort, which is the oldest building of Dubai. It was built around 1787 to defend the city against invasion. In 1971 it was renovated and transformed into a museum to offer an insight into the history and cultural heritage of the emirate. On the inside, it is possible to find some displays, informative movies and exhibits which can take the visitor on a journey into the past (DTCM, no date, p. 3).

The domestic and commercial lives are represented with realistic models, which include examples of the typical Arabic houses, mosques and souks. As example, the visitor can better understand the Dubai's traditional occupation like pearl diving, the dhow building and fishing. A re-creation of a souk with its traditional spice stores, carpentry and pottery workshops are presented to the visitors. To represent the domestic life, traditional houses of Dubai were built with materials like the trunks and

leaves of palm trees, earthen clay and rocks. Then, the visitor has the opportunity to see stone houses adorned with magnificent wind towers. Those buildings were built thank to the prosperity brought with the flourishing pearl trade. Examples of this architecture, a mosque, an Islamic school and typical games and costumes are presented to the public (DTCM, no date, pp. 3-4).

Other parts of the museum focus on the life in the desert, ancient traditions and the special relationship between the city of Dubai and the sea. Nomadic tents, clothes and jewellery, which consist of beaded necklaces, silver ornaments and weapon are exposed. Related to the life in the sea, Al Fahidi Fort gives a look at the ancient dhows and boats. Tools of the pearl divers and movies to explain this work are inside the museum (DTCM, no date, p. 4).

### 7.1.2 Heritage and Diving Village

**Figure 29: The Heritage and Diving Village's entrance**



Source: DTCM, 2011

**Figure 30: Manufacturing fishing net**



Source: DTCM, 2011

**Figure 31: Henna**



Source: DTCM, 2011

Situated in the Bur Dubai area, the village gives a glimpse of the Bedouin lifestyle that was prevalent in the earlier days. It gives the opportunity to get insight into this traditional lifestyle and culture. Mountain houses and souks are designed in this place. Moreover, visitors can enjoy various local traditional bands' performances. Dance shows are presented including traditional dances like Al Razfah, Al Eyalah, Al Harbeyah and Al Dann (DTCM, no date, p. 7).

A representation of Al Yazrah, the irrigation system which was used by the Bedouins can be seen in the Heritage Village. This system was really good developed and included an ox to pull the water from the deep wells to irrigate the biggest farms. Small farms had another irrigation system called Al Megrafah (DTCM, no date, p. 8).



Traditional medicine and herbal clinics, where different kinds of ancient medicine are practiced, are presented to the public (DTCM, no date, p. 8).

At the Diving Village, there are displays about handicrafts related to the seas. It includes manufacturing boats called Al Jalafa, manufacturing fishing net called Garageer and small-sized fishing boats made of palm fronds, which are called Al Shasha (DTCM, no date, p. 8).

### 7.1.3 Sheikh Saeed Al Maktoum House

**Figure 32: Sheikh Saeed Al Maktoum House**



Source: DTCM, 2011

**Figure 33: Exhibition of photographs**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 11

This building dating of 1896 was the seat of local government, the core for social and political organizations and the official residence of Shiekh Saeed Al Maktoum, the father of the architect of the modern Dubai called Sheikh Rashid bin Saeed Al Maktoum. Its renovation began in 1986 and won an award from the Arab Cities Organisation for the conservation of heritage buildings. Today the building is totally renovated and it houses an exhibition of photographs, lithographs, art objects related to the development of the emirate of Dubai and paintings (DTCM, no date, p. 11).

The exhibition of photographs is presenting rare pictures taken in the emirate between 1948 and 1953. It provides a glimpse of the city and leads the visitor through the phenomenal growth and development of Dubai under the lead of Sheikh Rashid bin Saeed Al Maktoum. As example, there are pictures of Al Fahidi Fort, Al Ahmadiya Scool, which will be presented later in the chapter, beach tents of fishermen and wind towers (DTCM, no date, p. 11).

In other wings of the house, the visitors can enjoy others exhibitions of photographs about the relationship between Dubai and the sea, pearling, the social, cultural and educational life in the emirate (DTCM, no date, p. 12).



Last but not least, some of the earliest stamps, coinage and postal stationery, which were used in Dubai, are available for viewing. It includes the first postage stamp of the city and invaluable documents like treaties, maps, manuscripts, agreements and letters (DTCM, no date, p. 12).

Sheikh Saeed's House is typical of late 19<sup>th</sup> century Arabian architecture with its arched doorways, sculpted window overhangs and it is an example of Islamic design and art. Furthermore, a large meeting room, storerooms, spacious living rooms and kitchens open onto a central courtyard are other elements of this Arabian architecture. Outside, four wind towers, this earliest form of air-conditioning systems, are dominating the house (DTCM, no date, p. 11).

#### 7.1.4 Al Ahmadiya School and Heritage House

**Figure 34: Al Ahmadiya School**



Source: DTMC, 2011

**Figure 35: Al Ahmadiya School's class room**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 16

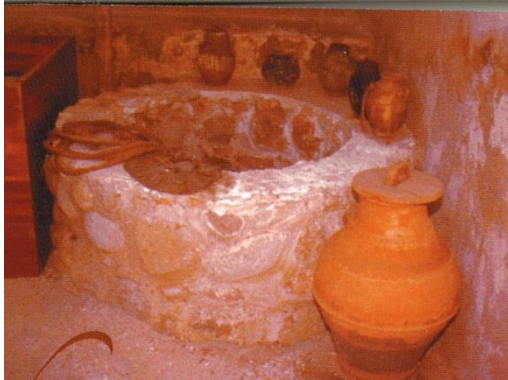
Situated in the Deira area and established in 1912 by Sheikh Mohammed Bin Ahmed Bin Dalmouk, a famous pearl merchant, Al Ahmadiya is Dubai's first regular school (DTCM, 2011c, p. 16). The establishment of Al Ahmadiya and several other semi-formal schools was the most important development of education in the whole country. Those schools were called semi-formal because they were teaching the holy Quran as well as subjects like Arabic calligraphy, history, grammar, law, science, mathematics and astronomy (DTCM, no date, p. 16).

At the beginning, teachers were teaching the Prophet's sayings of the Quran on mats made from palm tree leaves. At this time, education was free of cost but later a nominal fee was introduced. Fees for poor students were paid by the establisher of this school. The students were grouped according to their ability and age. Then, in 1937, the Government of Dubai began to operate the school. Teaching took place on the ground floor of the building and not outside as before. A change took place in 1957, where Al Ahmadiya became a formal school and was one of the first well-known regular schools (DTCM, no date, p. 17).

In 1995, the two-storey building was renovated for use as a museum of education. The oldest part of the house dates back to the 1890s.” (DTCM, 2011c, p. 16).

### 7.1.5 Heritage House

**Figure 36: Al Zawiyah - the bathroom**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 22

**Figure 37: Al Hijla - the bride room**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 22

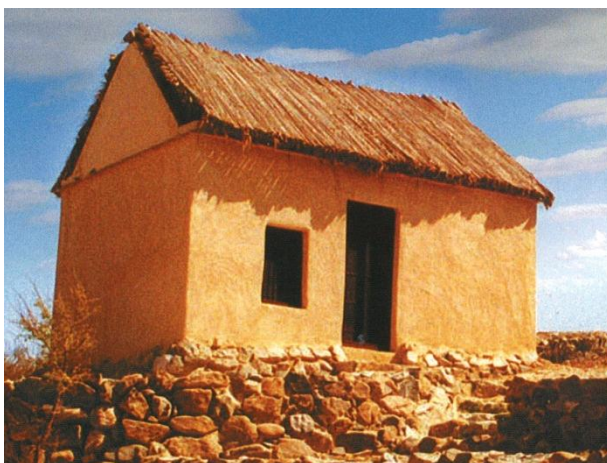
This house was built around 1890 and it consisted of bedrooms, a courtyard and smaller rooms. Then, in 1910, the ownership of the house was transferred to Sheick Ahmed bin Dalmouk, the establisher of Al Ahmadiya School. He extended the house and gave it. 20 years later, the house became one of the best examples of a traditional Emirati family home. This typical house is constituted of very special rooms (DTCM, no date, p. 21):

- Al Maijlis: it is the most important room due to the generosity and hospitality of the locals. This place is needed to welcome the guests and is totally isolated of the rest of the house. The floor is often covered with Persian carpets while the walls are decorated with weapon, guns, swords and other artifacts. This room is often used for occasions such as feasts and weddings (DTCM, no date, p. 21).
- Al Haush – The courtyard: this place is common to fast all ancient houses in Dubai. All other rooms are built to overlook it and it provides daylight and ventilation (DTCM, no date, p. 21).
- Leewan – The veranda: it is an open area, which is overlooking the courtyard. It is made of a roof of plaster and wood and its façade has columns. In summer and winter, the veranda is used as a living room (DTCM, no date, pp. 21-22).
- Al Makhzan – The living room: This main living room is used by all the family und during all the year to share meals, meet and talk. It has many windows and contains all the family’s private belongings (DTCM, no date, p. 22).

- Al Zawayah – The bathroom: The Arabic word means “corner” and it is called like this because it is oft situated in a corner of the house. Big pots, which can contain water and copper containers, which are used to burn charcoal to heat the water are typical objects found in this room. Moreover, there are other items such as soap, lotus jujube leaves and sponges (DTCM, no date, p. 22).
- Al Hijla – The bride room: bolsters, pillows and Persian carpets constitute this room. The groom’s mother and female family members have to prepare this room before a wedding (DTCM, no date, p. 22).
- Al Khareejah – The water well: this salt-water well was used to wash plates and utensils while the sweet water for everyday life was stored in pots, which were brought by water carriers (DTCM, no date, p. 22).
- The kitchen: not to waft the living area with cooking aroma and smoke, the kitchen was often situated in a corner away from the living room. To cook, women were using pots, roasters, millstones, strainers and wood and charcoal as basic fuel (DTCM, no date, p. 22).
- Al Bakhar – The storeroom, as its name tells us, was used for storing supplies, tools and utensils. For its practical use, it was traditionally situated next to the kitchen (DTCM, no date, p. 22).
- The upper room: it was more common in merchants’ houses and was used for family gatherings during the summer. The room had lot of windows to allow the free flow of air to cool the room (DTCM, no date, p. 22).

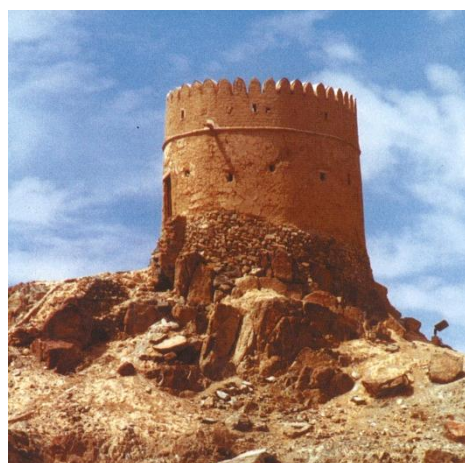
### 7.1.6 Hatta Heritage Village

**Figure 38: Historical House**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 24

**Figure 39: The fortress of the Hatta Heritage Village**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 25



After a massive renovation, the village was opened in February 2001 to the public. It is not situated in the city of Dubai itself but 115 kilometers away in the Hatta Mountains. The village consists of thirty different buildings and its history can be traced back to 2,000-3,000 years ago. Some of those buildings are a Sharia Mosque and a fortress (DTCM, no date, p. 25).

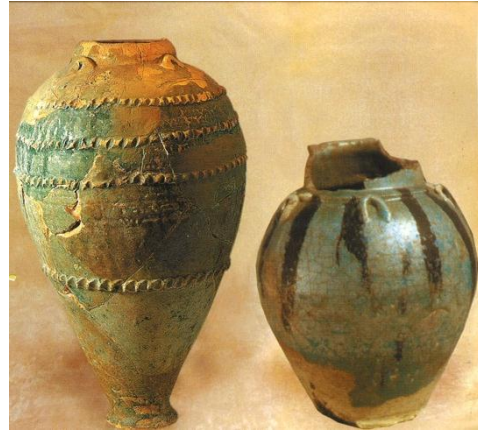
### 7.1.7 Jumeirah Archeological Site

**Figure 40: Jumeirah Archaeological Site**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 30

**Figure 41: Jars**



Source: DTCM, Heritage & Culture in Dubai, 2011, p. 29

The site is more than 1,000 years old and dates back from one of the earliest Islamic eras called the Abbasid period. It is thought to be a strategic location on the main trade route between the actual Iraq and Oman. On the archeological site of 80,000 square meters located 15 kilometers southwest of the city of Dubai, traces of the port and trading hub can be found (DTCM, no date, p. 29).

The site was discovered in 1969 by a team of the American University of Beirut and the first building and artifacts were excavated in 1974. Then, in 1993, a team of the Department of Tourism and Commerce Marketing began further excavations which allowed extending the site (DTCM, no date, p. 29).

Architectural finds like a mosque, a caravanserai and old houses such as decorative pieces like pottery, jars and bronze coins were found. Glass, stone artifacts, copper such as ornamental designs on buildings facades, windows and doors were discovered (DTCM, no date, p. 29).

### 7.1.8 Grand Mosque

Figure 42: Outside Grand Mosque



Source: <http://www.dubaistreet.com/grand-mosque-dubai>, 15.12.2011

Figure 43: Inside Grand Mosque



Source : <http://memoirsofatsunamigirl.blogspot.com/2009/05/abu-dhabi-and-dubai.html>, 15.12.2011

The mosque, situated on the Bur Dubai side was re-built in 1998 and has the tallest minaret in the city of Dubai with its 70 meters high. The Grand Mosque has nine large domes in addition to 45 small ones and has a capacity of 1,200 worshippers. Non-Muslims are not allowed to enter in the Grand Mosque but they can visit the minaret (DTCM, no date, p. 55).

### 7.1.9 Jumeirah Mosque

Figure 44: Outside view of the Jumeirah Mosque



Source: DTCM, 2011

Figure 45: Inside Jumeirah Mosque



Source: <http://wahyuingatar.wordpress.com/2009/08/21/uae-oman-trip-day-8-10-dubai-%E2%80%93-jumeirah-mosque-souk-madinat-jumeirah-burj-al-arab/>, 15.12.2011

This is the only one in the United Arab Emirates which is open to non-Muslims but visitors have to be accompanied by a guide of the Sheikh Mohammed Centre for Cultural Understanding. The mosque is one of Dubai's most photographed sights because of its modern Islamic architecture. It is built of stones and has twin minarets (DTCM, no date, p. 55).

## 7.2 Historical activities

Those activities are linked with traditions because of their origins. They are not typical like the heritage sites and can be presented in a modern way but for the Emiratis and for the tourists, they are part of the culture.

### 7.2.1 Sheikh Mohammed Centre for Cultural Understanding

**Figure 46: Lunch at the Sheikh Mohammed Centre for Cultural Understanding**



Source: DTCM, 2011

This centre is a site in which cultural breakfasts and lunches are organized to bring down the barriers between visitors of different nationalities and UAE Nationals. It is a way to better understand the local traditions, customs and the Islam. Only hosted by Emiratis, the meals give the opportunity to answer all visitors' questions about Dubai (DTCM, 2011d, p. 59).



7.2.2 Arabic calligraphy and lectures

Figure 47: Dubai International Arabic Calligraphy Exhibition



Source: <http://pr.dubaitourism.ae/2008/02/11/>, 15.12.2011

Figure 48: Arabic Calligraphy's workshop



Source : <http://www.thenational.ae/news/worldwide/americas/us-sees-modern-interpretation-of-one-of-islams-highest-art-forms>, 15.12.2011

During the workshops, visitors can learn about the origins of this art and can sign up for calligraphy classes with renowned Arabic calligrapher. Lectures help people to understand better the Islamic texts, their signification and then, logically, the Arabic culture. Islam is not only a religion but also a way of life (DTCM, 2011d, p. 59). The city also hosts the annual Dubai International Arabic Calligraphy Exhibition which presents an informative series of workshops and lectures on their works (DTCM, 2011c, p. 16).

7.2.3 Desert safaris

Figure 49: Camel riding



Source: DTCM, 2011

Figure 50: Dune bashing



Source: DTCM, 2011

It is a must-do for all tourists in Dubai. Such a trip includes a trip to a Bedouin village in the desert, a ride on a camel and a falconry demonstration (DTCM, 2011c, p. 52). Henna workshops and belly dance are also part of such a safari. Moreover, falconry demonstrations and camel races play a major part in the city's cultural festivities throughout the year. The Dubai camel racing season usually takes place in March (DTCM, 2011d, p. 32).

#### 7.2.4 Horse races

Figure 51: Dubai horserace



Source: DTCM, 2011

Figure 52: Meydan hotel and racecourse



Source: <http://www.luxuo.com/hotel/meydan-dubai.html>, 15.12.2011

In addition to many races, the highlights of Dubai's horse racing calendar is the annual Dubai World Cup, which is the richest horse race in the world. It is held at the new Meydan racecourse. The United Arab Emirates has become the home of one of the world's top racing challenges (DTCM, 2011d, pp. 32-33).



## 8. Culture tourism in Dubai

### 8.1 Structure

The Government has an important role to play to create the best relationship between culture and tourism. Government is responsible for tourism policy and also for cultural policy and for the conservation of the cultural heritage (OECD, 2009, p. 45). Nowadays many cultural institutions have been used to regenerate run-down areas or to rejuvenate local economies in urban areas. To better link culture and tourism, about 25 countries in the world are combining their structures for culture and tourism in a single ministry for example (OECD, 2009, p. 24).

According to website dubai.ae (Government of Dubai, 2011c), Dubai's Government has 33 different entities:

**Table 1: Government of Dubai's entities**

Awqaf and Minors Affairs Foundation		Dubai Government Workshop	
Community Development Authority		Dubai Health Authority	
Department of Economic Development		Dubai Media Incorporated	
Department of Finance		Dubai Municipality	
Department of Tourism and Commerce Marketing		Dubai Police	
Dubai Airport Free Zone Authority		Dubai Public Prosecution	
Dubai Chamber		Dubai Sports Council	
Dubai Civil Aviation Authority		Dubai Trade	
Dubai Civil Defence		Financial Audit Department	

Dubai Corporation for Ambulance Services 	General Directorate of Residency and Foreigners Affairs-Dubai 
Dubai Courts 	Islamic Affairs and Charitable Activities 
Dubai Culture 	Knowledge and Human Development Authority 
Dubai Customs 	Land Department 
Dubai eGovernment Department 	Protocol Department of Dubai 
Dubai Electricity and Water Authority 	Roads and Transport Authority 
Dubai Export Development Corporation 	Dubai Statistics Center 
Dubai Government Human Resources Department 	

Source: Own table

Source of the information and pictures <http://dubai.ae/en/government/pages/default.aspx?category=Government>, 11.12.2011

This table shows all Dubai's Government entities. This structure points how well organized the authorities are and that each one has a specific task. Interesting for this study is that the Department of Tourism Commerce and Marketing and Dubai Culture are separated. It is certainly due to the fact that the contexts and driving factors for cultural and tourism policies are really different (OECD, 2009, p. 25). But those two entities are working strongly together and their aim is to develop the emirate and to present its best to the people coming. As example, the DTCM in Switzerland and Austria do not receive any instruction to better promote the culture or such-and-such heritage place. It is not in contact with Dubai Culture but the heritage and all cultural activities are very well promoted by the DTCM Head Office.

The two entities have distinct missions. DTCM's mission is "to position Dubai as the leading tourism destination and commercial hub in the world." (Government of Dubai, 2011). On the other hand, Dubai Culture

aims to be at the forefront of the culture and arts strategy [...] Dubai Culture will build on Dubai's status as one of the most multicultural cities in the world, where East meets West, and will actively encourage the over 200 nationalities living and working together in Dubai to contribute to the culture and arts renaissance. (Government of Dubai, 2011b).

On its own website, Dubai Culture insists on the fact that "culture, arts and heritage are vital to the success of Dubai's expanding economy because they are the key building blocks of civil life and public dialogue." (Dubai Culture & Arts Authority, 2010).

The local authorities want to preserve the heritage and they are renovating the old areas. The wind towers and Al Bastakiya were built a long time ago but they were really in bad condition. Renovating is the priority of Dubai's Government (Govers & Go, 2005, p. 79). Furthermore, areas or hotels like Madinat Jumeirah are built like the old houses but are not considered as historical sites because it is only an architectural style.

## 8.2 Funding

For the cultural tourism, partnerships between public and private sectors are encouraged. They can work together in different ways and the Korean Ministry of Culture, Sports and Tourism gives the three following possibilities:

- The first type of partnership is that in which the public sector plays the most important role in creating new cultural tourism facilities.
- In the second major category, the public sector facilitates new cultural development in engaging in pump-priming.
- The third type of partnership consists in situations where existing cultural resources owned by the private sector are used by the public authorities (OECD, 2009, p. 47).

This public-private partnership gives many key benefits:

- "Reduced antagonism between the public and private sectors.
- More effective use of resources (money and time).
- Prevention of duplication.
- Combined areas of expertise.
- Increase in funding potential.
- Creation of a win-win situation." (OECD, 2009, p. 47).

The funding of culture in Dubai has a particularity. This private-public partnership does not take place because all heritage sites belong to the Government. This information is given by M.

Pétermann, director of DTCM Switzerland & Austria (personal communication, 21.11.2011). Foundations exist and some are active in the culture. It is the case of the Al Serkal Cultural Foundation which is an artistic organisation situated in Al Bastakiya. It hosts local and international artists' exhibitions (Yadig, 2011). A second example is the Juma Al Majid Center for Culture & Heritage which is making research to find books and manuscripts on Islamic and Arab subjects (Juma Al Majid Center for Culture & Heritage, no date). The foundations are not so common in Dubai but the private sector is developing itself in the region in different sectors.

### 8.3 Involvement of the locals

As explain before, the involvement of the locals in heritage places is a very important issue. It is a factor of visitor satisfaction and a motivation for the locals to preserve and present their culture (OECD, 2009, p. 54). In Dubai, most of the people working in the heritage sites and museums are Emiratis. Furthermore, many visitors are visiting those places with a guide, who is very often also an Emirati. Dubai only has less than 20 per cent of its population which is composed of locals. The jobs by the Government are given to them in priority. As the tourism sector is owned by the Government of Dubai, it is not a surprise to find Emiratis promoting their own culture.

Many Emiratis are living like in the past at home (M. Pétermann, director of the DTCM Switzerland & Austria, personal communication, 21.11.2011). The traditions are current and this is a reason why they do not need to be taught about them or to learn them. It is clearly an advantage to render the culture alive and to transmit it easily to the tourists. Nowadays, the pressure of professionalization is very strong and all employees need to know about history, art, archeology and cultural management (Steinecke, 2007, pp. 143-144). This pressure is than less strong for Dubai and its local population. The second advantage in Dubai is the fact that locals can speak English. There is no linguistic distance between the visitors and the local communities (OECD, 2009, p. 54).

In the old districts like Al Bastakiya, the locals do not live anymore. But those places are not only dedicated to the tourists because the Government has lot of offices.

### 8.4 Tourists

In accordance to Steinecke (2007, pp. 135-136), the visitors can be analyzed in different ways:

- Are they individual visitors or groups.
- How old are they.
- Are they day-trippers or tourists.

Dubai's authorities want the visitors and tourists to discover the history and the heritage of its city. Most of the tourists are visiting one of the heritage places because of a measure they took: to include the visit of the Dubai Museum and Sheikh Saaed's House in all the city tours of the city. The city tours are common in Dubai and approximately 80 per cent of the tourists are taking part in one of those guided tours (M. Pétermann, Director of the DTCM of Switzerland and Austria, personal communication, 21.11.2011). This affirmation gives the following information: people visiting are the same as people visiting Dubai in general. It means that all nationalities are represented. Most of them are Europeans and more exactly British and German (DTCM (Appendix II), 2011a, pp. 105-106). The American, Asian and other Arab communities are completing this statistic. The visitors are often families, couples or groups. Most of them are individual visitors but they are visiting the museums in groups. Because those people do not know each other, they can be considered as individual tourist. For them, the visit is a special moment to share with a partner or a friend. 20 to 30 years old people are the biggest group visiting museums (Steinecke, 2007, p. 136). It is also the case in Dubai where lots of tourists are young. Moreover, families and older couples should not be forgotten. The last point is that many tourists visit many museums or heritage sites in one day or link it with shopping activities or other visits (Steinecke, 2007, p. 136). It is true in Dubai, where most of the visits are linked with a city tour.

People visiting the heritage places are not primarily cultural motivated tourists only coming for the culture in Dubai. Their first aim is to visit the city and its buildings such as Burj Khalifa, to enjoy its temperatures and holiday by the sea or to come for business purposes. Cultural activities are side trips. Those also cultural tourists have specificity: they are often interested in culture before their trip. As an example, it is not rare for the DTCM in Bern to receive calls or emails to have information about it. The visitors are planning their trip and they want to include a cultural part (M. Pétermann, Director of the DTCM of Switzerland and Austria, personal communication, 21.11.2011).

The locals do not visit the heritage places. The first reason is that some of them are working there. The second is that a lot of Emiratis' families are living the same way as in the past. In a modern city such as Dubai, the houses are modern and well-equipped with water and electricity. Although, the family is always a central pillar in the Islamic society and lot of traditions are still maintained nowadays. For example, they pray five times a day as set in the Islam's code of conduct. Wearing the traditional dress or eating on the floor with all the family are other aspects of everyday life for the Emiratis. They live their culture all daylong and do not need to visit heritage places to remember it (M. Pétermann, Director of the DTCM Switzerland & Austria, personal communication, 21.11.2011).

## 8.5 Museums and heritage sites' particularities

### 8.5.1 Opening times

According to Steinecke (2007, p. 131), customer-oriented opening times are one of the success factors of museums.

To better understand the opening times of all heritage places in Dubai, it is important to know that the free days in the region are Friday and Saturday. Sunday is a normal working day, where all offices and shops are open.

A first observation is that all museums and villages are open all day long. Typical visiting hours are 08.00 – 20.00 with little modifications of half an hour or one hour. On Friday it is often closed in the morning or early in the afternoon. Here two examples:

- Heritage & Diving Village is open from Saturday to Thursday from 08.00 to 22.00 and on Friday from 08.00 to 11.00 and from 16.00 to 22.00 (DTCM, no date, p. 5).
- Sheikh Saeed Al Maktoum House is open from Saturday to Thursday from 08.30 to 21.00 and on Friday from 15.00 to 22.00 (DTCM, no date, p. 9).

Those visiting hours are giving a lot of possibilities to the visitors.

### 8.5.2 Entrance and Prices

Museums are often public institutions and their funding is due to foundations, private or public sectors. This explains why the entrance prices are very low (Steinecke, 2007, p. 139). This is the case in Dubai, where the entrance prices to the heritage places are very low and some sites are free. For the authorities, their history and manners have to be presented to the tourists. The price never hinders them to visit such a place. Furthermore, most of the people visiting those places are doing it in a city tour and the museums and heritage sites become money from the DMCs for those visitors.

All heritage sites and museums belong to the Government of Dubai. It means that those sites are part of the Dubai tourism strategy. The authorities have enough money due to other tourism sectors like the hotel branch to support and finance them.

### 8.5.3 Visits

To submit information to the visitor is the central function of a museum. In the last 50 years, many changes took place. Today people want to experience the culture and not only read about it. The presentation of the facts is clearly important and needs to be attractive (Steinecke, 2007, p. 140). As

example for it can be the principle of the cultural route, which was discussed at the beginning of the study and which can be used to individual sites. It is important for a heritage place to develop stories which can connect the tourists to local cultures. The Arabic culture is not familiar for most of the people and a narrative will help them to interpret this new culture more quickly (OECD, 2009, p. 52). This strategy is applied by the Dubai Museum. In this place, visitors are walking through the building and the different epochs. In all different rooms, people are experiencing the typical life with models, sounds and films. There are information boards visitors can read to inform themselves.

During the last years, the technology progressed a lot and it gives new manners to submit the information. New media like touch screens, audio visit can be used (Steinecke, 2007, p. 140). In all heritage sites in Dubai, traditional visits with a guide or with information boards are often practiced. New communication systems like videos, sounds or smells are use in those sites but they are not directly linked to the visit itself.

#### 8.5.4 Museum shops

Museums shops are elements which can be found on certain sites. Souvenirs and topic-related products are available und sold there. Such shops have several functions (Steinecke, 2007, pp. 140-141):

- Additional source of revenue.
- Placement tool and image carrier.
- Cross-merchandising.

Such a shop exists at the Dubai Museum. At the end of their visit, people are guided to the shop where they can buy souvenirs such as perfumes, gold jewellery and pearls. It is clearly an additional source of revenue even if it is not the first purpose of this heritage site. It is an image carrier because they can sell products with the Dubai Museum's logo. It is an opportunity for a public site, which does not have an own website because it is owned by the government. The cross-merchandising means the combination of two brands to better sell the two affiliate products (Steinecke, 2007, p. 141). The exposition of Chanel's pearl and gold jewels at the Dubai Museum can be given as example. It would attract more visitors to the site and in counterparts brochures, pictures and books about Chanel would be sold at the museum's shop. The Dubai Museum never had such a partnership with another brand. A reason for it can be that it is complicated for the Dubai's Government to associate itself with a marketing brand and the border between culture and commercialization would not be clear anymore.

## 8.6 Promotion

### 8.6.1 Guided Tours

City tours are really common in Dubai and several travel packages are proposed by DMCs such as Lama or Knight Tours. As indicated in the Tourism Manual, the most popular sights are the Dubai Creek, Sheikh Saeed’s House, Dubai Museum, Jumeirah Mosque, the traditional wind tower houses in the Al Batakiya area, the dhow-buildings yards and the souks. There are all heritage places of Dubai. It is specified that a Big Bus ticket includes, in addition to a beach tour, a free entry to the Dubai Museum and Sheikh Saeed’s House and a free daily Arabian Dhow Cruise (DTCM, 2011c, p. 31). Most of the heritage sites’ visitors are coming thanks to them (M. Pétermann, Director of the DTCM of Switzerland and Austria, personal communication, 21.11.2011).

### 8.6.2 Marketing

Figure 53: Type of tourism information media

	<i>STATIC</i>	<i>DYNAMIC</i>
<i>PRE-TRIP</i>	Brochures Guidebooks CD-ROM	Phone, fax, e-mail Travel agent access to GDS Internet
<i>IN-TRIP</i>	Kiosks Guidebooks TV channels in hotels	Phone, fax, e-mail Destination Information Systems Internet

Source: Sheldon, Tourism information technology, 1999, p. 9

This figure shows the different information media during the tourists’ pre-trip and in-trip. For the pre-trip, Brochures, guidebooks and CD-ROM are the most static media used. The dynamic ones are phone, fax, e-mail and internet. During their trip, the visitors are using the kiosks, guidebooks, TV channels in hotel and phone, fax, e-mails, destination information systems and internet (Sheldon, 1997, p. 9). This figure is from 1997 and is old. But the media do not really change a lot and they are almost the same today.



In case of the culture and Dubai, brochure and Internet are the media the most used. The Department of Tourism and Commerce Marketing has a special brochure only to present all heritage sites in Dubai. It is called "Heritage & Culture in Dubai, Where past meets present". This brochure gives some information about the culture of Dubai in general and then the most important sites are presented to the reader with a map, the opening times, an explanation and pictures. The paper has a very good quality and it shines. In the Pocket Guide and in the Tourism Manual, many pages are dedicated to the culture, too. In the Pocket Guide of 2011, the cover page shows a wind tower. Then, on page 14 the reader finds the brief history of Dubai and a special focus on its culture on page 17. Four pages are only dedicated to the heritage sites and the culture. In the Manual, there is a brief description of Dubai's history and culture on page four, five, six and seven. Then, a special focus is given from page 14 to 21. Special programs for people staying only 48 hours are created and an afternoon is dedicated to culture. It shows that the culture is a central point in its tourism promotion, that the Emiratis and the authorities are really proud of it and that they want the visitors to experience and better understand it. A new culture guide called ARTMAP presents the culture in the whole country. 22 pages are dedicated especially to Dubai and two to its heritage. Other static media like DTCM's DVDs and CDs show many pictures of those historic buildings and traditions. The last media is the website [definitelydubai.com](http://www.definitelydubai.com). There are different categories in the menu and two are interesting for this analysis. The first one is called "Things to do" and the seventh possibility is art and culture. Then, the second category is "Things to see" and it gives information about the heritage sites and museums, which are the first possibility. It is important to raise the link <http://www.dubaiculture.ae/en>, which is given on [definitelydubai.com](http://www.definitelydubai.com). This website is only dedicated to Dubai Culture, the Government entity. Because all heritage sites are owned by the Dubai's policies, they do not have their own website. They are promoted all together under the authority of DTCM. It is a manner to promote all the heritage culture in a homogeneous way and to reduce any form of competition between the different places.

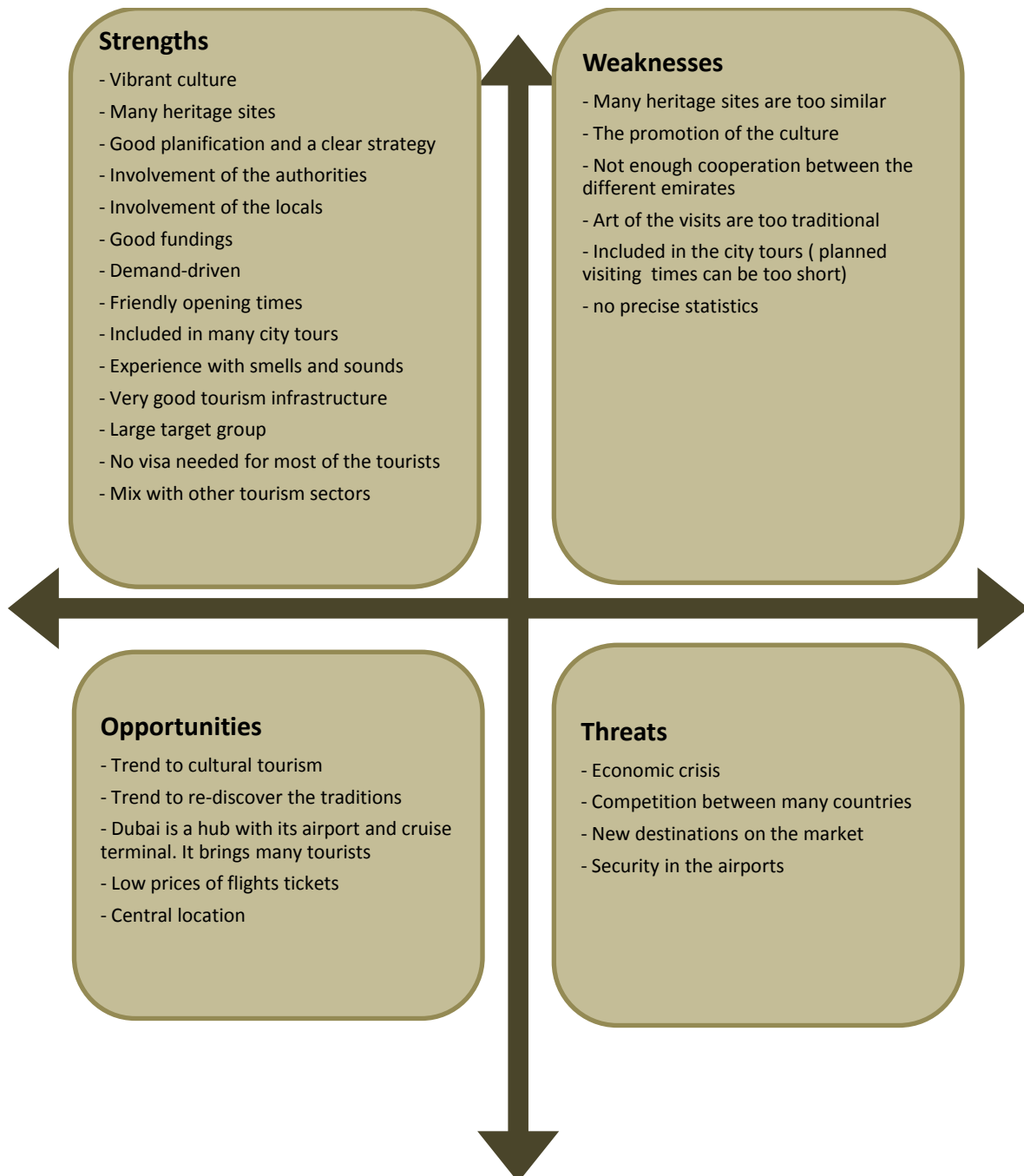
During their trip, visitors are using the Pocket Guides and are often asking their hotels to receive more information. With the easy access to internet and the smart phones, internet stays the most used dynamic media. Dubai has another specificity. As told before, about 80 per cent of the visitors are taking part in a city tour once in Dubai (M. Pétermann, Director of the DTCM of Switzerland and Austria, personal communication, 21.11.2011). The guides give lot of explanations about Dubai and many people ask for more details about the manners and traditions and decide to dedicate a day only to visit the heritage site.

## 9. Conclusion

### 9.1 SWOT Analysis

The following SWOT analysis shows the strengths and weaknesses of the culture tourism in the emirate of Dubai and its opportunities and threats.

Figure 54: SWOT Analysis



Source: Own figure, 2011

## 9.2 Strengths, opportunities and future perspectives

The Arabic culture is very rich and different from the European one, for example. It is an advantage for the whole region and it has to be exploited. This Islamic culture has various aspects such as music, dance, calligraphy, architecture and it makes people dream. Many can be exploited and it gives lot of possibilities for the future: the cultural tourism sector can grow in the emirate. As example, “the significance of the concept of designing the island in the shape of palm trees is that it was inspired by Dubai’s own heritage” (Govers & Go, 2005, p. 78).

Dubai’s tourism strategy is very well developed and the plan for 2015 is relevant. Tourism is clearly a strategic thrust in which a lot of money is invested to the development of the infrastructure, the professionalization of the employees, the road network and the public transportation. In the same document, the culture and the preservation of Dubai’s heritage are a priority for its authorities. Even if culture and tourism are two different entities by the Government, they are linked and they have the same purpose: to present Dubai at its best side to all visitors. All heritage places will help to reach this goal.

In Dubai, almost everything is owned by His Highness Sheikh Mohammed bin Rashid Al Maktoum and by the Government of Dubai. It is the same for the tourism infrastructures and heritage sites. It is positive because funds for the conservation, renovation or promotion of cultural goods will always be found. As for an example, the oils dollars and income from trade are reinvested in the tourism sector (Govers & Go, 2005, p. 77).

All sites opened to the public are kept in very good condition. During the site’s visits, the experience is complete with films, sounds, smells and representation of typical historical activities. The atmosphere is amplified thanks to the UAE Nationals working in there. Furthermore, these places explaining the whole history of Dubai are interesting for all age’s categories, from kids to older people. Finally, friendly opening times and free entrances included in most of the city tours improve the success of culture tourism in the emirate.

The access to the United Arab Emirates is easy for many tourists, that do not need any visas or special vaccines. Thanks to its central location and its easy access by plane or boat, Dubai is loved by international travelers.

The mix of many tourism sectors such as business travel, sport leisure activities, family-oriented vacation and heritage tourism is clearly a success of Dubai. Tourists with different purposes give to the city the possibility to attract people all year long. As example, the summer is the low season

because of the temperatures but thanks to the “Kids Go Free” initiative, families are the target group during this time. This mix corresponds to Dubai and has to be developed in the next years.

Today, cultural tourism is trendy. According to Isabelle Falconnier (2011, p. 55), it is due to the newest definition of culture, which is larger and includes the graphic, the design or video games for example. The digital technologies make the culture available for more people and can help to valorize the heritage. Visitors want to experience the tradition, to live an experience with their five senses and to take time to better understand the others. Culture tourism helps to maintain traditions and heritage sites, respects the local population, can develop and diversify the economy and is constructive for the visitors (Cousin, 2006, p. 15). There are the reasons why it has to continue its growth in Dubai.

Dubai has a central location and is becoming a hub for the aviation. Many passengers are making a stop-over in the city and this situation brings tourists to the destination. Emirates Airline is very successful and this company also brings lot of passengers to Dubai. The city is perceived as place to see once and this status helps them to stay a few days. The cruise terminal has experienced the same development.

### **9.3 Weaknesses, threats and possibilities of amelioration for the future**

Many of the heritage sites are presenting the same aspects of Dubai’s cultural life. People visiting the Sheikh Saeed Al Maktoum House would perhaps not visit the Heritage House. Tourists can experience the emirate’s typical life but several sites focus on the tradition. The Arabic culture is varied and amelioration’s possibility would be to better identify the subject of each museum and to only have sites with distinct cultural aspects. As example, a site dedicated to the falcons, camels and horses can be envisaged or a place only presenting the Dubai’s typical music. To promote culture’s specific aspects, temporary exhibitions can be a tool (Steinecke, 2007, p. 130).

“The promotion of the rich culture, heritage and identity of Dubai is [...] clearly left to the destination marketing organization.” (Govers & Go, 2005, p. 84). For Dubai, this organization is the DTCM and this way of promotion has advantages: there is only one way to promote the culture and it means no contradictions or competition between different sites. The first disadvantage is that there is a lack of creativity because only few aspects are promoted such as the desert safaris or the wind towers. The second one is that the tourism sector has to promote the culture in an economical way and it cannot always represent the true cultural identity (Govers & Go, 2005, p. 86). Moreover, the

museums or heritage site cannot promote themselves and will never be known as such museum like the Louvre in Paris. An opportunity could be to create an own website for the most important heritage sites so that they can present themselves to the public. It would allow more creativity, the focus on special cultural aspects and the use of new promotion ways.

The lack of cooperation between the emirates can encourage visitors to go to Sharjah, which “has been recognized by the UNESCO” (Chaker, 2003, p. 2), thanks protecting the cultural heritage. Heritage sites in Sharjah and also in Oman can be seen as more authentic because they are not situated in a modern area such as Dubai. As mentioned before, a better cooperation is planned and a promotion for the whole country will be possible in the future.

Most of the museum’s visits are made by the city tours’ guides and some people are going alone into the site. The heritages places do not use modern technology such as touch screens, iPad or audio recorder. It can be due to preserve the historical aspect and the atmosphere but the association with the newest technology can increase the impact of a museum. Dubai possesses the best technologies in its territory and they are used in other sectors such as the architecture for the construction of the tallest building of the world, Burj Khalifa. Their uses can be a possibility in the future and it is fast a must to better present the culture to the visitors in the modern destination.

The visits included in city tours are regulated in time and are often too short. It can hinder some visitors who want to stay longer in a specific place. This kind of visit can be used to tempt people and encourage them to come a second time or they have to be longer so that visitors can more benefit of the rich heritage site.

Quantitative surveys in the tourism sector are often based on the hotels’ attendance (Réau & Poupeau, 2007, pp. 5-6). Dubai has a special entity responsible for statistics. DTCM has lot of them about the provenance of the tourists and their expenses for example but only few are about the culture tourism. This lack can easily be resolved if heritage tourism is considered as a specific sector and would be encouraged through a better cooperation between the Department of Tourism and Commerce Marketing and Dubai Culture.

The economic crisis threatens the whole world and many households have less money. It can hinder people to travel and the travel market has to consider the possible effects. It can generate new marketing campaigns, the use of new media or other promotion way to attract the tourists. Today, Dubai sees its visitors’ number increase and its projects’ construction start again.

Nowadays, nearly all countries worldwide are using tourism as source of income. It is positive for the tourists who have the choice between different destinations and can discover many cultures. For the countries themselves, it is a source of competition but it can be difficult to offer something new to the tourists. New regions coming on the market are amplifying this competition. Dubai has to continue its promotion as a modern city with a strategic location. To distinguish itself from other cities, the emirate can, for example, develop its heritage tourism.

Since September 2001, the controls in the airport are more important and it can hinder people to travel. Dubai has to stay attractive for people traveling by air because it is its first source of people. Indeed, Dubai is not achievable by road or train. This is a reason why the authorities are investing money in a new airport. They have to be attractive in the future to continue to attract visitors.

“Tourism should bring benefits to host communities and provide an important means and motivation for them to care for and maintain their heritage and cultural practices. “ (Mohamed, no date, p. 7). This is the reason why management is a key factor in successful heritage tourism, which has to deal with growing sophistication of tourists and the demand for the best quality (Mohamed, no date, p. 7). Dubai is on the right way and its tourism responsible entity, DTMC, is very well managed with clear objectives and planning. The winning of the World Architecture Award in 2009 for the renovation and the conservation of the house of Scholar Mohammed Sharifi in the al Bastakiya district is the best example to prove it.

Dubai's authorities do not forget that Dubai's heritage tourism promotion is bound up with the growth strategy of the destination itself. There is a strong competition between many modern cities. As example, each one wants to have the tallest building in the world. Dubai needs to continue its promotion and investments to stay successful as urban city and then to be able to promote heritage tourism (Mohamed, no date, p. 7). But, the mix of many tourism sectors available in Dubai does not limit the cultural experience of the tourists. Cultural sites do stay attractive and typical even if the city develops itself. They have to continue protect typical areas with the involvement of the locals to stay authentic. Indeed, traditions do not only become economical resources (Laccarrieu, 2006, p. 131).

In order to have more economic return in the future, heritage sites can diversify their activities (Mohamed, no date, p. 7). The hosts of exhibition, cross-merchandising, the organization of workshops or conferences are some possible diversification sectors.



## 9.4 Limits of the study

The DTCM has its own management and the results of this analysis will not change its strategy and planning. The role of this study is more to show that it make sense to continue to develop and promote this tourism sector in the emirate.

The document can give the DTCM's office of Switzerland and Austria and its director, Michelle Pétermann, information about this specific tourism sector in Dubai.

This study does only analyze the heritage tourism in the city itself. It does not consider the modern culture such as festivals, concerts or theater and the traditions were described such as the Department of Tourism and Commerce Marketing present them. Those restrictions shows that many other subjects can be develop in relations with Dubai and its culture.

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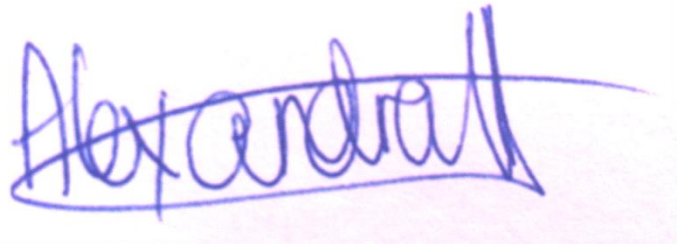
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## Attestation

I declare, by this document, that I have written the bachelor study attached alone, without any other help as those which are reported by the sources, and that I only have used the sources expressly mentioned. I will not give any copy of this rapport to a third party without the authorization of the responsible of the field and the teacher responsible of the bachelor study, including to the partner for applied research whom I have collaborated, excluding to the persons who gave me the most important information needed for the writing of this document.



## Appendix I: Highlights – Dubai Strategic Plan (2015)





His Highness Sheikh Mohammed bin Rashid Al Maktoum,  
UAE Vice President and Prime Minister and Ruler of Dubai





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## Preface

Over the past few years, we have achieved great steps in our march of development thanks to the constant work, effort, creativity and innovation of our people as inspired by the wise vision of President His Highness Sheikh Khalifa bin Zayed Al Nahyan.

Building on our achievements, preserving our national assets, and achieving comprehensive and sustainable development, we have directed that our current programs be further developed and that a strategic plan be prepared in light of the latest developments and changes; this plan will complement the first ten-year plan, the targets of which were met and exceeded.

This plan will serve as a strategic agenda that defines the direction and the strategic targets. The plan highlights five key areas that include the development of various sectors of economic and social life, infrastructure and environment, security and justice, and government excellence so as to ensure prosperity and sustainable growth. This development is meant to support public wellbeing, provide high quality of life for both UAE citizens and residents, and provide justice and equality.

I hope that all of you will work as a team to realize the vision, aims and programs included in the plan, all of which were devised to serve the people and the country.

---

Mohammed bin Rashid Al Maktoum





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(2011-14)

## Background

Since the establishment of the United Arab Emirates in 1971, Dubai has developed a distinct identity as a modern and dynamic emirate. Dubai now enjoys a global reputation as an economic hub and an excellent location for investment. As the global environment becomes more competitive and challenges grow, Dubai needs to ensure that it continues to build on its success through proper planning and strategy development.

The Executive Council, directed by the overall vision of Dubai's leadership, has commissioned the development of the Dubai Strategic Plan (DSP) along five sectors:

1. Economic Development
2. Social Development
3. Infrastructure, Land and Environment
4. Security, Justice and Safety
5. Government Excellence

The aim of the Dubai Strategic Plan is to establish a universal understanding of Dubai's vision among the various government entities and to ensure a common framework for the operations of these entities. The plan serves as a framework under which all government-related initiatives converge to consistently meet the vision and aims set by Dubai's Government.

The development of the Dubai Strategic Plan was largely based on a 'consultative approach' involving a considerable number of stakeholders from the various sectors covered in the plan. The guiding principle was prioritization; focusing in every phase of the plan on the areas with the highest priority and development potential.

The purpose of this document is to present the general frameworks developed as part of the Dubai Strategic Plan. The aims and strategic thrusts defined in these frameworks will form the basis for further detailing of strategic programs and plans by Government departments and stakeholders with the ultimate purpose of achieving Dubai's vision.









## Future Dubai





## 1. Mission

Over the past few decades, Dubai has successfully developed its status as a major city, enhancing the wellbeing of its people and creating an environment that attracts businesses and individuals.

To support, maintain and develop this status, the Government of Dubai will focus on delivering its mission of:

- Achieving comprehensive development and building human resources
- Promoting economic development and government modernization
- Sustaining growth and prosperity
- Protecting Nationals' interests, public interest and wellbeing
- Providing an environment conducive for growth and prosperity in all sectors

## 2. Guiding Principles

The Dubai Government adopted a set of clear guiding principles for the various sectors that comprise the Dubai Strategic Plan (DSP):

### (1) Economic Development:

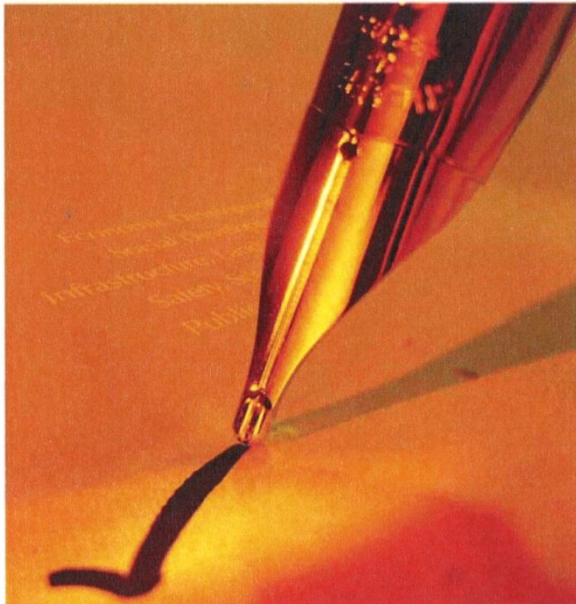
- Adoption of Free Market Economy Principles
- Innovation in Launching Initiatives
- Speed and Accuracy in Project Execution
- Unique Relationship and Partnership with the Private Sector

### (2) Social Development:

- Protection of the National Identity, Culture and Way of Life
- Development of National Human Resources
- Promoting Social Justice and Equality
- Openness to the World while Maintaining Uniqueness

### (3) Security, Justice and Safety:

- Ensuring Justice and Equality for All
- Maintaining Security and Stability
- Protecting Human Rights



(4) Infrastructure, Land and Environment:

- Provisioning of World-Class Infrastructure Designed to Suit the Requirements of all Users
- Preserving the Environment in line with International Standards

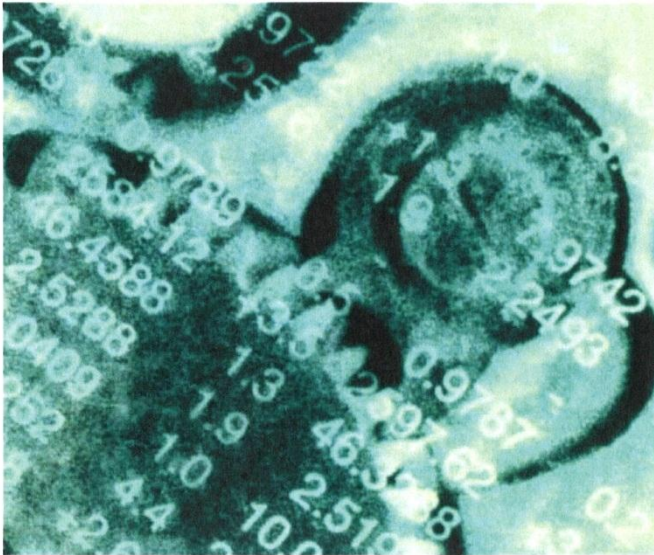
(5) Public Sector Excellence:

- Transparency
- Sound Financial Performance and Effectiveness
- Accountability and a Result-Based Culture
- Excellence in Customer Service
- Development of Human Resources
- Working Effectively within the Federal Framework









## Economic Development



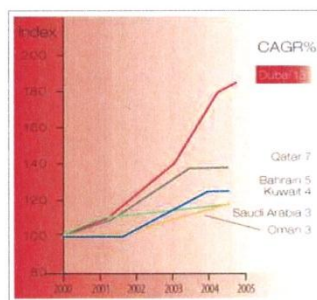
## 1. Introduction

Dubai's economic growth from 2000-2005 has been remarkable, with double-digit real GDP growth and a relatively high per capita income despite negligible dependence on oil. (The driving force behind Dubai's economic performance has been the Government, through investments and other initiatives, supported by the private sector) Economic performance at the sectoral level has also been impressive, and was led by trade, construction and real estate sectors, with good signs of successful diversification.

### (1) GDP Growth (2000-2005)

Dubai's historical economic growth has been truly impressive. In particular, since the year 2000, real GDP has been growing at a compounded annual growth rate of 13%, by far exceeding that of its GCC counterparts.

FIGURE 1: REAL GDP GROWTH – DUBAI VS. GCC COUNTRIES (2000-2005)



Source: IMF World Economic Outlook; Econstats; Ministry of Economy

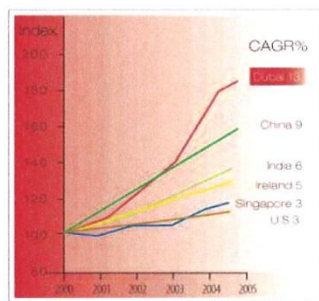
The Dubai economy has also been growing faster than the emerging economies of China and India, and the developed economies of Ireland, Singapore, and the US.



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FIGURE 2: REAL GDP GROWTH - DUBAI VS. INTERNATIONAL BENCHMARKS (2000-2005)



Source: IMF World Economic Outlook; Econstats; Ministry of Economy

Much of Dubai's current success has been a result of its bold and visionary leadership and innovative human resources, mainly driven by Government policies aimed at improving the business and investment environment, in addition to initiatives to establish specialized zones and mega projects (e.g. Internet and Media City, Healthcare City, The Palm, Dubailand, etc). Those developments ensured a leading role for Dubai, and helped attract excess regional liquidity in the form of Foreign Direct Investment (FDI).

Economic growth has also been fuelled by private sector participation in developing sectors for which the Government has set the stage by establishing a conducive business environment, coupled in many instances with heavy initial investments to boost private sector confidence.

Other supporting factors are supply-side factors such as availability of labour and land for major real estate projects; the existence of efficient government services; a solid institutional framework and good mechanisms for service delivery; strong laws and regulations; excellent infrastructure, a strategic location coinciding with the rapid rise in global trade, especially in China and India and openness to other cultures, giving Dubai a reputation as a safe and comfortable place to live and do business.



(2) Per Capita GDP Growth

The factors discussed above have put Dubai's real per capita GDP at Dhls. 114,362 (\$31,140) in 2005, with an annual average growth rate exceeding 6% over the 2000 - 2005 period. Dubai's per capita income today compares very favourably with that of many developed countries such as Singapore [Dhs. 98,555 (\$26,836)]<sup>(1)</sup> and Hong Kong [Dhs. 93,623 (\$25,493)]<sup>(1)</sup>, countries which required a much longer period of time to reach their current levels.

TABLE 1. MAJOR GROWTH INDICATORS IN DUBAI (2000-2005)

Indicator (2000-2005)	Average Annual Growth (%)
Real GDP (Total)	13.4
Real GDP (Non-oil)	15.1
Population	6.9
GDP per capita (Real)	6.1

Source : Calculations based on data from Statistics Center and Dubai Department of Economic Development

(1) Data are for 2005, calculated in current 2005 US\$, and extracted from IMF World Economic Outlook

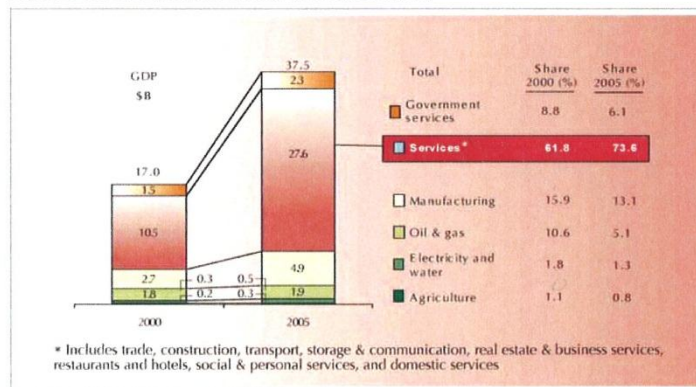


(3) Sectoral Performance

Economic performance at the sectoral level has also been impressive. The non-oil sector played a more prominent role in 2005 with a 95% contribution to GDP, as compared to 90% in 2000 (and as much as 46% in 1975). This was mainly the result of the reduced dependence on oil as well as a deliberate policy of diversifying the economy in favour of the non-oil sectors in which both the overall business environment and sector-specific programmes have played vital roles.

The service sector has been the key driver of economic growth with an annual growth rate of 21% since 2000, constituting Dh. 101.4 billion (\$27.6 billion) or 74% of Dubai's current GDP in 2005.

FIGURE 3: GDP BY SECTOR, 2000 VS. 2005 (AT CURRENT PRICES)



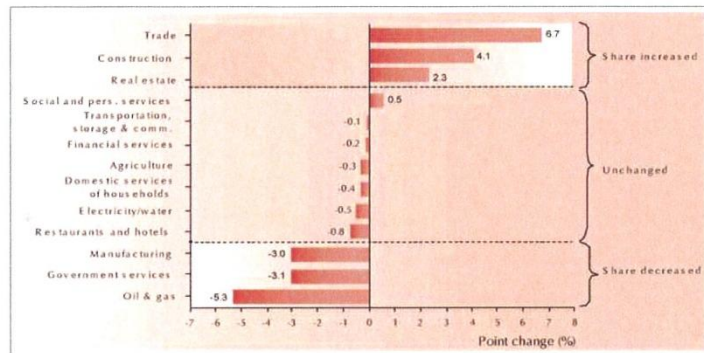
Source: Ministry of Economy

In particular, FIGURE 4 below shows that the trade sector has experienced the highest increase in GDP share, while the contribution of the manufacturing and oil and gas sectors has decreased although the manufacturing sector has grown by an average of 12% since 2000.



The construction and real estate sectors have also exhibited share gains, primarily due to the availability of land, labour, domestic and foreign capital, and changes in regulations.

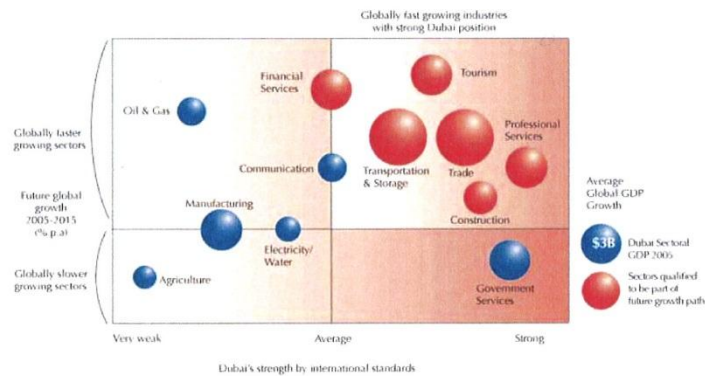
FIGURE 4: CHANGE IN GDP SECTOR SHARE (2000 – 2005)



Source: Ministry of Economy

Dubai's current GDP mix is very favourable, as its strongest sectors by international standards happen to be highly conducive to future global growth. As shown in FIGURE 5 below, these sectors are tourism, transportation, construction, and financial services, and are well-placed to constitute the focal point of Dubai's future growth path within the economic development sector plan.

FIGURE 5: DUBAI'S SECTORAL STRENGTHS IN LIGHT OF FUTURE GLOBAL GROWTH



Note: Sectors not mapped in the figure: domestic services, social and personal services

Source: Iteam analysis

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## 2. Aims

Building on Dubai's remarkable economic performance and future trends, economic aims for 2015 have been set and classified into the following categories:

### (1) Economic Growth

- Sustain a real GDP growth rate of 11% per annum for the next 10 years
- Increase real GDP per capita to Dhs. 162,000 (\$44,000) in 2015<sup>(2)</sup>

### (2) Enhanced Labour Productivity and Sector Development

- Increase productivity by 4% per annum
- Move existing sectors of strength to new frontiers, both domestically and internationally
- Create new sectors of strength with sustainable competitive advantage
- Promote innovation to develop new sectors and increase productivity

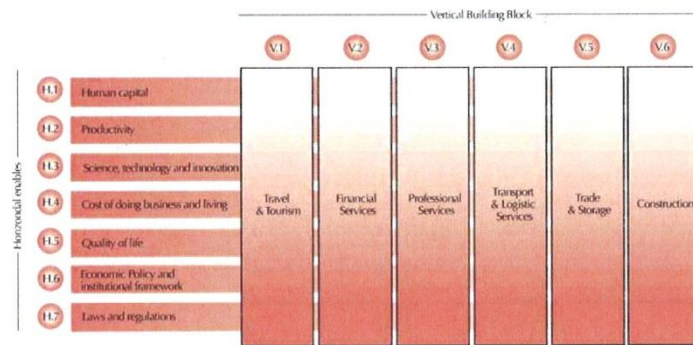
## 3. Strategic Thrusts

The recommended future strategic growth path is based on 6 combinations of sectors, or building blocks (verticals), which include, among others, sectors such as tourism, trade, transportation, and financial services; i.e. strong sectors by international standards which are highly conducive to future growth.

These sectors were identified based on their current status, international competitiveness, Dubai's capacity to develop them and local availability of required factor conditions.

However, targeting these building blocks will not yield rapid and sustainable growth unless 7 horizontal enablers for growth are addressed in parallel, namely human capital, productivity, innovation, cost of living and doing business, quality of life, economic policy and institutional framework, and laws and regulations.

FIGURE 6: VERTICAL BUILDING BLOCKS AND HORIZONTAL ENABLERS



Source: Team analysis

(2) Calculated at constant 2005 prices



The strategic thrusts supporting the achievement of economic development aims are described below:

(1) **Sector Focus and Development**

Moving Dubai to a new growth path, coupled with further diversification, while maintaining focus on high-value added sectors that can boost overall economic growth

(2) **Productivity Growth**

Transforming Dubai into a hub of business excellence by raising the productivity of economic sectors and maintaining high production quality standards

(3) **Human Capital Excellence**

Preparing Dubai's workforce for the high-value, knowledge-driven economy, which requires attracting and retaining highly skilled employees, improving Nationals' qualifications and increasing their motivation

(4) **Science, Technology, and Innovation Capacity Building**

Turning Dubai into a vibrant science and technology hub in targeted sectors, by supporting the development of existing sectors, and establishing the right environment for nurturing the post 2015 economy

(5) **Cost of Living and Doing Business Management**

Ensuring and maintaining Dubai's competitiveness by managing the rising cost of living

(6) **Quality of Life Improvement**

Establishing Dubai as a preferred home for current and future residents by improving the well-being of citizens and residents, and helping them live healthier lives enriched with opportunity and choice

(7) **Policy and Institutional Framework Excellence**

Striving for excellence in economic policy-making and deployment through coordination with the Federal Government, provisioning of adequate data, and strengthening the institutional framework and capabilities

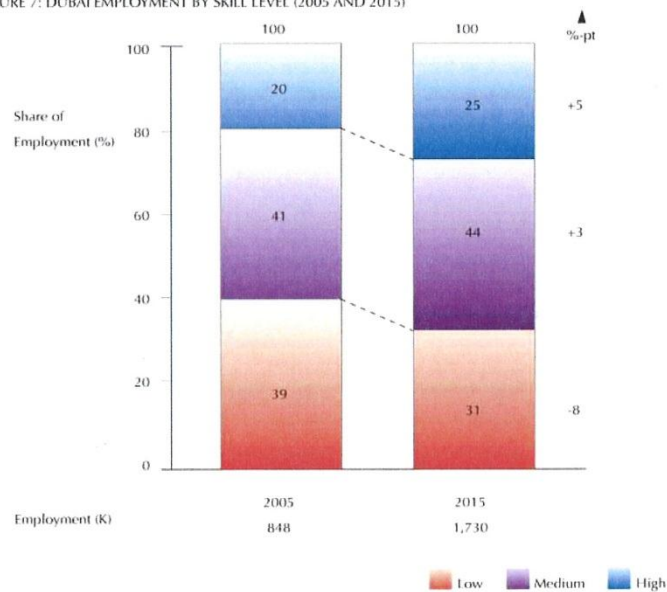
(8) **Laws and Regulations Alignment**

Aligning Dubai's economic laws and regulations with international best practices and standards

The pursuit of the proposed strategic growth path, will promote GDP growth to Dhs. 397 Billion (\$108 billion) by 2015. This approach would strengthen Dubai's healthy sector mix by ensuring focus on key sectors while further promoting diversification and ensuring reduced vulnerability to external shocks, and a systematic integration into the regional and global economy.

To achieve target economic growth, it is estimated that 882,000 additional workers are required to join the workforce by 2015, bringing total employment to 1.73 million with a significant move towards higher skilled employment.

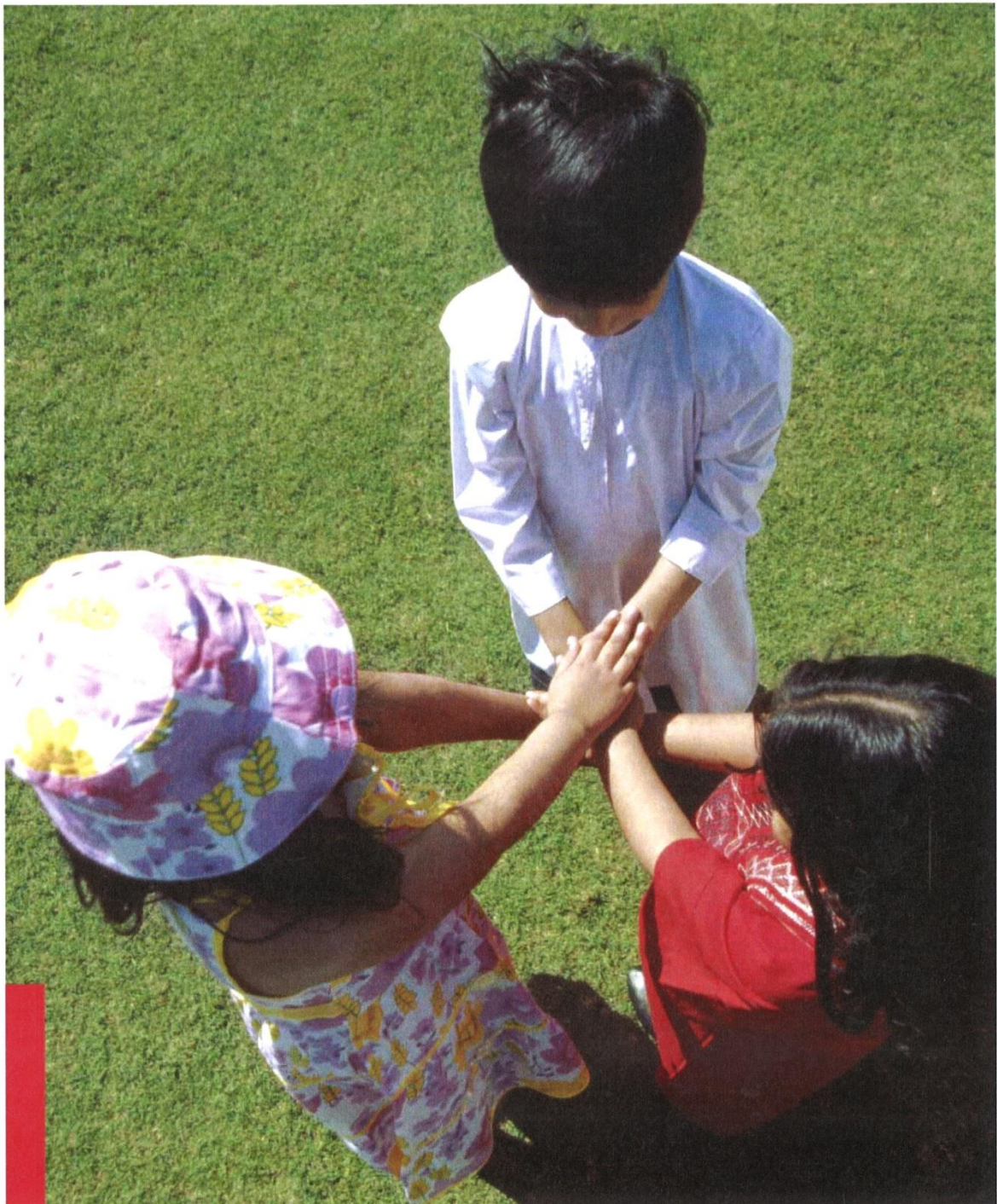
FIGURE 7: DUBAI EMPLOYMENT BY SKILL LEVEL (2005 AND 2015)

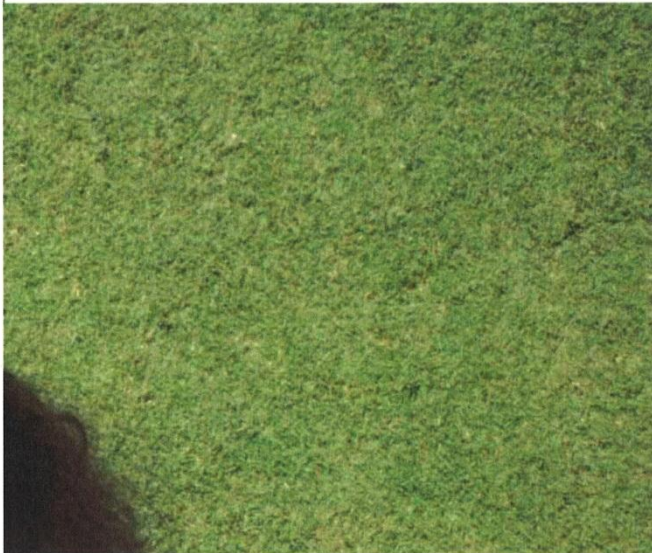


Source: Statistics Center and team analysis









## Social Development







## 1. Introduction

Dubai is considered one of the world's fastest growing cities and is a top performer as measured in terms of economic growth and level of GDP per capita. International comparisons of the drivers that sustain economic growth show that only those countries with an infrastructure supporting effective social development are able to sustain higher levels of continuous economic growth.

The National culture is traditionally based on extended families and has provided a sound basis for Dubai's social development sector. Significant efforts have been made to provide the required infrastructure to support service delivery. Social services are currently accessible to all Nationals at minimal or no cost. These services include health services, education opportunities and social assistance services.

The development of the education system has been a major focus for the public and private sector. There exists a wide range of educational offerings available from nursery level to higher education. Public education services are provided free of charge to Nationals while the private sector offers a wide range of educational services catering to the requirements of the various nationalities living in Dubai.

Similarly, the public and private healthcare sectors have made significant investments in developing services to meet the needs of the growing population. The public healthcare system provides primary, secondary and tertiary care to both Nationals and non-Nationals. Nationals are able to access these services at no cost while the charges to non-Nationals are competitive. The rapid growth in the private health system has increased the number of services available and reduced the burden on the public system.

A wide range of social assistance services has been provided by the government and non-government organizations to ensure that Nationals' essential social needs are met. These social assistance services have been primarily focused on housing support for individuals. In addition, efforts have been made to develop training programmes to promote National participation in the workforce and to supplement the progress that has been made in the public education system.

The growing population and the presence of a large number of different nationalities has resulted from the significant influx of foreign workforce that have been attracted to participate and benefit from the unprecedented rapid economic growth. This has created a unique multicultural environment with rich opportunities for cultural interaction and cooperation.

For economic success to be sustained, it is absolutely crucial that the social development sector infrastructure be developed. Only by improving performance in key areas such as education, health, social assistance and working environment can economic prosperity be sustained and enhanced.

## 2. Aims

To ensure that the Social Development Sector is equipped to deliver the services required to meet the challenges of Dubai's rapidly changing socio-economic environment, the Dubai Strategic Plan (DSP) has set aims for seven core development areas as shown in FIGURE 8

FIGURE 8: THE MAIN SUB-SECTORS AND AIMS FOR SOCIAL DEVELOPMENT



## 3. Strategic Thrusts

In order to achieve the social development aims, the following strategic thrusts will be pursued. The proposed strategic thrusts address the current challenges and establish the foundation for meeting future development needs.

### (1) Preserve National Identity and Improve Community Cohesion

- Revise immigration policies and regulations in order to ensure and maintain demographic balance
- Increase the sense of belonging and the awareness of the local culture and other major cultures by updating the content of the educational curriculum, and developing the skills of the teaching faculty
- Raise cultural awareness through consistent, appealing and professional cultural content
- Improve Arabic language proficiency





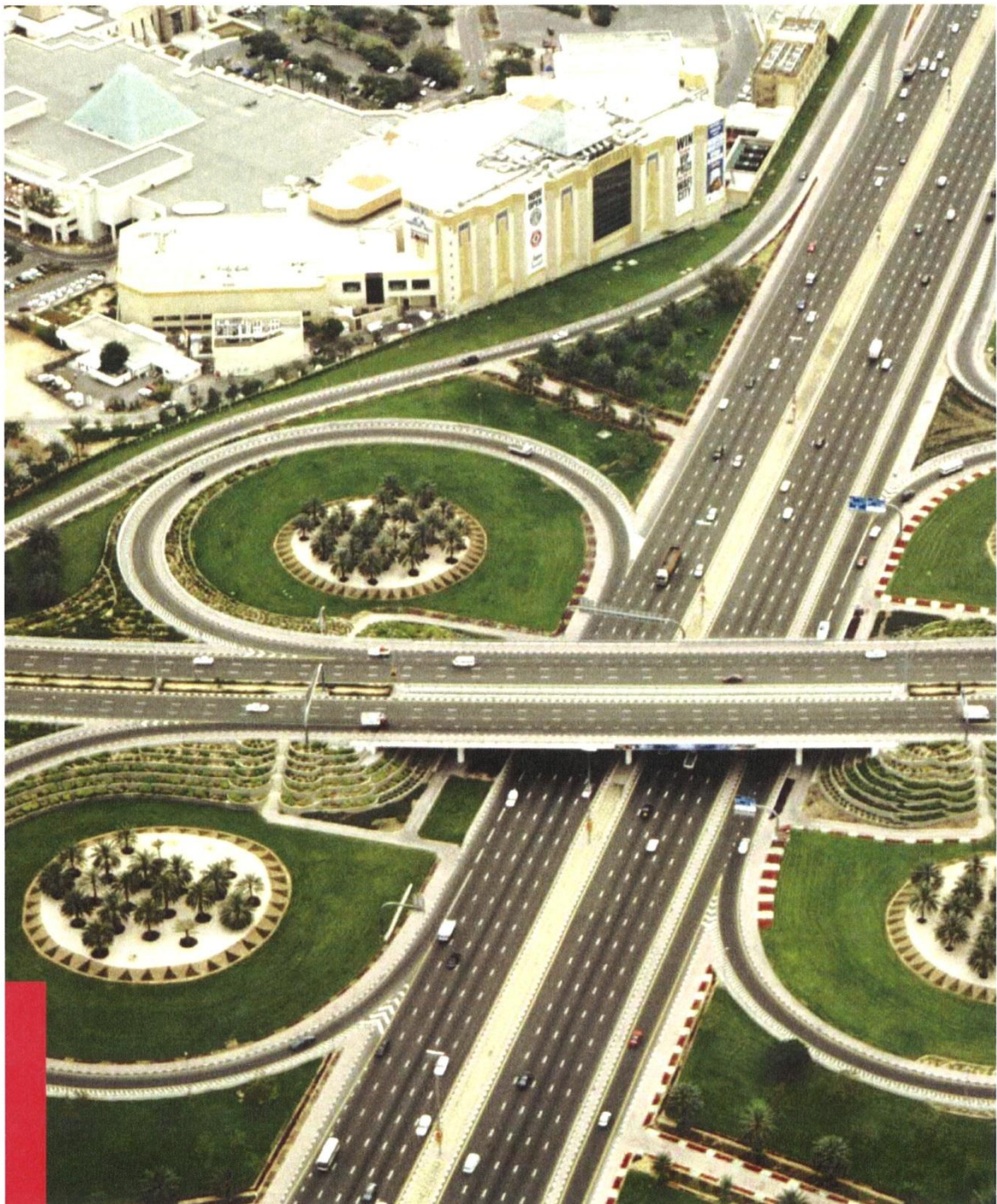


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- (2) **Increase Nationals' Participation in the Workforce and Society**
  - Support Nationals so they become the preferred employees in strategic sectors through education and skills development
  - Equip Nationals with the life skills required for living in a rapidly changing environment
  - Increase Nationals' awareness of their anticipated role in the future development
- (3) **Improve the Achievement of Students and Ensure All Nationals Have Access to Quality Education**
  - Improve the education sector governance structure
  - Increase autonomy of public schools' management while enforcing performance transparency and accountability
  - Upgrade teachers' qualifications to improve public schools' performance
  - Upgrade the curriculum to meet international standards
  - Raise awareness and improve the educational environment to improve attitudes towards education
  - Create and support inclusive education for students with special needs in the public and private sector
- (4) **Improve the Quality of Healthcare Services and the Health Status of the Population**
  - Improve the healthcare sector governance structure
  - Introduce health insurance to ensure access to care
  - Improve health system planning to ensure service availability, accessibility and quality
  - Encourage international accreditation for hospitals
  - Improve rigor of licensing for clinical workforce and develop clinical guidelines
  - Focus on health awareness to improve the public's attitude towards health
- (5) **Ensure Quality Social Services are Provided to Meet the Needs of the Population**
  - Improve the social services sector governance structure
  - Establish a planning function to ensure availability of and access to appropriate services
  - Migrate service delivery model from "Welfare" to a "Social Development" approach
  - Develop the capacity and qualifications of the workforce providing social services
  - Mobilize voluntary social work & civil society organizations
- (6) **Ensure Equality and Acceptable Working Conditions for Workforce and Attract and Retain Required Expertise**
  - Coordinate with Federal authorities to improve and update labour regulations
  - Develop and improve enforcement mechanism for labour regulations
  - Increase employers' and employees' awareness of their legal rights and duties
  - Provide the environment needed to attract and retain required expertise
- (7) **Enrich Cultural Environment**
  - Improve governance of the cultural sector
  - Upgrade the regulatory framework for cultural organizations
  - Develop physical infrastructure to promote cultural activities
  - Increase awareness and interest in cultural activities
  - Identify and nurture talents
  - Focus on availability of quality cultural activities









## Infrastructure, Land & Environment





## 1. Introduction

Over the past 10 years, Dubai has positioned itself as a regional business hub, an attractive tourism destination and a safe and great place to live. The development of a state of the art infrastructure was one of the main reasons behind this success. Dubai has invested in the most recent technologies guided by international best practices to develop its infrastructure and promote its competitiveness.

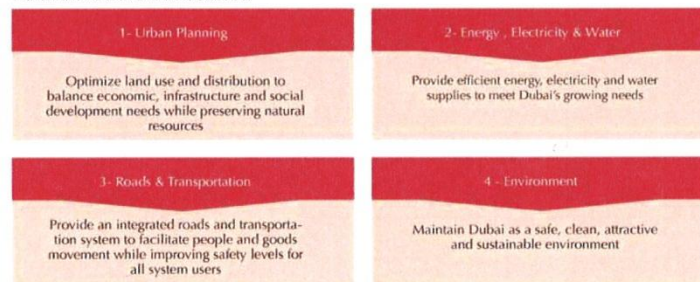
To date, Dubai has demonstrated full commitment to providing the physical infrastructure upon which it can grow both socially and economically. Dubai enjoys a steady energy supply, reliable electricity and water infrastructure, and a high quality roads network.

Major investments are also being committed to support the development of the roads and transport networks. The investment allocated to the Dubai Metro project and the current roads network are estimated at AED 15.5 billion and more than AED 6 billion respectively.

## 2. Aims

To ensure proper focus on sustainable development with the context of Dubai's considerable economic growth, the Infrastructure, Land and Environment (ILE) sector plan set aims along four core areas as illustrated in FIGURE 9.

FIGURE 9: THE MAIN SUB-SECTORS AND AIMS FOR THE INFRASTRUCTURE, LAND AND ENVIRONMENT SECTOR



## 3. Strategic Thrusts

The strategic vision for the ILE sector is to integrate infrastructure development and environmental focus in order to achieve sustainable development. Within this context, the Government aims to provide a sustainable, effective and balanced infrastructure including all elements such as energy, electricity, water, roads, transportation and waste management while protecting the environment.



The aims for the infrastructure, land and environment sector will be achieved through the following strategic thrusts:

(1) Optimize Land Use and Distribution while Preserving Natural Resources

- Integrate the elements of the urban planning process through proper coordination amongst stakeholders
- Optimize land use through integrated urban planning
- Ensure adequate provision of community facilities
- Enhance existing National housing policies and programs
- Adopt Government-driven interventions to ensure adequate supply of low and medium income housing
- Update existing labour housing policies and ensure enforcement

(2) Provide Efficient Energy, Electricity and Water Supplies to Meet Dubai's Growing Needs

- Develop an integrated energy, electricity and water policy framework; investigate energy, electricity and water demand management options; and secure long-term energy supplies
- Increase installed power generation and desalination capacity to secure electricity and water supplies required to meet Dubai's growing needs

(3) Provide an Integrated Roads and Transportation System to Facilitate Mobility and Improve Safety

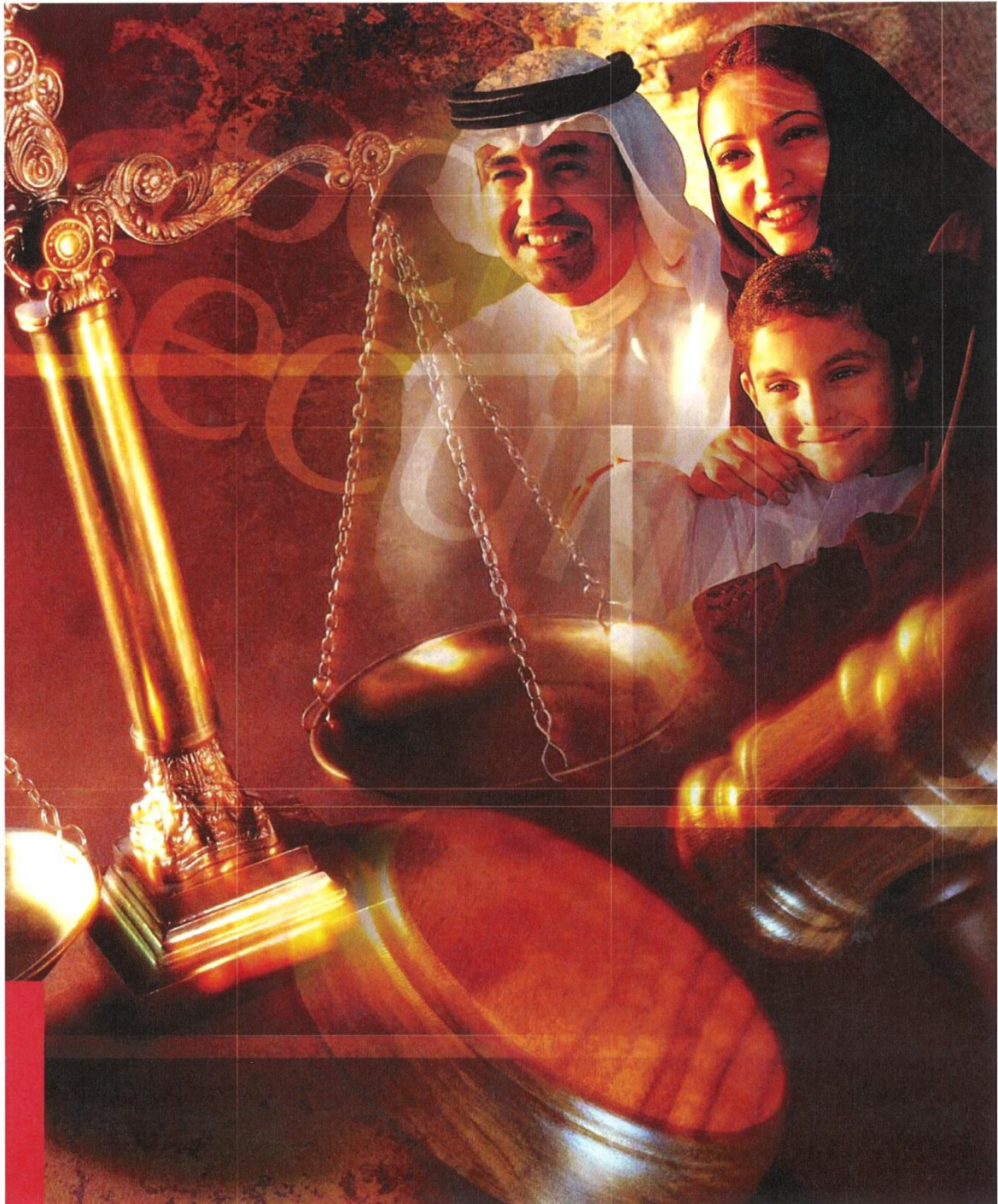
- Ensure mobility of transport networks
  - Increase the share of public transportation
  - Reduce private car travel demand
  - Increase road network and transportation system capacity
  - Optimize transportation network use through deployment of modern technologies, demand management policies and accident management procedures
- Improve roads and traffic safety levels
  - Improve safety design standards and enforce safety audits for transportation networks
  - Develop and implement safety standards for transportation vehicles
  - Influence driver behaviour by improving awareness, introducing stricter regulations and ensuring effective enforcement

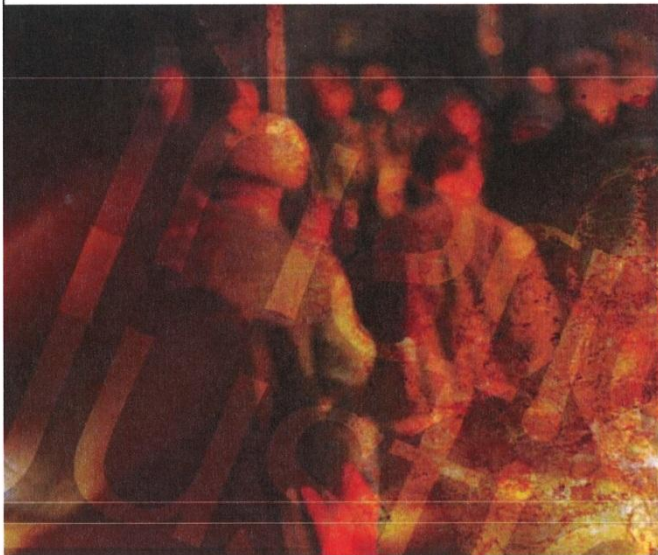
(4) Maintain Dubai as a Safe, Clean, Attractive and Sustainable Environment

- Update and align environmental regulation with best practices and develop required enforcement mechanisms
- Adopt a sustainable development approach by integrating environmental outcomes within development policies
- Raise environmental awareness









## Security, Justice and Safety





## 1. Introduction

Dubai has witnessed fast economic growth marked by major improvements in economic and social indicators. In order to ensure sustainable human development, it is necessary to maintain a dignified, safe life for individuals by improving performance in Security, Justice and Safety.

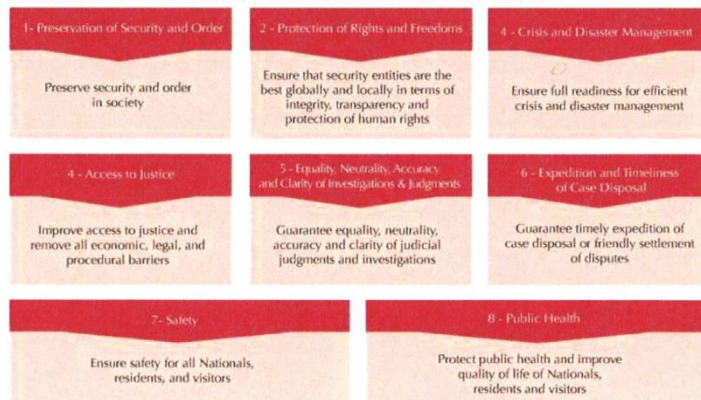
Dubai ranks among the world's safest cities as evidenced by low crime levels. In addition, it has realized many achievements in the justice sector with noticeable improvements in case management and registration procedures.

In order to improve public health and safety, the government focused on developing and improving relevant legislation, regulation and standards.

## 2. Aims

The Security, Justice and Safety sector plan aims to provide the infrastructure necessary to ensure human rights and public safety in light of the socio-economic environment and the global challenges that Dubai faces. Within this context, eight aims were identified for Security, Justice and Safety.

FIGURE 10: THE MAIN SUB-SECTORS AND AIMS FOR SECURITY, JUSTICE AND SAFETY





### 3. Strategic Thrusts

In order to achieve the aims for Security, Justice and Safety, the following strategic thrusts will be pursued:

(1) **Preserve Security and Order**

- Improve criminal investigation's effectiveness and efficiency
- Increase the number of patrols in order to prevent crimes
- Improve efficiency and effectiveness of operations in responding to citizen's requests
- Improve border and ports security through the use of advanced equipment and technology
- Improve electronic sharing of data among government departments to facilitate crime detection and prevention

(2) **Protect Rights and Freedoms**

- Enhance transparency within the security sector

(3) **Manage Crises and Disasters**

- Develop crisis and disaster contingency plans
- Ensure concerned stakeholders adopt contingency plans
- Provide necessary equipment and Infrastructure for crisis and disaster management

(4) **Ensure Access to Justice**

Eliminate all economic, geographic, legal and procedural barriers that restrict access to procedural services or justice by:

- Improving legislation and laws
- Increasing awareness of rights and duties
- Facilitating resolution of labor disputes

(5) **Maintain Accuracy and Clarity of Investigations and Judgments**

- Improve judicial inspection
- Improve mechanisms for resolving rental disputes
- Improve the quality of judicial investigations and judgments

(6) **Expedite the Process of Case Disposal**

- Activate commercial arbitration
- Enhance cases management system
- Support development of lawyers' and experts' competencies
- Reduce execution timeframe

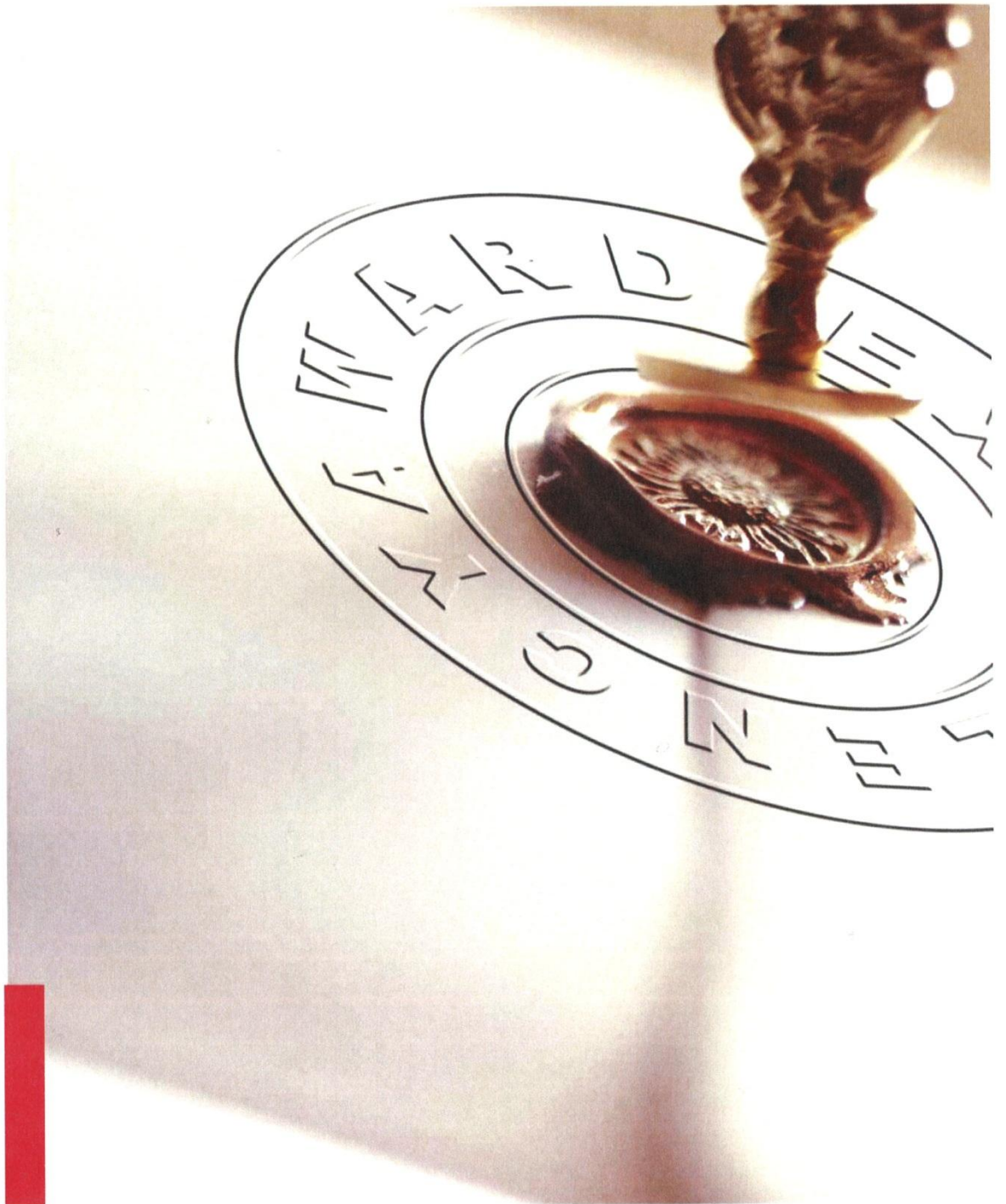
(7) **Ensure the Safety of all Nationals, Residents and Visitors**

- Update safety legislation, specifications and standards
- Establish and reinforce safety regulation mechanisms and programs to organize key safety sectors
- Establish a mechanism to collect and process statistical data, and prepare applied studies and field research
- Unify and develop enforcement and monitoring systems for safety at the Emirate level and raise level of coordination among relevant enforcement departments at the federal level
- Develop laboratories specializing in safety in the Emirate of Dubai and provide necessary mechanisms, equipment and infrastructure
- Increase safety awareness and culture

(8) **Protect Public Health and Improve Quality of Life your Nationals, Residents and Visitors**

- Update and develop legislation and specifications related to public health
- Develop mechanisms, facilities and plans associated with supervision and monitoring systems for all elements of public health
- Establish effective coordination and collaboration mechanisms and electronic networking among stakeholders in public health
- Develop emergency plans to deal with accidents and risks that threaten public health
- Enhance public health awareness and education







Government  
Excellence

Highlights  
Dubai Strategic Plan  
2011-2014





## 1. Introduction

In recent decades, Dubai has enjoyed tremendous growth and prosperity. It has developed a distinct identity as a modern and dynamic emirate that is at the forefront of regional and global progress. As the Emirate evolves and as the global environment witnesses increasing competition and change, Dubai will need to continuously modernize its government. A world-class government marked by greater transparency, accountability, efficiency, equity and excellence in customer service is essential in supporting Dubai's evolution and growth.

Dubai has made progress in enhancing public sector performance in recent years. It succeeded in modernizing operations, introducing e-government initiatives and promoting the use of advanced technologies. Significant improvements have been achieved in setting up performance management systems for individuals and departments and enforcing accountability. These improvements were made possible mainly through the valuable contributions of public service employees.

## 2. Aims

Dubai's leadership is committed to meeting and exceeding expectations and enhancing the Government's ability to continuously provide world-class services. The Government will focus on long-term strategic thrusts to achieve desired government performance based on best practices and experience. The strategic thrusts will strive to achieve five core aims:

- (1) Strengthen strategic and forward-looking focus
- (2) Enhance organizational structures and accountability
- (3) Increase efficiency
- (4) Enhance responsiveness and customer service
- (5) Empower and motivate public service employees

## 3. Strategic Thrusts

The aims for Government will be achieved through focus on the following strategic thrusts:

- (1) **Strengthen Strategic and Forward-Looking Focus**
  - Implement an integrated strategy and performance management framework
  - Develop strategies that are aligned across government entities
  - Set guidelines and build capabilities for improved strategic planning, policy making and performance management
  - Develop mechanisms for risk identification and management
  - Set mechanisms for evaluation of policies and decisions post implementation



(2) Enhance Organizational Structures and Accountability

- Ensure that the principles of accountability and transparency are streamlined within all government departments
- Improve public sector institutional structure
- Strengthen the policy-making function within government departments
- Ensure that each government department has key performance indicators (KPIs) against which performance is monitored

(3) Increase Efficiency

- Improve financial management through results-based budgeting, linking budgets to government strategic priorities, transforming individual departments' financial systems from cash to accrual basis, and updating accounting policies and the consolidation of accounts
- Establish partnerships with the private sector and independent organizations to deliver selected services and non-core operations
- Introduce the latest technologies and systems to enhance the efficiency of operations and to better serve customers

(4) Enhance Responsiveness and Customer Service

- Continue to run and enhance the Dubai Government Excellence Program
- Establish an electronic complaints system for the Government of Dubai
- Establish a customer care program
- Train public service employees on excellence in customer service and care
- Introduce the latest interactive technologies to improve communication with customers and service delivery

(5) Empower and Motivate Public Service Employees

- Update the human resources law
- Implement HR best practices consistently across the government
- Introduce an employee Performance Management System (PMS)
- Implement an employee Training and Development System (T&DS)
- Implement a competency framework to assess and develop the skills and competencies of government employees
- Introduce specialized programs to improve capabilities of senior management





## Appendix II: 2007-2010 Dubai Total Hotel Establishment Guests by Nationality



دائرة السياحة والتسويق التجاري  
Department of Tourism and Commerce Marketing



2007-2010 Dubai Total Hotel Establishment Guests by Nationality

Nationality	2007	2008	2009	2010
<b>Arabs</b>	<b>1,960,089</b>	<b>1,860,194</b>	<b>2,291,016</b>	<b>2,598,126</b>
UAE	385,821	436,578	770,614	862,249
<b>Other AGCC</b>	<b>984,604</b>	<b>831,400</b>	<b>905,647</b>	<b>1,102,353</b>
Bahrain	94,984	87,070	67,298	75,714
Kuwait	158,221	135,550	173,959	218,762
Oman	186,491	164,417	154,477	184,516
Qatar	98,310	83,803	95,431	104,360
Saudi Arabia	446,598	360,560	414,482	519,001
<b>Other Arab</b>	<b>589,664</b>	<b>592,216</b>	<b>614,755</b>	<b>633,524</b>
Egypt	117,027	137,471	131,030	136,872
Iraq	29,937	30,180	32,314	35,222
Jordan	75,245	81,959	80,781	84,320
Lebanon	95,361	96,105	86,195	83,069
Palestine	9,258	11,389	11,596	12,577
Somalia	4,932	4,553	3,938	5,141
Sudan	44,841	49,278	51,829	57,884
Syria	50,615	55,548	64,962	66,058
Yemen	30,045	29,510	32,261	34,518
Other Arab	132,403	96,223	119,849	117,863
<b>Asia</b>	<b>1,563,897</b>	<b>1,800,460</b>	<b>1,814,098</b>	<b>2,041,416</b>
<b>Far East</b>	<b>473,289</b>	<b>531,918</b>	<b>492,519</b>	<b>553,262</b>
China	92,328	96,328	107,488	152,076
Hong Kong	18,133	23,194	21,976	20,221
Indonesia	16,533	26,705	23,152	42,015
Japan	97,740	93,368	56,460	54,261
Korea	43,792	44,133	39,415	47,959
Malaysia	41,786	54,794	45,259	44,164
Philippines	77,087	106,778	118,120	115,340
Singapore	44,428	54,837	48,645	46,702
Taiwan	2,844	2,359	2,107	3,146
Thailand	14,230	14,065	15,847	18,843
Other Far East	24,388	15,357	14,050	8,535
<b>South Asia</b>	<b>1,090,608</b>	<b>1,268,542</b>	<b>1,321,579</b>	<b>1,488,153</b>
Afghanistan	18,288	29,652	35,701	39,487
Bangladesh	27,678	30,801	34,338	37,012
India	410,821	493,318	529,536	638,103
Iran	413,721	476,124	476,120	526,598
Pakistan	183,639	199,620	204,115	196,937
Sri Lanka	19,900	24,106	24,136	24,476
Other South Asia	16,561	14,921	17,633	25,540
<b>Australasia &amp; the Pacific</b>	<b>211,428</b>	<b>243,081</b>	<b>189,092</b>	<b>206,176</b>
Australia	169,192	195,988	150,011	158,907
New Zealand	32,927	36,175	27,698	31,904
Other Pacific	9,309	10,918	11,383	15,365
<b>Africa (excl. Arab)</b>	<b>426,485</b>	<b>462,913</b>	<b>447,126</b>	<b>465,661</b>
<b>East Africa</b>	<b>132,811</b>	<b>147,980</b>	<b>129,410</b>	<b>135,619</b>
Burundi	1,885	1,794	1,639	1,717
Kenya	40,284	45,787	30,456	31,000
Malawi	2,017	2,979	2,012	1,863
Rwanda	6,360	7,262	5,928	4,578

Source: DTCM/One Stop Information Centre

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2007-2010 Dubai Total Hotel Establishment Guests by Nationality

Nationality	2007	2008	2009	2010
Tanzania	22,238	22,421	21,436	22,516
Uganda	13,727	22,542	18,513	21,184
Zambia	7,238	7,761	5,381	5,241
Zimbabwe	5,472	5,013	4,605	5,005
Other East Africa	33,590	32,421	39,440	42,515
<b>Other Africa</b>	<b>293,674</b>	<b>314,933</b>	<b>317,716</b>	<b>330,042</b>
South Africa	89,472	103,405	71,266	79,345
Other Africa	204,202	211,528	246,450	250,697
<b>Europe</b>	<b>2,246,273</b>	<b>2,497,683</b>	<b>2,247,240</b>	<b>2,342,698</b>
<b>Europe (excl. CIS/Baltics)</b>	<b>1,773,236</b>	<b>1,985,341</b>	<b>1,858,854</b>	<b>1,899,335</b>
Austria	30,193	28,617	33,137	38,026
Belgium	26,060	32,189	24,912	26,800
Denmark	21,043	29,338	27,788	30,968
Finland	18,855	20,500	20,779	23,640
France	123,094	156,385	141,759	147,677
Germany	255,657	274,610	283,319	281,484
Ireland	47,153	52,010	35,793	34,521
Italy	93,285	122,519	124,121	115,734
Netherlands	77,590	83,689	72,437	79,635
Norway	21,063	30,257	27,127	30,635
Spain	21,632	29,744	28,537	31,121
Sweden	29,738	34,993	33,793	40,659
Switzerland	46,662	47,281	48,034	51,870
UK	752,381	854,601	714,877	719,889
Other Europe	208,830	188,608	242,441	246,676
<b>Russia/CIS/Baltics</b>	<b>473,037</b>	<b>512,342</b>	<b>388,386</b>	<b>443,363</b>
Armenia	25,529	24,669	16,656	12,178
Azerbaijan	18,117	22,161	22,153	38,672
Belarus	2,890	4,842	4,610	4,591
Estonia	1,310	1,412	1,684	1,516
Georgia	8,897	9,925	9,468	8,915
Kazakhstan	55,142	59,460	55,698	63,218
Kyrgyzstan	7,652	9,466	8,407	8,213
Latvia	3,228	2,947	2,287	3,501
Lithuania	1,042	1,462	1,215	1,708
Moldova	1,640	1,868	1,968	2,086
Russia	286,162	294,623	183,308	209,381
Tadjikistan	8,244	7,946	5,168	7,447
Turkmenistan	7,389	5,884	16,230	14,040
Ukraine	23,978	40,987	39,283	42,791
Uzbekistan	21,817	24,690	20,251	25,106
<b>Americas</b>	<b>543,626</b>	<b>666,968</b>	<b>594,507</b>	<b>640,055</b>
<b>North America</b>	<b>472,148</b>	<b>585,474</b>	<b>508,479</b>	<b>551,198</b>
Canada	83,083	118,433	107,919	107,152
Mexico	3,345	4,916	5,170	6,324
USA	385,720	462,125	395,390	437,723
<b>Other Americas</b>	<b>71,478</b>	<b>81,494</b>	<b>86,028</b>	<b>88,857</b>
<b>Total Guests</b>	<b>6,951,798</b>	<b>7,531,299</b>	<b>7,583,079</b>	<b>8,294,132</b>

Source: DTCM/One Stop Information Centre

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## Appendix III: Dubai Hotel Establishment Guests by Nationality – Jan-Sept 2011/2010



دائرة السياحة والتسويق التجاري  
Department of Tourism and Commerce Marketing



Dubai Hotel Establishment Guests by Nationality - Jan-Sep 2011/2010

Nationality	Jan-Sep 2011	Jan-Sep 2010	% Change Jan-Sep 2011/10	الجنسية
<b>Arabs</b>	<b>2,424,995</b>	<b>1,881,915</b>	<b>29%</b>	الدول العربية
UAE	729,076	595,997	22%	دولة الإمارات العربية المتحدة
Other AGCC	1,190,121	825,926	44%	سائر دول مجلس التعاون الخليجي العربي
Bahrain	64,927	54,668	19%	البحرين
Kuwait	215,783	174,737	23%	الكويت
Oman	159,921	130,348	23%	عمان
Qatar	90,859	81,443	12%	قطر
Saudi Arabia	658,631	384,730	71%	المملكة العربية السعودية
<b>Other Arab</b>	<b>505,798</b>	<b>459,992</b>	<b>10%</b>	الدول العربية الأخرى
Yemen	28,240	25,840	9%	اليمن
Jordan	69,547	60,939	14%	الأردن
Syria	58,846	47,151	25%	سوريا
Iraq	29,282	27,135	8%	العراق
Lebanon	65,583	59,509	10%	لبنان
Palestine	10,073	9,362	8%	فلسطين
Egypt	109,479	100,070	9%	مصر
Sudan	51,439	43,406	19%	السودان
Somalia	4,348	2,935	48%	الصومال
Other Arab	78,961	83,645	-6%	دول عربية أخرى
<b>Asia</b>	<b>1,575,251</b>	<b>1,500,196</b>	<b>5%</b>	الدول الآسيوية
<b>Far East</b>	<b>446,362</b>	<b>401,588</b>	<b>11%</b>	دول الشرق الأقصى
China	138,389	109,458	26%	الصين
Hong Kong	15,747	14,557	8%	هونغ كونغ
Indonesia	40,597	29,968	35%	اندونيسيا
Japan	36,825	38,551	-4%	اليابان
Korea	39,019	35,306	11%	كوريا
Malaysia	32,305	31,752	2%	ماليزيا
Philippines	94,427	85,089	11%	الفلبين
Singapore	24,618	33,751	-27%	سنغافورة
Taiwan	1,598	2,346	-32%	تايوان
Thailand	13,766	14,839	-7%	تايلاند
Other Far East	9,071	5,971	52%	دول الشرق الأقصى الأخرى
<b>South Asia</b>	<b>1,128,889</b>	<b>1,098,608</b>	<b>3%</b>	دول جنوب آسيا
India	501,508	458,100	9%	الهند
Iran	357,138	399,253	-11%	إيران
Pakistan	165,394	148,727	11%	باكستان





Dubai Hotel Establishment Guests by Nationality - Jan-Sep 2011/2010

Nationality	Jan-Sep 2011	Jan-Sep 2010	% Change Jan-Sep 2011/10	الجنسية
Bangladesh	30,170	26,689	13%	بنغلاديش
Afghanistan	32,072	30,179	6%	أفغانستان
Sri Lanka	22,831	18,261	25%	سيريلانكا
Other South Asia	19,776	17,399	14%	دول جنوب آسيا الأخرى
<b>Australasia &amp; the Pacific</b>	<b>170,205</b>	<b>152,389</b>	<b>12%</b>	<b>دول أستراليا والباسيفيك</b>
Australia	135,528	116,591	16%	أستراليا
New Zealand	25,942	24,310	7%	نيوزلندا
Other Pacific	8,735	11,488	-24%	دول الباسيفيك الأخرى
<b>Africa (excl. Arab)</b>	<b>378,580</b>	<b>334,193</b>	<b>13%</b>	<b>دول أفريقيا عدا الدول العربية</b>
<b>East Africa</b>	<b>107,968</b>	<b>99,602</b>	<b>8%</b>	<b>شرق أفريقيا</b>
Burundi	1,301	1,306	0%	بوروندي
Kenya	25,268	21,169	19%	كينيا
Malawi	1,337	1,365	-2%	مالاوي
Rwanda	5,172	2,996	73%	رواندا
Tanzania	19,336	16,489	17%	تنزانيا
Uganda	14,295	16,830	-15%	أوغندا
Zambia	5,005	3,947	27%	زامبيا
Zimbabwe	3,927	3,542	11%	زيمبابوي
Other East Africa	32,327	31,958	1%	دول شرق أفريقيا الأخرى
<b>Other Africa</b>	<b>270,612</b>	<b>234,591</b>	<b>15%</b>	<b>دول أفريقية أخرى</b>
South Africa	55,960	56,386	-1%	جنوب أفريقيا
Other Africa	214,652	178,205	20%	دول أفريقية أخرى
<b>Europe</b>	<b>1,635,816</b>	<b>1,655,813</b>	<b>-1%</b>	<b>دول أوروبا</b>
<b>Europe (excl. CIS/Baltics)</b>	<b>1,293,897</b>	<b>1,357,395</b>	<b>-5%</b>	<b>الدول الأوروبية عدا الكومنولث/البلطيق</b>
UK	476,919	534,340	-11%	المملكة المتحدة
Ireland	22,112	25,238	-12%	إيرلندا
France	108,412	102,894	5%	فرنسا
Germany	186,677	199,846	-7%	ألمانيا
Switzerland	33,875	34,214	-1%	سويسرا
Austria	29,003	25,635	13%	النمسا
Italy	76,427	82,870	-8%	إيطاليا
Spain	23,028	21,747	6%	إسبانيا
Belgium	17,901	19,126	-6%	بلجيكا
Netherlands	57,651	56,205	3%	هولندا
Norway	20,138	20,378	-1%	النرويج
Sweden	31,164	25,494	22%	السويد

Source: DTCM/One Stop Information Centre

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Dubai Hotel Establishment Guests by Nationality - Jan-Sep 2011/2010

Nationality	Jan-Sep 2011	Jan-Sep 2010	% Change Jan-Sep 2011/10	الجنسية
Denmark	24,005	21,231	13%	الدنمارك
Finland	15,776	14,731	7%	فنلندا
Other Europe	170,809	173,446	-2%	دول أوروبية أخرى
<b>Russia/CIS/Baltics</b>	<b>341,919</b>	<b>298,418</b>	<b>15%</b>	روسيا / الكومنولث / البلطيق
Armenia	9,474	8,421	13%	أرمينيا
Azerbaijan	27,966	29,265	-4%	أذربيجان
Belarus	4,775	2,992	60%	بيلاروس
Georgia	6,437	6,511	-1%	جورجيا
Kazakhstan	48,870	43,734	12%	كازاخستان
Kyrgyzstan	6,575	5,573	18%	كرجستان
Moldova	1,557	1,531	2%	مالدوف
Russia	158,295	132,275	20%	روسيا
Tadjikistan	5,482	5,987	-8%	طاجيكستان
Turkmenistan	11,628	10,418	12%	تركمنستان
Ukraine	37,313	29,439	27%	أوكرانيا
Uzbekistan	19,112	17,900	7%	أوزبكستان
Estonia	1,076	934	15%	إستونيا
Latvia	1,978	2,379	-17%	لاتيفيا
Lithuania	1,381	1,059	30%	ليتوانيا
<b>Americas</b>	<b>456,229</b>	<b>467,154</b>	<b>-2%</b>	الدول الأمريكية
<b>North America</b>	<b>396,084</b>	<b>408,470</b>	<b>-3%</b>	أمريكا الشمالية
USA	338,840	325,034	4%	الولايات المتحدة الأمريكية
Canada	51,977	78,914	-34%	كندا
Mexico	5,267	4,522	16%	المكسيك
<b>Other Americas</b>	<b>60,145</b>	<b>58,684</b>	<b>2%</b>	دول أمريكية أخرى
<b>Total</b>	<b>6,641,076</b>	<b>5,991,660</b>	<b>11%</b>	الإجمالي