

4 Defining, assessing and improving heritage management systems

Understanding outputs versus outcomes (many-to-one relationship)

The relationship between processes, outputs and outcomes can be difficult to understand. There will often be a 'many-to-one' relationship between processes and a particular outcome; in other words, several outputs will correspond to one outcome.

The following table illustrates the difference between outputs and outcomes in a heritage process by analysing in greater detail the three example of outcomes identified in the previous section. The first example explores the visitor itineraries already mentioned in the introduction to 4.4, and how they contribute to visitor satisfaction, amongst other things. The last example, safeguarding heritage values, highlights a process, environmental monitoring, with an output which does not directly satisfy a need, but may form the input for another process and output.

Table 11. Examples to illustrate the relationship between outcomes, outputs and processes. This amplifies Table 10 in the previous 'Outcomes' section

Outcome 1	Outcome indicators <i>Establish if the objective has been achieved</i>	Output(s) <i>Contributing to outcome(s)</i>	Process / Output indicators <i>Establish the effectiveness of the process, the quality of the output and role in achieving wider objectives</i>	Heritage process(es) <i>Producing outputs to achieve outcomes</i>
Visitor satisfaction <i>Other outcomes influenced:</i> Increasing visitor awareness and support Promoting and safeguarding OUV and other cultural values	Quantity (length and number of visits) Quality (customer satisfaction)	New visitor itineraries	Quantity (length and number of visits) Quality (visitor satisfaction, accuracy) Timeliness (in time for the peak season) Compatibility (reducing visitor wear and tear)	Quantity (length and number of visits) Plan, implement and monitor visitor itineraries (with signage, audio guides, web-platforms, rotational opening, etc.)
A thriving local community around the heritage property which benefits the heritage property <i>Other outcomes influenced:</i> Promoting and safeguarding OUV and other cultural values	Employment levels and other trends in local economic data Trends in social / environmental statistics e.g. crime, truancy, vandalism New forms of support for the heritage Nights spent in local hospitality annually by visitors Regional tourism, return visits	A series of heritage-friendly business opportunities New partnerships, new sponsors Recruiting new talent to boost the local economy Improved urban environment	Quantity (e.g. funds raised or number of partners / recruits / jobs created) and frequency (e.g. return visitors) Quality Timeliness Inclusiveness Compatibility with heritage needs Scope and timeframe of commitment Local community satisfaction	Identifying market opportunities related to the heritage Attracting partners and investment Start-up funds for new business initiatives Master planning urban regeneration