

# Sagres Fortress in the Algarve: Between the Myth, the Cultural Tourism Destination and the European Heritage Label

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## Abstract:

The reflection about the Fortress of Sagres - the main monument of the Algarve - is associated with many different issues, such as: territory policies, landscape, sustainable development, cultural reconstruction and with the enormous challenge of capitalizing the community as usual heritage user. The cultural sustainability of the monument, the sense of the place, the stories, the fortress as a territorial brand, communication and mediation, community volunteering groups are some of the topics to develop in relation to this space of glory, a place of preservation of memories and splendour of the discoveries that we will address and develop in the approach to this heritage. The new reality brought about by the recognition of European Heritage Label makes us return to the idea of a heritage that is renewed and that has a narration which is essential to the history of the region. We will defend the sustainable development of heritage and cultural resources and strategies associated with the work being implemented.

**Keywords:** Politics and Management; Visitors; Tourism; European Heritage Label

## Resumo:

A reflexão em torno da Fortaleza de Sagres, o principal monumento do Algarve, está associada a diferentes questões, tais como: políticas de território, paisagem, desenvolvimento

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sustentado, reconstituição cultural e o desafio de capitalizar a comunidade enquanto público frequentador deste património. A sustentabilidade cultural do monumento, o sentir do lugar, as histórias que a Fortaleza conta, o lugar como marca territorial, a comunicação e a mediação, os grupos voluntários da comunidade são alguns dos tópicos a desenvolver na dinamização deste espaço de glórias, lugar de preservação de memórias e de grandiosidade que procuraremos tratar na abordagem a desenvolver sobre este património. A nova realidade suscitada pela consagração de Marca do Património Europeu faz regressar a ideia de um património que se renova e que possui uma narrativa essencial para a história da região. Defenderemos que o desenvolvimento sustentado do património e dos recursos culturais é possível e as estratégias associadas a este trabalho a ser implementadas.

**Palavras-chave:** Políticas e Gestão; Visitantes; Turismo; Marca do Património Europeu

**Resumen:**

La reflexión sobre la Fortaleza de Sagres, el monumento principal del Algarve, se asocia con diferentes temas, tales como las políticas de territorio, el paisaje, el desarrollo sostenible, la reconstrucción cultural y el desafío de la capitalización de la comunidad como un frecuentador de este patrimonio. La sostenibilidad cultural del monumento, la sensación del lugar, las historias que Fortaleza tiene, el lugar como una marca territorial, la comunicación y la mediación, los grupos de voluntarios de la comunidad, son algunos de los temas que se desarrollan en la estimulación de esta zona de glorias, lugar de preservación de memorias y de grandeza que buscaremos tratar como el enfoque para desarrollar este patrimonio. La nueva realidad planteada por la consagración Sello de Patrimonio Europeo que intenta traer de vuelta a la idea de un patrimonio que se renueva y tiene una narrativa esencial para la historia de la región. Vamos a argumentar que el desarrollo sostenible del patrimonio y los recursos culturales es posible y presentar estrategias asociadas con este trabajo a implementar.

**Palabras Clave:** Políticas y Gestión; Visitantes; Turismo; Sello de Patrimonio Europeo

## **1. Introduction**

Cultural heritage is a fragile resource and therefore requires a prudent and sustained management, especially if it is associated to the development of tourism and an economic and business activity. It has been widely recognised in other articles that tourism uses the uniqueness

and the distinctive particularities of the locations as main attraction forces of destinations. Cultural heritage is essential as proof of an authentic and distinctive speech (see Gautham, 2003 and 2007). Tourism and cultural heritage have been responsible for the emergence of a great diversity of cultural products; however, this relationship has not always been balanced. On the other hand, the economic and financial resources that tourism can generate for the conservation and preservation of cultural heritage are very encouraging benefits (McKercher and du Cros, 2002; Russian and Van der Borg, 2002).

The use of the cultural heritage for tourism purposes it is a matter of some sensitivity, recognising some heritage managers that tourism is often a threat (AHC, 2004; Butler, 1999; Herbert, 1995). Today, it is also assumed that the cultural heritage can be a main resource for the community, but it is required a balanced use (Ashworth, 1994; Bellacasa, 1999; Nuryanti, 1996).

This article is a case study and seeks to understand, explore or describe events and complex contexts in which are simultaneously involved several factors. The main objective is to describe and analyze the phenomenon and evaluate its impact and process of development. Bell (1989) defines the case study as a broad term for a set of research methods whose main concern is the interaction between factors and events. It is a research that studies a particular situation that we define as unique and special, and that we wish it can contribute to a global perception and comprehension of an interesting phenomenon.

This is a very particular research, that looks deliberately about a specific situation that is supposed to be unique or special, at least in certain aspects, seeking to find out what's in it more essential and characteristic, and thus wants to contribute to the overall understanding of a given phenomenon. In the Algarve, the fortress of Sagres is simultaneously a regional and national reference but is also the national monument that receives the largest number of visitors and school visits in the South of Portugal. Sagres Fortress is the monument with the greatest notoriety recognised in the Algarve region and any intervention generates big sensitivities.

## **2. The holy place and its heritage**

The Algarve region of Portugal was the last to be conquered to the Moors. The extreme southwest of this Algarve, where Sagres and the fortress are located, ends in two promontories (São Vicente and Sagres), having a great scenic beauty and old aged traces of settlements that date back to the Mesolithic and the Neolithic. Among the most significant archaeological remains are the *Concheiro Mesolithic Holy Valley*, some fragments of cardinal ceramic discovered in Sagres and the menhirs that have been found throughout all the *Vila do Bispo* council.



**Figure 1. Sagres Fortress (aerial view)**

Source: Authors

The significant presence of menhirs and religious monuments of Neolithic period dated those signs to the third millennium BC (Garcia and Cunha, 2004). Sagres is a place of memory where the Nature, the sacred and the action of Man always acted in a symbiotic way, creating new myths and religious practices. It is the birthplace of new myths, old memories and knowledge, which led to incessant demand by visitors from all over the world. Is the most visited monument on the South of the Tejo River and has been the subject of an intense rehabilitation and valorisation efforts by public authorities over the past few years. Its history linked to Discoveries refers to a first age of what we today call ' the first globalisation' era.

There begins and ends Europe. It is frequently said that "Sagres gave new worlds to the World." The monumental set consists of the Sagres promontory and the fortress, classified as a national monument in 1910. From the built elements, we can refer some of the main spotlights, such as: the wall in the shape of saw teeth that dates from "Henry, the Navigator" presence at Sagres; the ramparts that were added in the 16th century, the barbican changed in Philippine time and subsequently incorporated in the 18<sup>th</sup> century tower; the buildings of the «tide» whose origin dates back to the 15th century, known as *Vila do Infante* and including a tower and tank, and the 'Governor house'; the Church of Our Lady of Grace (primitive Church of Santa Maria), built by Prince Henry in 1459; the enigmatic 'rose of the winds'; the fortress of the late 18th century, with two bastions, linked by a curtain wall, neoclassical gate with the access corridor to the guardhouse installed on the ground floor of the central tower, a set of batteries arranged along the fortress and an old stable (nowadays adapted to auditorium).

There is also an important natural heritage associated. The promontory of Sagres offers an interesting fauna and flora biodiversity of exceptional importance and of rare endemics.

The latest interventions in the 20th century resulted of central state intervention. Again, in the late 50's took place a reordering of the landscape, and latter in the 90's some rehabilitation works were promoted with the aim to recover and met the symbolic value that the common European citizen gives to the Promontory of Sagres and to its key role of place in European history.

This place has special relevance both in discoveries and expansion of maritime trade and the overseas territories undertaken by the Iberian nations in the 15th century (in particular by the fact that it was one of the *Infante D. Henrique's places of residence*, the prince that dedicated his life to the direct management of overseas interests) or in the control of navigation between the Atlantic and the Mediterranean between the 15th and 18th centuries. Sagres Promontory is a privileged maritime control point and the largest military corner of Europe, with particular relevance to the naval defence of the Peninsular and European territories. It is a privileged point of southern European maritime border and the border of Western Christianity with the Muslim world.

A place of myths and memories, Sagres has long since become a property of European culture and universal reference. The symbolic, historical and physical values of the Promontory give visibility to a place that celebrates and symbolizes the integration, ideals and history of Europe.

The cultural landscape includes, in its historical dimension, one of the greatest concentrations of menhirs from the Megalithic period in Europe and in the memory of *Crow Church*, the most important place of pilgrimage of the Christian Mozarabs between the 8th and 12th centuries. The history of Sagres is related to other cultural items from the far west of Algarve, in a 'cluster' particularly relevant to European history: the Chapel of our Lady of Guadalupe (that refers to the religious dimension of the Maritime Discoveries and for the redemption of captives in this part of Christianity); the city of Lagos (headquarters of the commercial empire from the Henry the Navigator's era that received the first black slaves captured by Europeans in sub-Saharan Africa in the 15th century – remembered in the building called "Slaves' Market" and as evidence shows in the "cemetery" of slaves in *Vale da Gafaria*, the oldest on European soil - which in the mid-16th century was endowed with the first wall bastion built with modern precepts in Portuguese territory); the set of fortresses depending from the fortified place of Sagres (which includes *São Vicente*, *Beliche* and *Baleeira*); and a remarkable

underwater cultural heritage (which includes remains from the 18th and 19th centuries that may be visited, making Sagres a privileged dive destination in Europe).

In the introduction to the publication of José Manuel Garcia about Sagres, with Rui Cunha photographs (dated from 1990) the first sentence says:

*Sagres is one of the places in Portugal that reached a wider global projection, which is due both to its beauty and geographical location but also to the indelible presence in this place of such a striking figure in world history as it was Henry the Navigator (Garcia and Cunha, 1995: 8).*

The uniqueness of this National Monument because of its geographical location, its historical context and immaterial symbolism, associated with the natural environment, the role of the Discoveries and the ancestral religiousness make it an immaterial and material resource of great value to the region.

The beauty of the landscape is accompanied by a high mysticism that has been responsible for strengthening the place value all over the years.



**Figure 2. Sagres Fortress (Wall)**

Source: Authors

### **3. Management Model of Sagres Promontory**

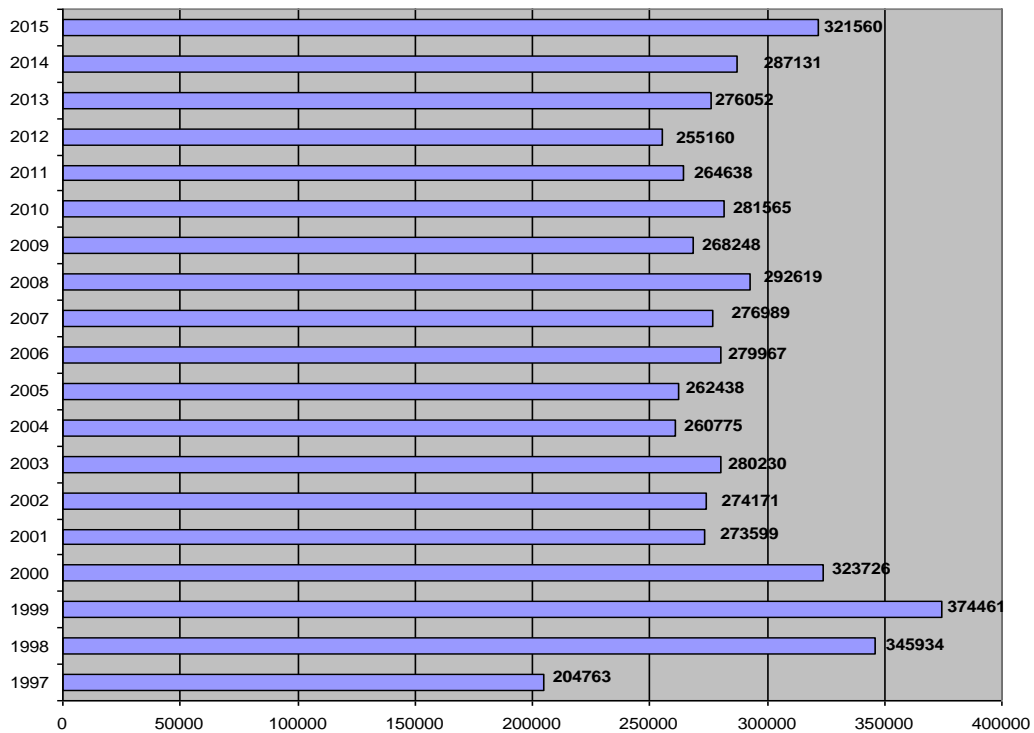
The visitors management can be a major contribution to heritage conservation. Improving the interaction with tourists and the general visitors are essential contributions to a tourism based on more sustainable cultural and heritage resources.

There is a lack of more research and knowledge on the profiles of visitors, their expectations and motivations. The visitor to the Fortress brings with him beliefs, convictions and other experiences that influences the visit to the place.

The proposal to create an interpretive centre and exhibition dedicated to the "Travel" will allow that visitors have an experience of greater interaction and will improve their understanding of the historical importance of Sagres in World history.

In 2015, all the monuments under the management of the Algarve Regional Direction of Culture received 350,945 visitors that represented an increase of 10.9% over the previous year.

The Fortress of Sagres had a total of 321,560 visitors in 2015, accounting for a growth of 11.99% compared to 2014. The month of August itself registered 62,873 visitors in total, which represents an average of over 2,000 visitors per day. The Fortress of Sagres had over 90% of the number of total visits of the monuments allocated to the Algarve Regional Direction of Culture. It passed more than 14 years since it was recorded such a high number of visitors in Sagres.



**Graph 1: Evolution of the total number of visitors in Fortaleza de Sagres (2000-2015)**

Source: Authors

The total of foreign visitors in 2015 accounted 79.25% of total visitors.

About 89% of the revenues generated in the Algarve monuments come from the ticket sales. The revenues generated at the monuments shops represent about 9% of the total. Other income comes from the vending, rents or concession areas, representing between 0.5% and 1.22% of the total revenue generated.

In the future we expect that the new equipment offers and the reorganisation of the services will bring a revenue increase.

The current monument management model has one only responsible that assumes both commercial and visitor orientated services. The principles underlying the applicability of that management model are:

- Management of a diverse and attractive heritage (cultural and natural)
- Specific and controlled location
- Scale and dimension that justifies permanent and qualified teams



- Maintenance and investment permanently required

The management model assumes a frame of principles based on business management characteristics, with a structure of qualified human resources and a system of management and maintenance of both the new facilities created by the Project Renewal and Enhancement of Sagres Promontory (PRVPS) and also including the other existing buildings and the public space, that pursues the sustainability of the investment.

The main aim is creating new value and revenues that enables financing the efforts of maintenance of the equipment and the generation of enough income to the safeguard and preservation of the monument.

The rent of spaces for events and the specialized offer created for some specific segments of visitors will be crucial to achieve a strong increase in revenues, along with community involvement and continuity of the strategy being developed.

A better understanding and knowledge of the tourists/visitors seasonality, in association with the effective use of their cultural and educational potential, will enable to better organise the supply and the necessary operational conditions.

The management model of Sagres Fortess should consider:

1. Entrance ticket - the value should be reviewed based on several elements: price elasticity of the demand for such heritage places; price segmentation depending on the type of visitors (eventually depending on the time of day and the time of year); always respecting the principle that everyone should pay, even if the cost is merely symbolic, as a way of valuing the public investment made.
2. Exhibition Centre - holds a long-term exhibition and a small additional area for temporary exhibitions; we will need to estimate the elasticity of demand price before defining a joint admission ticket to the monument or on the other way define two different tickets, one to the Fortress and another one to the Exhibition Centre.
3. Shop – The products sold in the shop need to be rethink and have a relation with the Promontory and with its new visual identity, produced under the PRVPS. This will greatly increase the revenue collection as well as assist in effect 'repeat visitors' and word of mouth advertising.
4. Grants - This is revenue that comes from the concession of commercial spaces to private enterprises at the Fortress of Sagres, including the bar-restaurant. In 2012, it accounted for about 3% of revenue collected. With the end of PRVPS we intend

to continue to grant concessions to private operators and we expect that with the new services offered, revenue will boost to 5% of the total revenue.

5. Sponsorships – it can be an important opportunity to the publicity of new brands, once the Promontory of Sagres is a well known heritage associated to values like: "courage", "knowledge", "innovation" and "discoveries".

6. Expenses – we will need to consider all fixed costs, because the usual day to day expenses will require an almost complete reinvestment of revenue, so there will be no profit generation. This is the example of the expenses with: requalification and promotion operations; human resources; maintenance; marketing and advertising; overheads management and operation.

The financial balance of the project and the institutional framework that will determine the principles of management and exploration of the monument and its equipments shall not forget the allocation of the revenues generated.

Since 2014, we began a new cultural programme at our monuments. That new programme was called DiVaM - Promotion and Enhancement of Monuments - , and includes lots of educational activities with the aim of attracting different groups of the community to revisit the monument. This is a programme that has partnerships with several cultural agents and Algarvian municipalities, offering a diverse range of activities that include music, theatre, street theatre performance, dance, performance and recreations, outdoor activities, and so on.

The Sagres Promontory has occupied a prominent place in this cultural programme over the first two editions. In 2016, the DiVaM has as central theme "The Spirit of the Place". It aims to boost this monument making known their uniqueness and inherent dimensions, strengthening its only relevance as an European heritage and making known its associated brand, developing educational activities that focus in the first process of world globalization, considering the trade, the evolution of scientific knowledge, the dissemination of new food products and the discovery of new people.

The construction of a new vision for the Promontory of Sagres should allow an added value to the Algarve offer in the segment of "Cultural Touring", thus promoting greater exploitation of regional resources.

It is considered important that the new vision of the Sagres Promontory reflects the uniqueness of this National Monument due to its geographical situation, historical background and intangible symbolism, referring to the natural environment, the role of the Discoveries and the ancestral religious significance of these stops.

The main mission of this place is to provide its visitors a unique experience, the opportunity of the monument contemplation, considering the natural environment in which it operates and the evocation of its history and immaterial meaning, conveying a temporal trajectory perspective of the place and the need to adopt a new and more sustainable lifestyle.

The social importance of the monument should stand out its role as exemplary and evocative site, allowing a practical way to bridge the gap between past and present.

Thus, for the fulfilment of its mission, it is imperative that the monument management reconciles two attitudes: on the one hand, to fulfil its public service role and to ensure that activities and initiatives emphasise and create learning opportunities related to the cultural, social, and educational aspects; on the other hand, to create a modern, dynamic and competent organisation, focused on the development of successful promotional and operational activities with a view centred on sustainability.



Figure 3. Sagres Fortress

Source: Authors, 2016

#### 4. The European Heritage Label and "Places of Globalization"

The European Heritage Label (MPE) is a measure of the European Union which is based on an intergovernmental initiative launched in 2006. It was established by the European Commission.

Under the Regulation "The general objectives of the European Heritage Label (EHL) are to strengthen the sense of belonging to the European Union by European citizens, specially young people, based on shared european history, values and cultural heritage, seeking the national and regional diversity and reinforce intercultural dialogue. For this, this designation aims to highlight

the symbolic value and raise the profile of sites which have played a significant role in the history and culture of Europe and / or the building of the European Union.” (European Heritage Label, Decision Nº 1194/2011/EU do Parlamento Europeu e do Conselho da Europa, Official Journal of the European Union from 22.11.2011).

The EHL selection and control procedures are strict and establish various stages of consideration. After a pre-selection of the Member States that sent to the panel of experts 18 candidates, the Promontory of Sagres was officially included in the list, together with eight other historical sites in Europe. The European Commission formally designated these sites in February, and in April 2016 was held a ceremony of awards in Brussels.

In the excerpt published by the European Union states that:

*The Ponta de Sagres features a rich landscape of the historical and cultural point of view located in the southwest corner of the Iberian Peninsula. In it are significant archaeological remains, urban structures and monuments that attest to its strategic location and its importance over the centuries. Sagres Point became the headquarters of the Infante Dom Henrique to its maritime expansion project during the 15th century, a place of great importance to the period of the Discoveries, a period that marked the expansion of culture, science, exploration and European trade for both the Atlantic and the Mediterranean, paving the way for the affirmation and projection of European civilization that came to modulate the modern world (EHL, 2016).*

This European recognition is important to the ongoing application of the “Places of Globalization” to the UNESCO World Heritage that also includes Sagres.

The Promontory of Sagres application to the EHL was presented by the Regional Board of Culture of the Algarve in 2015, considering the following supporting documents:

1. Raising awareness of the European significance of the site, through information actions (eg, signage, staff training, internet resources, etc...);
2. Organization of educational activities, specially towards children and young people, to improve the understanding of the common history of Europe and its heritage;
3. Promoting multilingualism;
4. Exchange of experience/participation in projects within networks of distinguished sites with the MPE;

5. Promoting the visibility and attractiveness of the site at an European level, in particular using new technologies and digital media, and exploring European synergies;
6. Organization of artistic and cultural activities that promote professional and European artists or strengthen the link between heritage and contemporary creation.

Upon completion of the current Project Renewal and Enhancement of the Promontory of Sagres (PRVPS) one of the main priorities of the Regional Board of Culture of the Algarve, will be guarantee that the funding from the Tourism of Portugal and Operational Programme Algarve 21 is well applied and keeping the management, supervision and monitoring tasks of this important Monument of exclusive public responsibility. Hence the eminently commercial services such as shop and restaurant, which fall outside the main mission of the monument and have commercial purposes, will be granted to private management.

Sagres Promontory in the framework of the European Heritage Label appeals to the uniqueness of this National Monument due to its geographical importance and historical context within the Epic of the Portuguese Discoveries. It will also enhance the cultural offer, tourism and leisure in the Algarve fostering greater exploitation of its resources, thus stimulating tourist demand.

This site is a symbol that imposed itself universally as the initial brand of the cultural tradition of European civilisation, in the context of the maritime expansion and the impact that created an irreversible universal change. The Promontory is beautiful and has exceptional natural phenomena. Interesting geological, biophysical and climatic characteristics can be found that may be associated with the development of terrestrial ecosystems (endogenous plants and migratory routes of birds) and specific communities of coastal shore species. It is a promontory associated with the Promunturium Sacrum described by the authors of Classic Greco-Roman Antiquity (such as Strabo, Artemidorus, Éforo, Avienus), a mythical place where Hercules was worshipped (greek designation of the Phoenician god Melqart) and that in Antiquity was considered to be the end of the known world.

The proposal to Promontory from 2016 following the conclusion of PRVPS intends to implement a sustainable management model covering all sites under the regional board management. Symbolic, historical and physical values of the Sagres Promontory meet the objective of the EHL, which is to give visibility to sites that celebrate and symbolize the integration, ideals and history of Europe.

#### 4.1 The Algarve and the places of Globalization

The fifteenth-century "Portuguese maritime enterprise" that began at the Algarve led by Prince Henry represented the launch ('take off') of a global project in which European civilization thought to create new economic opportunities outside Europe, helping to set a "new world" at the dawn of modernity.

The asset values that are applying are:

- a) Places and heritage associated with the historic phase of *take off* of the globalization process (first long cycle globalization process or first stage of the Portuguese Expansion) correspond to the interaction network of various integrated places in the preparation and opening of new trade routes to the west coast of Africa, providing support points in North Africa and later occupation and colonization of the Atlantic islands and even the creation of the square-factory model in Arguin.
- b) fall into the following geographical areas:
  - Algarve: The Pier First (*the Quattrocento Pier*) mobilized for the discovery of new net roads in the Atlantic, and economically progressing with them, including: Lagos, Sagres and Guadalupe / Raposeira, Portimão / Alvor, Silves, Monchique, Tavira, Castro Marim.
  - Atlantic Islands: Madeira and the Azores, which were experimental platforms for new settlements and productions; Cape Verde - The first slave farm and the first tropical Christian churches (Order of Christ).
  - Arguin, the first slaves trading post.
  - Cities of North Africa: Ceuta (Spain), Alcacer Ceguer (Morocco). The first square of expansionist drift outside Europe.

The time frame considered for the application to the classification of World Heritage by UNESCO is 1415-1480. In terms of characterization of the first Globalization long cycle, we can highlight the following elements:

- a) Business Innovation: the birth of the leading sector of the "Golden Guinea", the main commodity of high value of the 15th century, plus the beginning of the black trade of African slaves to Europe, whose control was transferred from the Arabs to the Portuguese.

- b) Technological innovation: quadrant innovations, introduction of the caravel, the route of Mina or Guinea, the use of naval artillery (in caravels) - emergence of armed caravel and new cartography.
- c) Geostrategic innovations: first fortress creation (1445) at the island of Arguin, at the other side of the nowadays Mauritania. Papal Bull of 1455 given to Prince Henry and granting to him the imperial right over all lands "discovered" (known as the first bull of imperialism); the Treaty of Alcáçovas (1479), the first formal division of zones of influence between great powers; *Mare Clausum* (1455) - Legal regime of exclusivity in the maritime domain; the creation of turning centres in the Atlantic (the islands of Madeira, the Azores and Cape Verde); the creation of the first colonisation laboratory (Madeira) and the dissemination of these principles (the Azores and Cape Verde).
- d) Psychological break: dark and unknown sea - the Atlantic Ocean, south of Bojador, is achievable. The perception of new spaces and new contacts between peoples and cultures and early miscegenation; first writings and reports with ethnographic descriptions made by Alvise Cadamosto (1454 travel, 1455 and 1456).
- d) Cultural innovation: the new conception of the world space - Frau Mauro map (1459) and others. The appearance of Ballads, traditional poetic-narrative genre, associated with Sephardic peninsular residents at Ceuta and North of Africa, whose origins are attested and documented since 1421, is a literature genre that survives even today in the Algarve, Azores, Madeira.

The cultural heritage that was proposed to be included in the Indicative List, under the name of "Places of the First Globalization" comprises cultural objects that are reference points, material and immaterial, of that movement that generated the expansion of the world economy led by Europe, distributed in a geographic area that goes from the Algarve to the coast of Guinea and the Atlantic archipelagos of Macaronesia.

The application to the World Heritage classification integrates Continental Portugal and the islands, Spain, Cape Verde, Morocco and Mauritania (five countries) several monuments and places, individual and grouped, as symbols of the European and universal memory associated with the imaginary of the Portuguese Discoveries and with the beginning of major historical changes. It includes "places of memory" directly or tangibly associated with important events (Sagres, Guadalupe / Raposeira, Ceuta), works with architectural merit (fortress and ancient Cathedral of Silves), production devices (sugar mills of Silves and Machico), old urban centres

(Lagos, Silves, Funchal, Machico, Angra, Vila Franca do Campo, Ponta Delgada. old Town), "places of memory" of the slave trade (Valley Gafaria / Lagos, Arguin, Cape Verde) and various elements and structures of archaeological nature.

In summary, the history of the Promontory of Sagres is directly related to other cultural heritage sites located in the western end of the Algarve, and configures a "cluster" of particularly important sites of the European history: the Chapel of Our Lady of Guadalupe, that refers to the religious dimension of the Portuguese and Iberian discoveries and is a place of redemption of captives in this frontier of Christianity); the city of Lagos, main place of Henrique's commercial emporium, received the first black slaves brought to Europe from sub-Saharan Africa and there is located the building called "Market of Slaves" where slaves commerce took place, not far away from the Gafaria Valley, where were found important archaeological and anthropological traces that witness the relevance of the place and existence of slavery practices; in Lagos, also exists the first mid-sixteenth century bulwark built according to a new modern way, project signed by Miguel Arruda; the set of fortresses of Sagres territory (including the fortresses of S. Vicent Cape, Beliche and Balleeira); and a remarkable underwater cultural heritage (which includes the visitable remains of the ship *I 'Océan*, which witnesses an episode of the Seven Years War, that make Sagres a privileged destination of cultural diving in Europe).

João Paulo Oliveira e Costa recognises the precursor character of Prince Henry and supports in Alvise Cadamosto's chronic to describe innovation and revolution that the Portuguese Discoveries introduced from the western Algarve (Costa, 2015).

As already pointed out, we now know that tourism has costs in relation to the impacts it generates on heritage, but also has great potential associated with the conservation and preservation efforts. The management proposal should consider the following main aspects:

1. the value of heritage as cultural capital
2. the complexity of this heritage and its meanings
3. the concept of authenticity and its meaning applied to the site
4. the potential of cultural heritage to become a tourist attraction (regardless whether or not it is recognised as such).

It is important in this development process to know the dynamics of both the cultural landscape and tourism. We have to know how the built environment is shaped by cultural practices and heritage resources.

As we already recognised, there is an ongoing multi-year and phased intervention that will be responsible for a deep requalification of the Promontory of Sagres. We hope that in the end of



this operation, we will have a refreshed and renovated site with better visitor facilities, contributing to a better attractiveness of this place of memory.

In conclusion at this point, it becomes necessary to define a management model that would allow the sustainability of museological rooms and equipments in order to ensure that, contrary to what has happened in the past, the results of the intervention and the investments made will not have been in vain. Some of these assumptions will be discussed in the next item.

## 5. Analysis of the Opportunities, Threats, Strengths and Weaknesses to the development of the Promontory of Sagres

A SWOT analysis is presented as an important systematization of the several aspects to consider in the development of the Sagres Promontory and its future management model.

### External Analysis

#### Opportunities

- Regional Airport and the highest tourist national attractiveness: mild weather, hospitality and security environment contributing to the tourist attractiveness.
- High rates of establishment of foreign residents that have cultural consumption habits.
- Positive rates of tourism international evolution due to economical and political troubles in the competing markets.
- Increased motivation in networking between different levels of government in different areas of public administration.
- Young and dynamic cultural groups despite the difficulties of support.
- Cross-border cooperation opportunities with Andalusia in joint heritage rehabilitation and valorisation projects co-financed.
- Set of equipments with good reception conditions for different events and activities.
- Joint strategy between education and culture being underlined in national terms, setting a cultural profile for the students throughout their school life.
- Defining joint national strategy between education and culture, setting the cultural profile

#### Threats

- Frequent changes contained in the public sector organization of culture.
- Financial difficulties of municipalities strangle the capacity to invest in partnerships.
- Support for arts and cultural development in the region has been reduced compared to the rest of the country and discontinued in some projects.
- Professional cultural sector weak and without opportunities of circulation in and out of the Algarve.
- Difficulties of organization and mobilization of citizen movements for voluntary support in these areas.
- Insufficient public investment to safeguard and preserve the cultural heritage classified in the region.
- Reduced reimbursement rate of European funds in the region which require a very high public investment effort.
- Total lack of interest and sponsorship of the regional enterprises to the arts, culture and heritage sector.
- Low acknowledgement and public recognition of the work developed by the cultural regional

of the students throughout their school life. board.

- Presence of University of the Algarve and development of research, studies and teaching in the fields of arts, heritage and culture.
- Collective memory of the Portuguese Discoveries reinforces the visit to the Fortress as must-see place.

#### Internal Analysis

##### Strengths

- European Heritage Label Distinction (European Commission)
- Interest from operators and travel agents to visit Sagres
- New promotional materials , new visual identity
- New supply of high quality - new exhibition center
- New website / Promontory platform
- Significant increase in total visitors
- qualified and motivated Team
- Creation of a regional discourse around the Portuguese discoveries with the involvement of several municipalities

##### Weaknesses

- The need for more qualified personnel for reception / surveillance , guided tours and educational activities
- Difficulty in investing in the street lighting renewal outside the Fortress
- Temporal delay of the rehabilitation works at the Fortress
- Lack of financial autonomy
- austere weather conditions most of the year
- Relief and morphology of the terrain that make the visit hard for disabled people and children
- Insufficient annual budget to meet the maintenance and the monument preservation needs

**Table 1. External and internal analysis of opportunities and threats to Sagres Promontory**

Source: Regional Board of Culture of the Algarve, Activities Plan, 2015

The intervention in progress must be accompanied by an effective site promotion strategy in order to increase the number of visitors and their satisfaction with the site visit. In the next paragraphs, we will address to some actions that are considered important to the success of the intervention, without prejudice to others that may be developed in another later stage:

1. New visual identity - already established under the ongoing Plan of Rehabilitation of Sagres. Leaflets and panels of interpretation have been translated in several idioms and the communication strategy respects the historical and environmental specificity of the monument. All 'merchandising' and other administrative supports will use the new brand of Sagres Promontory.
2. Marketing and communication - the marketing and communication strategy to adopt should be better targeted, including domestic tourism and foreign tourism and the educational project (focused on the nearest resident community). Some events by their importance and quality can be an important asset to the Promontory. These lines

should be achieved in a specific communication plan for the monument that takes into account:

- Internal tourism: its importance and uniqueness justify itself a prominent position in the promotional campaigns carried out by *Portuguese Tourism Office*.
  - External tourism: enhancing the projection of Promontory as a cultural resource in a perspective of creating a different tourism resource capable of attracting new segments (nature tourism, scientific tourism, cultural touring) in addition to sun-and-sea resort (identified as the main tourist resource of the Algarve). This is a way of developing the ability to generate new tourism products and experiences based on the unique characteristics of Promontory and enhance the potential to attract some international niche markets as nature, scientific and cultural tourism.
  - Dissemination of resource information and new activities at the hotels in the region and tourism offices: taking into account that there is an increasing number of tourists who organise their autonomous travel without strictly defined programme. In this sense, it should be created specific promotional materials for hotel units and tourism offices.
3. Themed ticket "Route of Discovery" - was the result of an application for European funds that created a territorial marketing strategy that is being strengthened with the creation and dissemination of the *Portal of Discoveries*. Lisbon and Algarve are the two main tourist destinations in Portugal and they were important spots of the Portuguese Discoveries. Some of that history is also connected with the southern Spain history and their conquering adventures (Province of Andalusia), so a Route was created taking some advantage of the synergies of the various places and monuments closely linked to history of Discoveries. In any of the monuments - such as the *Jeronimos Monastery*, the Tower of Belém, Sagres Fortress - a theme ticket can be sold (Route of Discovery or "Portugal of Discovery") - which will allow to entry in all of them. In this way, tourists will visit elements of a shared history, allowing strengthening a territorial marketing strategy, since most of the foreign tourists passing through Lisbon and the Algarve are on an only trip to Portugal.
  4. Educational programme - the new Promontory's operating model desires to enhance the educational message related to the past and historical development of the discoveries venture and guarantee the necessary future sustainability of human intervention in that territory. Study visits are very common by students of several levels of education. The new Exhibition Centre will include interactive and sensory

experiences and in particular the long-term expository content designed will strengthen the educational message, which will be followed by a campaign on the new attractiveness of Promontory among educational actors in the region.

The association with other kinds of events happening in the region is an opportunity to make known the "new" Promontory. Thus synergies will be created with the promoters of several events, generating opportunities to achieve a large number of potential users. Some protocols with business tourism and hospitality units boosted this approach, and a new dynamic promotion is being studied and developed.

## 6. Future dynamics and conclusion

In the first era of globalization, the Promontory of Sagres was the scene of geopolitical decisions of *Henry, the Navigator* that were responsible for changing the perception and knowledge of the World.

It was a strategic point for overseas expansion, enabling the territory protection and a better control of trade flows between the Mediterranean and the Atlantic. This place embodies the integration ideals and the history of Europe, which today is still in the process of integration between two realities - North and South. These were the foundations of the appliance to the European Heritage Label.

Sagres is associated with the beginning of the European expansionist movement that occurred during the 15th century in the Algarve; it is seen like "the first pier" at the origin of the global World created by the action of Europe in the following centuries.

The Sagres Pomontory is one of the physical places that Europe and universal memory associate to the epic imagery of the Portuguese Discoveries and the beginning of important historical changes, with the development of world trade and to the exchange of human values and technological developments, encompassing vast cultural areas of the world that from that moment began intercommunicating and sharing ideas and products.

It is the place of an exceptional mythical testimony, the designated "Sagres Henry the Navigator's school" that was invented outside the Portuguese ideological sphere, at an European level. This symbol was imposed universally as the initial mark of the cultural tradition of European civilization within the maritime expansion and generated the impact of an irreversible universal change. The Promontory offers great beauty and exceptional natural phenomena.

Prior to the definition of the European Union, Sagres was already a place of European collective memory and Henry, the Navigator was a central figure to the arrival of a new Europe. That justifies and explains why the Sagres Promontory is the most visited area of the Algarve and in the south of Portugal.

Sagres is a crossing route between the Mediterranean Sea and the Atlantic Ocean and a port of fishermen and traders from several nations, but once was an area plagued by bandits and pirates. The imposing Fortress of Sagres through the human action extended the natural rock cliffs, building new walls and transforming for centuries the fortress in the main square of war and a geostrategic maritime system of defence.

The policy of the Portuguese expansion in the 15th and 16th centuries led to the founding of *Vila do Infante*, therefore, the *Henry, the Navigator* and the village history are usually the same in the course of time.

The main strategy is to continue to promote the attractiveness of the site on a European and global scale, requalifying tourism and regional cultural offer and increasing the volume of visitors.

There is an ongoing project of development and enhancement of Sagres Promontory that will provide the monument with new facilities, in order to improve the cultural offer and with the aim of transforming this place a cultural centre of international significance.

The implementation of a sustainable management model includes activities that enhance and disseminate the knowledge about the site, emphasising its European dimension in four vectors: integration into the European Megalithic period; the connection to the historical legacy of Saint Vincent cult; the integration of Discoveries and commercial expansion and territorial cohesion, as a process of pre-World globalization.

This model will integrate various fields and different projects, such as: a research project promoting the knowledge about the residence of *Henry, the Navigator* at the site (including through archaeological excavations) and the study of the defensive devices of Sagres; an exhibition project, including temporary exhibitions, complementing the permanent exhibition contents; a communication project, with production of signage, interpretation panels, website, thematic guides, itineraries and video guides; training of reception staff; and an interpretation and an educational project of artistic creation and cultural tourism promotion in partnership with the Tourism of Portugal Office, the Algarve Tourism Board, Local Development Associations and Tour Operators.

Finally, only through joint efforts and networking between different regional and local partners, we can have a successful promotion and enlargement of the Discoveries and of the knowledge of the sites associated to its true international and European dimensions.

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