

CULTURAL TERRITORIAL MARKETING IN THE SEE

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Chapter I Literature review on cultural territorial marketing and good practices

Regions are no longer autarchic, no matter how full of resources they are. They depend more and more on national and international developments, on the inner dynamics, on stakeholder involvement and on the external relationships. In order to develop, regions have to promote themselves externally, both as a unique compound and a mosaic of individual offers. Territorial marketing is increasingly more important in the modern economies and societies, considering the globalization, the increased connections between regions, the growing tourism activities as well as the developing economic needs. In this context, the academic literature is also increasingly more interested in the topic.

What is territorial marketing?

Territorial marketing is a strategy that aims the development of a certain region. It integrates activities of developing key assets of an area, as well as of promoting them outwards. The main results are the attraction of investments (not just in tourism or other commercial endeavours, but also in cultural and social domains), the development of an appealing image, as well as increased internal cohesion and economic functionality.

Designing and implementing a territorial marketing strategy implies a complex set of initiatives, involving a broad number of public and private stakeholders gathered in a network system that gradually cohere. The general framework might vary from region to region, taking into account local variables, such as the development level, types and characteristics of stakeholders, involvement of local communities, political and cultural settings etc. All these aspects have to be considered in the planning of a territorial marketing strategy. The territorial marketing strategy should be based on local policies, but in order to be successful, they must include an innovative dimension of governance. At the core of this governance is a strategic alliance with all the main stakeholders.

The instruments integrated might also vary. The proposed strategies are implemented through an array of instruments of various kinds, such as strategic plans, territorial marketing plans, urban, environment and tourism projects etc. Appropriate planning should be proposed in terms of information, training and consensus building.

In order to ensure the efficiency of the policies and strategies set, the territorial marketing model should consider the following main stages: defining key partners, designing the key activities, identifying the resources, suggest the value propositions, plan customer relationships, segment the publics, set the channels and budget design. All these will generate value to all those associated with a territory, would give identity and attraction power to that territory generating on the long term sustainable development.

Special attention should be given to the resources of the region. The tendency is to stress some aspects, in many cases valorising the key asset (tourism-related in some cases, industry-related in others). A complex territorial marketing strategy should consider all the development opportunities, valorising them on different markets. For instance, natural resources could be exploited industrially, commercially or in a leisure context, as well as socio-culturally. Local traditions could be valorised both in a tourism setting and in a socio-cultural one. Heritage properties could be considered as investment attractions both for businesses and for nonprofits, considering not only commercial but also socio-cultural usage.

What is the theoretical background?

The literature referring to the sustainable development considers several frameworks. The most general approach is related with **place branding**. Another relevant approach is referring to **destination marketing**, putting the focus on the aspects related to tourism.

Place branding

Simon Anholt is one of the greatest specialists in the theory and practice of brand and branding strategies for countries, cities and regions. Place branding helps countries / cities / regions to promote themselves from being mere suppliers of goods without a well-defined brand to brand owners and branded destinations in their favour (Anholt, 2002). An advantage of a place brand can come primarily from economics, politics or cultural assets. Building a place strategy on a strong brand can develop profitable relationships and long term development. A strong economy is reflected in the brand value of the place, so that a region with a positive reputation can communicate more easily and can attract the respect and attention of investors, tourists and other potential consumers at the expense of the regions that have a weak or negative brand.

The place brand affects all decisions taken in relation to a territory, whether it's an individual's decision to undertake a journey or investment decisions. The place brand is used for specific purposes, mainly economic and political. Cultural aspects are not to be ignored, both when designing the place brand, and when considering the impact. Place branding influences individual perception and cognitive processing of information as well. Therefore, place branding is a very complex, multidimensional endeavour. According to Pike (2005) the most important issues to be considered are: the diverse interests of stakeholders; the politics involved (pondered in a wide variety of contexts – economic, political, cultural, ethnic etc.); the need for consensus amongst all the actors involved; difficulty in applying the concept of brand loyalty in a globalized and competitive world; and limited funding.

In order to better understand the processes related to place branding, it is important to deconstruct it. Govers and Go (2009) start this process considering the list of the levels of meaning a brand has, according to Kotler (2000): attributes benefits, values, culture, personality and consumer. All these are related and evaluated based on the place identity and

the actual place image. As Govers and Go (2009) show the place branding strategy results in a projected place image through the use of planned marketing and communication. Thus meaning is created. Nowadays the internet has a vital role in the process, not just by providing support for information, but also by generating virtual experiences.

Destination marketing

Destination marketing refers to a strategic approach to place development, considered in the framework of tourism. In this context, economic and cultural interests of local communities, local businesses and tourists are considered. The actors involved are also very diverse.

Govers and Go (2009) mention that the 'promise of value' and 'worthwhile experiences' are created on location, by various actors, public or private. They do not necessarily aim the benefit of the region/destination, but the benefit of their own organization. Secondly they would aim benefits for the region as a whole and to all stakeholders involved. Therefore, the organization – in most cases governmental – which designs and implement a destination marketing / branding strategy has to consider this aspect, as well as that the actual success of the strategy greatly depends on all these other independent actors and stakeholders. It also has to be considered that destination marketing involves managing a wide variety of interactions of a destination with its environment, investment and trade, social and media issues.

Referred literature:

Anholt, Simon (2002), *Brand new Justice: the Upside of Global Branding*, Oxford: Butterworth-Hainemann.

Govers, Robert, and Go, Frank (2009), *Place Branding. GLocal, Virtual and Physical Identities, Constructed, Imagines and Experienced*, London: Palgrave Macmillan.

Kotler, Philip (2000), *Marketing Management: The Millennium Edition*, Upper Saddle River: Prentice Hall.

Pike, Steven (2008), *Destination Marketing. An Integrated Marketing Communication Approach*, Oxford: Butterworth-Heinemann.

Heritage management

In the specific case when an important part of the resources of a region are heritage related, heritage management is vital for a proper development of the territorial marketing strategy. Heritage management, from a wider, territorial perspective, has to be approached at two levels: regional and specific.

The first one is considered by the public authorities / those implementing the territorial marketing strategy and offers a framework of reference for heritage owners and other

stakeholders interested in the state and evolution of the heritage. Heritage is related with an authorized discourse, with some specific usage and cultural processes (Smith 2006). All these factors generate some experiences considered and promoted by the territorial marketing strategy.

The second one is designed and implemented by the owners of each heritage asset. The approaches could vary a lot, from commercialization of the heritage purely for financial profits, to free offer of cultural products based on heritage properties. All these approaches have to consider not only the aims of the owner, but also the specific territorial situation, the local and national stakeholders, as well as all the economic and socio-cultural processes instated through the territorial marketing strategy associated to that region. Taking into account this framework, the heritage owners/managers set the specific mission and the most appropriate strategies, in the context of a complex network (Harrison 1994).

Many options of valorising the heritage properties are available to their owners / managers. As Howard (2003) mentions: *People who are prepared to devote time, money and effort to heritage want different things from it, including legitimation, cultural capital, identity and, sometimes, financial reward or just a living... As long as someone is having an interest to invest their labour or their capital in the conservation and promotion of the heritage, then it can be seen as the result of a marketing process, and usually one that is multi-sold, that is the same product has a variety of markets.*

One can consider the heritage a unique source of revenues. In this context, it could be sold or hired as individual residence or as business offices. It can be used as luxury hotel, as high-class conference centre or as stylish business headquarters. The heritage properties could also be considered community centres, places of cultural enhancement or of social improvement. They could be cultural landmarks for local communities and used as such (heritage sites or museums). Based on a heritage asset many other products and services could be offered, both locally or outside the envisaged region.

Referred literature:

Harrison, Richard (ed.) (1994), *Manual of Heritage Management*, Oxford: Butterworth-Heinemann.

Howard, Peter (2003), *Heritage. Management, Interpretation, Identity*, London-New York: continuum.

Smith, Laurajane (2006), *Uses of Heritage*, London-New York: Routledge.

Good practices

Cultural districts in Italy

The cultural district model refers to horizontal integration (cooperation and ensured complementarity among organizations belonging to different value chains and domains) that leads to culture-driven forms of local economic and social development. The primary role of a cultural district is to act as a catalyst mechanism between economic objectives related to territorial development and the valorization of cultural heritage. The conditions necessary to develop such a district are a clearly defined place identity and a significant local community concerned with its own cultural traditions. In some cases cultural districts are top-down generated, in others are bottom-up made entities. No matter its characteristics, a cultural district should primarily play the role of a tool facilitating the cooperation between a wide variety of public and private organizations, in order to reach an agreement on common values and achieve the sustainable development of a territory.

In Italy the cultural districts are officially supported by legal regulation. In order to be considered as such, a cultural district should have the following attributes (Fanzini & Rotaru, 2012):

- a strategy focusing on the landscape, architectural and artistic heritage;
- territorial boundaries;
- territorial brand;
- local community ("local system") identification and awareness;
- the presence and involvement of various levels of education institutions;
- openness to new forms of cultural expression and networking capacity when confronted with outstanding cultural realities;
- multiplicity of integrated aspects;
- presence of economic organizations related to the valorization process (or potential beneficiaries of the positive externalities);
- existence of a local administrative system committed to facilitate the integration of cultural activities into a system

The first cultural district in Italy was created in 2004. It aimed to foster the preservation of cultural heritage through tourism development in South-East Sicily. The district supports local socio-economic development through the promotion of the architectural heritage and of the local crafts. Inside this cultural district, towns cooperate so to better complete globally. Other successful cultural districts are those supported by the Fondazione Cariplo in Lombardy. To better support and to stimulate such initiatives, some guidelines concerning possible administrative organization models, preservation recommendations, as well as directions of valuation were provided. Some marketing plans were implemented, based on the following core principals (Fanzini & Rotaru, 2012):

- the sustainability understood as a balanced proportion between the various strategic lines of development (infrastructure, production, tourism);
- the territorial identity as fundamental pre-condition for any self sustainable development model (the territorial identity is testing and revealing the development model adopted);

- valorisation of the economic activities through the production of related goods and the constitution of complex channels that qualify the productive identity and contribute to sustainable long term growth and
- territorial and settlements' quality as a system generating new territoriality that introduces new variables and limits into the architectural, urban, territorial and socio-economic projects resulting per se in high environmental quality settlements.

The Italian cultural districts are not mainly tourism-focused since the concentration on tourism may provide good results on short term, but this strategy is not sustainable on a longer term. The Italian cultural districts focus on the capacity to experience the cultural goods and services, supporting the qualification of businesses and cultural workers so that to offer a large variety of choices. As Fanzini and Rotaru (2012) conclude: *At Italian national level, the main innovation brought by the cultural districts was the advancement from the initiatives triggering only the internal evolution of the field of cultural goods to the ones that, based on heritage valorization, support the sustainable development of the whole local system. Thus, if correctly applied, they primarily represented an efficient mechanism enabling the sustainable capitalization of cultural heritage (of international, national, regional or local relevance). They promoted a positive synergy between various economic sectors with particular interest for culture perceived in a broader understanding (including material and immaterial elements).*

References:

Fanzini, Daniele, and Rotaru, Irina (2012), The Italian Cultural Districts as a Model for Sustainable Tourism and Territorial Development, *Journal of Tourism Challenges and Trends*, 5 (2), 11-34.

Le Blanc, Antoine (2010), Cultural Districts, A New Strategy for Regional Development? The South-East Cultural District in Sicily, *Regional Studies*, 44 (7),

Chapter II Strategies of territorial marketing – focusing on the cultural dimension for sustainable development

Concepts and principles

In order to have an effective **territorial marketing strategy**, not just the concepts of **place branding** and **destination marketing** have to be considered, but also others – such as **place experience** or **place identity**. As previously showed, territorial marketing strategies are not effective without the cooperation of **stakeholders**. Therefore they have to be properly identified and involved.

Place identity indicates the set of ideas that are generally accepted when referring to a region. The concept is very important in diverse domains, such as tourism, public administration, urban planning etc. A positive and unique place identity would give a competitive advantage in the processes related to place or destination marketing / branding. An important part of the place identity is given by culture (both in terms of material assets and immaterial heritage). The *DNA of place identity* is given by location (geography and climate) and history (roots). To these, other elements add, such as landscape, infrastructures, and territory planning. Place identity has a strong impact on the investments and investors in a certain region.

Place experience is a complex concept referring to the actual interactions of a visitor with a place. The setting is important, as well as the interaction with all sorts of other people (tourists, guests, services providers etc.) Even if place experience is a concept related with the actual visit in a place and it takes place during the trip, it is strongly related with mental and personal processes prior the visit. Place experience is vital for successfully promoting a place, both in context of tourism or other domains (investments for instance). Since it can not be tested prior to the actual contact with the place, place identity and image are vital to promise a certain place experience. The internet is an useful tool to give an insight, to generate “reality-like” experiences. Other media useful in this context, which also contribute to the place image, are movies, music, television shows, events, literature and other forms of popular culture.

Part of the creation of the place experience expectation is the heritage and cultural image of a place. The individuals in the contemporary society, either tourist or traveller with various agendas, are increasingly more interested in heritage-related experiences. Therefore, the management of heritage assets has to consider attracting not just locals but also outsiders. Those who develop territorial marketing strategies have to consider the already implemented management strategies of the heritage owners.

Stakeholder is a person, a group of individuals, or an organization that has interest or concern in the local development. A stakeholder can affect or be affected by the actions and strategies related to territorial marketing. Stakeholders are vital for the sustainable development of a region. In order to develop a proper marketing strategy they have to be identified, interviewed and understood so to integrate their perspective into the strategy. The marketing strategy developed in this way focuses not only on the objectives of the organization(s) for which it is developed, but also designs a value proposition and fulfils the expectations of the stakeholders.

The stakeholders in the case of a territorial marketing strategy are many entities, both formally associated / organizations and individuals / communities. Here is a non-exhaustive list: communities, non-profit associations, public administration, businesses, heritage owners, tourism operators, constructors and real-estate agents.

Principles of territorial marketing

Marketing involves designing and implementing processes and strategies concerned with finding out what audiences (consumers) want, and then providing it for them. This primarily involves four key elements, which are referred to as the marketing mix or the 4P model: product, placement, price and promotion. In the case of territorial marketing the 4P model is not valid always as such. The marketing mix components could vary, taking into account the context in which the strategy is developed, the organization developing and implementing the strategy and its relationship with the "subject" of the strategy, the possibilities to actually distribute the "offer" and such. Further discussion could be related with the theoretical model from which to generate a specific mix: the 4P model or the more specific 7P model for services. Nevertheless, no matter the personalized marketing mix accepted, the aim of a territorial marketing strategy still remains: the optimal satisfaction of consumers (in this case being local communities and organizations). In order to be effective, the territorial marketing has to follow some basic principles, which are the cornerstones of strategic planning. We highlight the main principles that should be considered:

Sustainable development – this principle ensures not just the economic development of the territory, but provides long-term opportunities for progress. The resources has to be used in order to primarily meet human needs – both of present and future generations -, as well as to guarantee the protection of the environment. Thus responsibility is a vital issue in such territorial marketing strategies

Community oriented – In order to protect and promote local interests, the territorial marketing strategy has to be concerned with the values, needs and wants of local communities. Ideally it will stimulate the engagement of the local communities. In order to achieve these goals, consultation has to be a common practice in the processes of designing and implementing and territorial marketing strategy. Accountability has to characterize the attitude of the organizations involved.

Heritage promotion – Heritage is an important part of modern society. It is not relevant just for the cultural elite, but also for local communities. Heritage could be the basis for sustainable development; it supports social reflection and intercultural dialogue.

Economic stakeholders' involvement – effective local development means sound economic development. Thus economic organizations are vital stakeholders in the process. Without their involvement long-term development and competitive offer are impossible to achieve.

Opportunities and trends

An effective strategy has to start with the thorough examination of the present situation. SWOT analysis is the basic investigation to be considered. The general framework and the place image have to be also taken into account. Based on a complex analysis, strategic directions of development are to be identified. Some opportunities that could be valorized are based on trends manifest in various domains: economic, political, social or cultural.

Trends have to be studied, both in the investigated territory, but also at wider scale. Some such trends to be considered in the context of territorial development are:

- The increased cultural tourism worldwide in general, in South-Eastern Europe particularly. This evolution sets a positive context for attracting visitors to heritage assets.
- The “heritagesation” which characterizes the present society. For instance industrial sites become part of the heritage, or specific landscapes are increasingly more considered as part of the local inheritance.
- The growing appeal of various services. The mentalities and habits of the present society positively impact the service provision sector. Therefore investments in services are increasingly more appealing to businesses.

Besides positive trends, opportunities have to be also considered while designing a territorial marketing strategy. Opportunities are specific to each territory considered. It is difficult to give general examples, therefore some specific situation are presented. In the case of Rupea Region an opportunity is the multicultural history and profile. In the case of the Veneto Region, a major opportunity is its attractive image worldwide and high tourism flows. In the case of Zagubica Region in Serbia, an opportunity is the existing mining tradition and infrastructure.

Objectives

In the case of territorial marketing strategy, a mission statement could be designed in order to better focus the proposal – to ensure a suitable vision of the processes. Mission refers to the main matter that is expected to be achieved, that articulates all the strategy and takes into consideration the interests of all the parties involved. It offers the reason of being for the strategy proposed.

Based on this mission, various objectives are further considered. In the case of territorial marketing strategy, objectives are generally related with sustainable local development. Some general objectives that might be considered in most cases are:

- ensure a competitive environment to stimulate local development
- stimulate investments
- engage relevant stakeholders
- develop place brand
- attract tourists

Specific objectives are set for each territory considering the local specificities and stakeholders.

The publics: target, key partners and stakeholders

The attainment of the set objectives depends on the publics involved, which influence both the strategies proposed and the results of their implementation. All these publics have to be understood and involved. Very relevant in this context is what motivates them.

Key partners are the organization directly involved in the implementation of the territorial marketing strategy. They offer various types of resources and expertise, which are vital for the success of the strategy. They also could perform some key activities. Key partners could be both public and private entities, commercial or non-profit organizations. In most cases, key partners are also relevant stakeholders.

As previously discussed, the involvement of stakeholders is vital for successful territorial marketing strategy. Some stakeholders are low profile, while others are high profile. The later group is highly influenced or able to significantly influence the implementation of the territorial marketing plan. Therefore, special attention should be given to them, being of special concern in the context of the marketing strategy. Their identification is vital for designing such a strategy.

When considering the target of the territorial marketing strategy, various groups could be considered; they could become the clients / beneficiaries of the strategy. These "customers" of the territorial marketing strategy have to be evaluated and segmented. For instance some local communities, particular types of investors or groups of tourists could be considered. After segmenting them and choosing the target, the relationships with each category have to be considered. The perspectives to be considered are: the evolution of this relationships, their impact in a wider context, and the resources necessary to establish and develop them. These relationships have to be integrated with the strategy and its specific activities.

Ways of reaching these publics have also to be considered and designed. Another issue to be well-thought-out is how to integrate everything in a cost-effective way. This depends on the insights on the situation and the mechanisms planned to be set in motion through the territorial marketing strategy.

Mechanisms and value proposition – the heritage core

In order to have a competitive strategy, a sustainable competitive advantage has to be considered. It refers to a strategic advantage given by certain characteristics and resources of the territory that makes it more appealing than the competition. In many cases, heritage plays an important role in defining the competitive advantage of a territory. This advantage is at the core of the value proposition. This advantage has to ensure that the appealing benefits and experiences promised by the value proposition are to be achieved.

Analyzing the competitive advantage, as well as the characteristics of the publics considered, a valuable insight should be singled out. This refers to the triggering point that should be pushed when implementing the territorial marketing strategy in order to obtain the desired reaction.

This insight is effective especially when considering the relationships between the actors involved.

The mechanisms set in motion, the complexity of the strategy and its efficiency also depends on the resources used. Resources could be own or attracted.

In the case of CULTEMA regions, all competitive advantages are heritage related. Actually, not just heritage assets are valuable. Some other cultural aspects could be considered: history, gastronomy, music, arts & crafts, or traditions. Even if these regions also benefit from other resources, their main strong points are the variety and quality of the cultural environment. In the same time, the status of the heritage could be a weak point, therefore individual approaches have to be considered.

Strategies

As we stressed when considering the principles of an effective territorial marketing strategy, the planning has to be long-term oriented. A holistic approach of the strategy is also recommended considering the complexity of the territory and its stakeholders. At the core of the strategy is the positioning of the region.

The strategy proposed has to be checked in order to be feasible, has the ability to attract support and is sustainable.

A strategy proposes several activities. Considering the complexity of a territorial marketing strategy, actions have to be designed and develop in close cooperation with key partners and stakeholders. Actions mainly consist in the offer design and communication. They have to be audited according to available resources and territory context.

In order to be implemented, the strategy has to be transferred into plans and incorporate budgetary aspects.

Relationships

In the case of territorial marketing, stakeholder relations are extremely important – sometimes even more important than that with the visitors or other types of consumers. The difficulty consists in harmonizing all the interests and involving the stakeholders into action. Part of the territorial marketing strategy aims at making stakeholders understand the strategy, accept the proposals and act accordingly.

Other important and meaningful relationships design by the territorial marketing strategy aim consumers (for instance tourists), as well as other target-publics (for instance investors).

Communication

Communication is not just a means of informing the publics. It should not aim to manipulate the audience into doing what is desired from it. Communication should be a two ways-channel of discussion; it should facilitate cooperation among all the actors involved. Messages are vital in order to make the communication process trustworthy, therefore efficient.

Various promotional instruments have to be combined so as to jointly support the message. The most common tools used are public relations, advertising and various printed materials. More recently the internet become an efficient communication channel. Considering the CULTEMA project, one of the main communication channels has to be the online territorial marketing platform.

Evaluation

Any strategy has to take into consideration the measurement of the impact. Since many reactions observed at territorial level might not be related directly to the territorial marketing strategy, it is very difficult to isolate the direct impact of the strategy. Nevertheless a set of evaluative items has to be considered.

Chapter III Analysis of CULTEMA Target areas and assets: needs for enhancement and investors addressed

Implementing CULTEMA in the pilot territories is challenging considering not only the extreme diversity and specificities of the selected areas, but also the ambitious main objectives of the project:

- to set cultural heritage at the center of community development initiatives, explaining how cultural values and heritage regeneration can be an engine of local development;
- to enhance the quality of heritage property management (as a condition for the preservation and valorisation), focusing on the budget, and the ability to attract financial resources as well as partnerships for sustainable development.

An efficient territorial marketing strategy has to extract its strength both from common features of the areas considered (especially the cultural heritage assets included on the priority-lists) and from the individual strong points of each heritage case considered. These strong points could be characteristics of the heritage itself (e.g. its cultural value, physical features etc.), could be related with its use (cultural, educational, commercial or tourism-related activities), or could be connected with the territory of which it is part (a very attractive tourism region, natural park etc.).

In this context, the great challenge comes from the extreme range of heritage assets and specific situations. Here are the main factors that should be considered:

- most of the heritage assets are public properties (29), but some have private ownership (12). Private owners are individuals (8) or organizations (4);
- some assets are already in service (15), others are not (21). In the case of the used assets, some have already been refurbished or are on the way of being rehabilitated, others are not. In some cases, the heritage is partially in use.
- part of the heritage assets are in a good conservation state (10), others have benefited from interventions (17). In this situation, just a few have also good infrastructure management (11), but many need additional work in this respect (11). Some monuments are on the verge of collapse (8).
- some heritage assets are just ruins (13), while others are full-scale monuments (12), some of them majestic;
- some assets considered are single monuments (22), while others are complexes of several buildings (9) or even entire streets and villages (5);
- several territories are acknowledged or renowned tourism destinations, others are not, although they benefit from a wide variety of attractions;
- in some cases, the cultural heritage considered is part or close to a natural heritage area (6);
- part of the territories are not fully developed, both from the perspective of infrastructure and economic welfare, others are very advanced from this perspective.

Analyzing the above data the overall situation is heterogeneous, but public – abandoned or minimally used properties tend to dominate the sample of monuments selected by the partners on the priority lists. This, on one hand would be an opportunity since few functional restrictions are associated with the current use of these assets and there is a strong desire of involvement from most of the owners of these monuments. On the other hand, the poor state of these assets would impose large investments and complex rehabilitation works. Another aspect would be the rather “low” profile of these buildings, compared with others, even in the involved regions.

Furthermore, some of the owners of the cultural assets selected on the priority lists are partners in CULTEMA project or are open to cooperate in the project, while others are not directly involved or do not want to get involved in such projects (CULTEMA or other regional, national or international projects led by third parties).

The first step in this context is to better understand each situation as well as the ensemble of territories and selected heritage assets, which are considered by the territorial marketing strategy. This endeavour includes two phases:

- (A) outlining the cultural heritage profile for each region;
- (B) elaboration of personalized SWOT analysis for each territory.

A. Heritage Profile of the CULTEMA regions

Based on the reports drafted by the CULTEMA partners and on the content of Annex 1 to the Management toolkit, some specific characteristics for each region could be identified. The outlines were drafted by taking into consideration the state of the cultural built heritage and its success in being at the core of economic development. We mention that in some cases (large ensembles of buildings or even villages) it is difficult to make an overall evaluation, therefore the treatment of each component of these assets might be individual.

LP Italy – Veneto Region

Veneto Region is the third largest regional contributor to Italy's GDP. Since it is extremely rich in cultural heritage assets and tourism (with a strong cultural component) is a developed economic activity, Veneto Region benefits extensively from its heritage. This emphasis lead to a lesser decline of the region during the current economic crises, proving that development based on cultural assets is a sustainable and more secure form of growth.

Veneto Regions has many and extremely diverse cultural heritage assets. Among them, the forts stand out because they are closely related with the more recent history of the region which is not so much exploited as the ancient and especially medieval and renaissance times.

PP2 Romania – Rupea-Cohalm micro-region

Rupea micro-region is one of the poorest areas of Braşov County. It also faces many social challenges. Despite its central location and its status of transit region between attractive cultural and economic destinations in Romania, tourism or other economic activities rarely favour this region. Nevertheless, tourism is considered to be the biggest contributor to the wealth of the area.

Taking into account its multiple advantages, which are not fully valorised, the micro-region has been at the canter of various development projects and some results start to be visible. In the same time, local authorities are implementing various infrastructure projects which are a must for attracting various sorts of investors.

Rupea micro-region is rich in terms of ethnic diversity and cultural advantages. This region shelters a wide variety of heritage assets – both natural and cultural. Although the cultural heritage assets are present in large numbers and relatively equally distributed from a territorial perspective (but not very far from each other considering the scale of the region), they are not attractive enough. In almost all cases they are not rated as top-heritage assets, their conservation state is not very good and they are not used in a diverse and appealing way either for locals or for tourists. Attention started to be drawn to the region with the investments of

Mihai Eminescu Trust Foundation and the support of Prince Charles associated with one of the villages in the area: Viscri, which is also a world heritage site.

PP8 Greece –Municipality of Nafpaktia

The region is extremely diverse in terms of natural and cultural landscape, as well as regarding economic activities. The secondary sector is lesser represented, with just some small craft industries, manufacturing and constructions. The tertiary sector is best represented and there is still place to grow despite the economic crisis. Many of the development plans for the area stress the importance of culture and especially cultural tourism, as well as the need for more community involvement.

The cultural heritage is very diverse and represents all historical eras. A large number of cultural events take place, especially during the summers, including in the city of Nafpaktos.

PP9 Austria – Eisenstraße -Murau Region

The socio-demographic tendencies in the regions are on a descending path (less inhabitants, higher unemployment especially in Eisenstraße), therefore investment and alternative development strategies are welcomed. In both regions considered tourism has started to gain relevance, still much has to be done.

When considering the Eisenstraße area, there is a shift in the region from industrial development based on iron trade to culture, economics, technology and education. The image of the region changed accordingly. Various development programs, including EU financed ones, are implemented in the area. Tourism development is under its potential. Cultural tourism in the area is more or less related with the iron exploitation as well. Still, alternative cultural attractions exist. Cultural life is also expanding.

The Murau Region is a predominant rural one, with increased tourism development. Also cultural heritage is diverse; the present profile stresses the beer tradition and the natural setting (with extension regarding the rural life and some traditional activities).

PP10 Bulgaria – Vidin Region

Vidin Region is one of the poorest areas in Bulgaria due to its unprivileged status as a border region and the associated restrictions and lesser investments in infrastructure and economic development. Yet, the region is suitable for development due to its cultural and natural resources.

Cultural heritage is diverse. It is supported and enhanced by multi-ethnic traditions and cultural attractions.

IPA1 Macedonia – Debar-Reka Region

The Debar-Reka Region is a mountainous area, one of a particular natural beauty. Despite this, the economic development and most of the jobs in the region are related to the electrical and

construction industries. Tourism sector registered a growth during the last years, but it is appreciated as being far from its development potential. Agriculture in the area has preserved its traditional aspects in many cases. The local municipalities are interested in the support of culture as a factor for local development, as proven by the existing strategy for culture.

In the region there is a large number of cultural and natural heritage sites. Some of the culture assets are restored and valorised, offering examples of good practices.

IPA2 Serbia – Resava-Mlava Region

Despite its natural resources, the region is poor in terms of economic indices. The two basic economic activities are mining (Despotovac) and agriculture (Zagubica) – both fields are not very generous in terms of ROI.

The region is extremely rich in both cultural and natural heritage, conferring a strong base for a complex local development. Cultural heritage is mostly represented by famous medieval monasteries. The culture festival is increasingly more active every year.

IPA3 Montenegro – Skadar Lake Region

The main feature of the region is its natural beauty – including an important national park. Very small settlements are present in the region and only a small town. The demography of the region is in decline, while the population is aging. The traditional economic activity is fishing.

The population is multi-ethnic, as well as cultural traditions.

B: SWOT analysis for CULTEMA heritage, grouped on territorial criteria

SWOT analyses for the CULTEMA pilot territories are considering the following scenario: the heritage assets included on the priority lists by the partners have the force to become, with a proper strategy, drivers of local sustainable development. It is the role of the SWOT analyses, together with other investigations, to identify these adequate strategies.

The SWOT analyses aim to investigate the specific state of a heterogeneous group of heritage assets, which are not only different in terms of features but also as ownership, and are considered in the wider context of regional settings, socio-cultural and economic development. The context of these investigations is to support more realistic and reliable territorial marketing strategies. Therefore the SWOT analyses will be undergone at regional level, considering that the heritage is at the heart of these regions. There are two exceptions to this setting: Italy and Austria. The situation of these SWOT analyses is different because the CULTEMA partners are also the owners of the heritage considered; therefore they have a privileged position in implementing the proposed strategies. In all the other cases, the CULTEMA partners are just administrators at national and regional level of cultural policies

(and in the case of local administrations in Bulgaria and Serbia also responsible for a wider regional development, not just based on cultural assets). Therefore, in all the other cases the SWOT analysis are considering the regions, but place a special emphasis on the cultural heritage since the strategy will aims their sustainable valorisation and development.

LP Italy - Forts of Veneto Region (developed starting from the SWOT analysis of the fortification system)

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> • high quality and attractiveness of most of the cultural heritage assets considered in the priority list • the assets are suitable for various valorisation scenarios and the conservation issues are not so restrictive • the assets already have the advantage of a certain image due to the promotion during the last years • the fortresses are at the center of various cultural venues • the public property status and the desire of the owner to invest / develop these assets • the presence of open spaces around the assets • the fact the system proposes an alternative to most of the "classic" Venetian and Italian cultural attractions. • the location is close to Venice, but somewhat widespread in the same time | <ul style="list-style-type: none"> • the lack of financial resources necessary for conservation works for the ensembles (artefacts, canals, open spaces etc.) • poor state of preservation in some cases • lack of appropriate local marketing • lack of statistical data collection on the user and activity management • the waterways are not used • routine maintenance is not planned • maintenance services of the natural system is inadequate • poor accessibility for all types of transportation means |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • local interest in the development of long-term cultural venues and attractions • the presence of a range of goods with similar identity, even of the same owner, also of great value • the interest of international studies and research in Italian culture and heritage • the presence of professional firms and excellent preservation of the Veneto District of cultural goods. | <ul style="list-style-type: none"> • the load of anthropic areas of Venice • congestion of the transportation system • the centralization of cultural island of Venice • environmental risks caused by the vicinity of industrial areas not yet cleared • the cultural agenda that tourists might have – being focus on experiencing classical Italian attractions, such as antiquity, medieval or renaissance heritage or the city of Venice |

| | |
|---|--|
| <ul style="list-style-type: none"> • the regional interest for the historical memory and the landscape • existence of various historical and nature-related itineraries in the region • the local vitality of associations as well as the economic growth • good coordination between the City and Superintendents and experience in recovery and protection of the cultural heritage, also of great complexity | |
|---|--|

PP2 Romania: Rupea-Cohalm micro-region (developed after the Annex I – Management toolkit)

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> • Rich cultural heritage in the region and around • Various restoration and conservation initiatives of local actors, such as foundations and associations (e.g. Mihai Eminescu Trust Foundation), of world wide famous high-rank personalities (eg. Prince Charles’s initiatives in Viscri), of local authorities (eg. Rupea City Hall) , of the Evangelical Church, and of small local or county associations • The specific Saxon tradition: traditional costumes, agrarian customs and practices, specific traditional cuisine, the Saxons who migrated are still emotionally connected with the area and return to visit • Lively folkloric traditions conserved and promoted by several people and cultural ensembles in the area • Various initiatives of entrepreneurs from the | <ul style="list-style-type: none"> • Many traditions and a significant part of the cultural heritage of the region are not preserved or promoted, therefore their continuity is endangered • The precarious condition of some of the cultural heritage objectives and the poor quality of the construction works which have been executed over time • The low or nonexistent interest of most of the proprietors in maintaining and restoring the heritage • The uncertain or problematic status of ownership of heritage assets, corroborated with the bureaucracy of retrocession processes • The lack of actions aiming the comprehensive involvement: bringing awareness to the local community and the policy makers about the importance of the |

| <p>public and private sectors, implemented in local development and heritage (Viscri, the rehabilitation of Rupea Fortress, of evangelical churches and of cultural centres).</p> <ul style="list-style-type: none"> • Cultural events, with the aim of preserving and promoting the local traditions, especially the ones from Rupea region • Tendency to accelerate the projects of restoration for some of the historic monuments that have heritage value – Rupea Fortress and Viscri village. | <p>whole cultural heritage and particularly the Saxon heritage, defining the needs & structuring portfolios of projects and action</p> <ul style="list-style-type: none"> • The unceasing and irremediable degradation of some of the cultural heritage assets, due to the methods of restoration, the alteration of the initial plans and structures, of the façades and of the architectural elements • Lack of financial resources (low state budget allocation) and of know how in attracting cross-funding for restoration • The population living in the region (Romanians, Hungarians, Saxons, Roma) does not appreciate the true value of the importance of the cultural heritage in general and of the Saxons in particular – which leads to ignoring the community initiatives in exploiting its own cultural heritage • The lack of awareness of the need to conserve the local heritage as a whole (integrated approach) |
|--|--|
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Creation of a local brand (CULTEMA territorial marketing strategy) that could be developed and implemented at local level • Available EU funding (2007-2013 and 2014-2020) for restoration of monuments in connection to tourism development and local development | <ul style="list-style-type: none"> • Lack of action concerning the protection and sustainable capitalization of the cultural heritage, both at regional and national levels. • Low number of trained specialists in restoration, which has serious consequences on the condition of some historical monuments • Poor interest manifested in general in complex and original reuse of cultural heritage, in Romania (but there are signs of change) • Long-term involvement necessary for heritage valorisation and perceived lower ROI associated with such projects |

PP8 – Greece – Nafpaktia

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> • heritage assets considered in the priority list are public property, and the owner is open to investments and valorisation • favourable location of the heritage, with easy access for most of them • many attractive heritage sites in the region • appealing natural and cultural landscapes • increasing investment trend in the area and development tendency of the area (especially for mountainous tourism) • existence of higher education institutions in the area, as well as various research centres | <ul style="list-style-type: none"> • noise and traffic pollution for some of the assets, which are placed in the city center • parking problems in the city centre • large funding necessary to maintain the heritage |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • utilization of renewable energy • the increasingly more competitive prices for tourism travels in Greece which could attract more tourists towards this destination • growing demand for cultural tourism, eco-tourism, and alternative/combined forms of tourism • the decrease of the property value in Greece, associated with the economic decline • the positive and appealing image of Greece as cultural venue • incentives for foreigners to invest | <ul style="list-style-type: none"> • unregulated residential development on the coastal sea • degradation of cultural resources • lack of structures for promotion of entrepreneurship • interruptions in implementation of major infrastructure works due to the economic crisis • seismic activities in the region |

PP9 – Austria – Murau and Eisenstraße

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> • shifting image of the region not only as industrial area • the owner is open to valorisation of the heritage assets • the presence on the monument list – which allows access to public money • flexible architecture of the heritage considered which permits many reuses • existence of large open spaces nearby • convenient location for most of the heritage assets considered | <ul style="list-style-type: none"> • level of the minimum required investment is high for all the heritage assets considered • limited or no economic use of heritage assets considered • difficulty in purchasing certain assets |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • increased association movement and diversified stakeholders interested in heritage • major projects which aim cultural development and heritage as well are going on in the area • the lack of attractive and dynamic museums in the region • old crafts and industrial traditions in the region • revival of blacksmithing for individual productions • tourist recovery in some areas nearby • development of various local cultural activities | <ul style="list-style-type: none"> • general demographic situation and further migration • lethargy of the population • long-term risks generated by the decay of buildings if not valorised in due time • decay of old-town centres in the region |

PP10 Bulgaria – Vidin

| STRENGTH | WEAKNESSES |
|----------|------------|
|----------|------------|

| <ul style="list-style-type: none"> • the diversity of the heritage in the area, making the region appealing for various types of tourists and investors • various cultural events which already take place in the region and in association with the heritage assets considered • restoration is either finished or undergoing when considering the heritage assets on the priority list • good development potential • the municipality is interested in complex and long-term sustainable development of cultural assets • high historical and architectural value of most of the heritage assets • the planned infrastructure development in the region • growing trend in investments in the region and development tendency in the area | <ul style="list-style-type: none"> • the owner (public administration) has little financial strength to support investments and further development • small economic relevance associated with the present use of the heritage assets • restriction in the use of heritage assets • maintenance of the heritage assets is expensive |
|--|--|
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • more dynamic associative movements and the NGOs are open to supporting development projects, especially those based on culture • increased number of involved stakeholders • high unemployment amongst well-qualified people • development of the higher education system in the region • development of cross-border economic cooperation with neighboring countries and increased European funding for such projects | <ul style="list-style-type: none"> • the economic development in the region and the concentration of the population on every-day problems • high perceived risks associated with heritage investments • long-term commitment necessary for heritage investments. • Low interest of foreign investors in the region • Continuing pollution and non-recovery of contaminated areas • Tourism development delay in the region • Increasing number of people with low education, inadequate for the |

| | |
|--|--|
| | requirements of a diversified labor market |
|--|--|

IPA1 Macedonia – Debar-Reka

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> • the region is rich in cultural heritage as well as natural sites of value • attractive landscape and important national park in the region • the most important cultural heritage assets are either restored and valorized, or on the way of undergoing such works • one of the heritage sites – which is included on the priority list – is already the driving cultural force in the region • traditions still exist and they could increase the cultural tourism offer • agricultural traditional ways are still respected and they could become an important factor in the development of agro-tourism • presence of organic food manufacturing • the owners of the heritage assets – both public bodies and private ones - are interested in investments in heritage and their complex valorisation. • the cultural life is already diversifying and developing • entire villages are offering large and complex cultural venues • small enterprises are already successfully operating in the region | <ul style="list-style-type: none"> • undeveloped infrastructure and difficult access in the region • lack of detailed plans for development zones and projects; • limited skills of the existing labor force – lack of qualified staff for particular industries; • demography challenges in terms of constant migration from the region; • obligatory issues (unsolved issues on claiming properties rights among the owners); • administrative limitations and challenges, • high rate of unemployment • lack of local awareness of the importance of cultural and natural heritage • sometimes landslides and avalanches, but not in the inhabited areas • There is no specific development strategy for the region |

| OPPORTUNITIES | THREATS |
|---|---|
| <ul style="list-style-type: none"> • increased interest in tourism in the Balkans. • various European funding opportunities for IPA countries • local stakeholders consider that the development opportunities in the region rely on cultural, sport, religious and health tourism. Investments in food production are also positively considered. • there is a room for further engagement of the local inhabitants in future educational trainings; • some development studies for the region exist • the region is increasingly more recognized as a tourism destination at national level | <ul style="list-style-type: none"> • To much pressure on the existing internal funding • local stakeholders expect that most of the funding to come from domestic investors working abroad, who might be interested only in small scale – personal investments. |

IPA 2 Serbia

| STRENGTHS | WEAKNESSES |
|---|--|
| <ul style="list-style-type: none"> • great number of cultural heritage assets • increased number of festivals and art exhibitions • cultural diversity of the area – mainly Serbs and Wallachians • political will for economic restructuring if the area based on development of sustainable tourism • cooperation with national organizations is good • some examples of good practices and major | <ul style="list-style-type: none"> • the legal status of some heritage assets is uncertain and solving it needs time • the planning local tools do not present development options for the cultural heritage • many cultural monuments are neglected and in decay • lack of finance from the part of local bodies • weak institutional capacities for heritage management • low public awareness on values of heritage for society |

| | |
|--|---|
| <p>investments in cultural heritage exist (Monastery Manasija – proposed on the tentative list of UNESCO WH Monuments and Sites, as well as the Senjsku Rudnik coal mine – industrial heritage)</p> <ul style="list-style-type: none"> • natural landscape is preserved • good geographic location of the region | <ul style="list-style-type: none"> • lack of adequate infrastructure to support tourism flows related to cultural heritage • poor tourist signalization • very neglected vernacular architecture • lack of regulation of ownership for some monuments and sites |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • increased EU funding opportunities • interest of the Ministry of Culture in the region | <ul style="list-style-type: none"> • political instability • investment in heritage are long-term commitments • tourism is no strong tradition in the region despite the positive context. This could be related to a weak image as a tourist destination |

IPA 3 Montenegro – Skadar Lake

| | |
|--|---|
| STRENGTHS | WEAKNESSES |
| <ul style="list-style-type: none"> • large cultural and historical heritage, especially monasteries and fortresses • traditions and original rural landscapes are preserved • considered heritage assets are placed in picturesque areas • local enthusiasm and stakeholder support for investments • significant mobile cultural heritage is preserved in the region | <ul style="list-style-type: none"> • limited infrastructure, including good roads to the monuments considered for the priority list. In some cases, access is possible just by water • no available funding • abandoned sites and buildings, some of them as a result of an earthquake in the 80s, are visible |
| OPPORTUNITIES | THREATS |

| | |
|---|---|
| <ul style="list-style-type: none"> • the Master plan for tourism development provides guidelines especially for cultural and eco-tourism expansion in the region • A new development plan for Montenegro as well as legislation change are expected in the near future and it should allow more investments in the future | <ul style="list-style-type: none"> • limited legislative support for development • perceived risks when considering cultural heritage investments |
|---|---|

The second step in designing a proper marketing strategy is to identify the **potential investors** (including the ones already active in the CULTEMA regions).

Investors who could be addressed by the territorial marketing strategy are extremely diverse. There is a general typology of individuals and organizations that might be interested in heritage-based projects, but the actual list corresponding to each region/personalized strategy depends on the specific regional conditions. In this respect the profile of the region, the SWOT analyses, the stakeholders' analysis, as well as the market analysis are the key instruments to identify them.

Segmentation of the investors:

A. *individuals* interested in heritage from personal reasons (desire to live in a heritage home would be the most frequent, but the rational behind this wish could vary)

B. *groups of individuals* – local community / communities

Although groups of persons (which are not part of the same family) rarely are agents as such, there could be some examples when individuals associate informally to use (and previously to invest) in heritage. But in most cases, the groups of individuals are formally organized as NGOs. Even in the first case mentioned, when groups of persons activate under no formal organization, in many cases the development of the project leads to a later legal form as a NGO or even as a company (social entrepreneurship or proper pro-profit firm).

C. *organizations* – these would be the main targets of any heritage based project. They typology is extremely diverse in terms of ownership, form of association, dimensions, or aims. We will not consider the segmentation of this group of investors just by their legal status of private / public organization, although it influences its behaviour.

C1. **Public administration** – these organizations are interesting for heritage-based projects either in their capacity of owners/managers of heritage or service providers. Public administration generally is favourable to better managing heritage, for cultural/image reasons, as well as for economic reasons. Therefore, they would support this sort of initiative when considering the administrative regulations and formalities. A more complex support, especially

financial one, is generally not offered in poorer regions considered – even if the public administration owns some of the heritage assets considered. Still, public administration is a vital stakeholder for Cultema, and in general for any project of local development based on local cultural assets.

C2. Educational and research organizations both regional / national and international. They might get involved in various stages of refurbishment of the heritage assets and could have significant input in these processes. Still, their involvement would be mainly in terms of labour and intellectual services, not in financial support. In some cases (Italy, Greece), partners specified that such organizations are stakeholders, but none was considered as an important stakeholder. Still they could be relevant partners. The educational centres mentioned are: University of Venice, Verona, Padova, Accademia delle Belli Arti di Venezia (for Italy), University of Patras and University of Messolonghi – Dep. of. Nafpaktos (in the case of Greece).

C3. NGOs – their variety is extreme, but considering out the context, the main target would be cultural NGOs, either local and national or international. Other relevant NGOs for cultural heritage development / reuse are the educational and social ones (that could be interested for instance in creatively using the heritage and its setting to better target their beneficiaries and achieve their mission), community associations or even professional associations. Still, even if theoretically NGOs are increasingly more important and influential in the contemporary society, none of the partners identify key local NGOs with a few exceptions (Nafpaktia in Greece, Rupea-Cohalm in Romania, Veneto in Italy).

C4. Professional Associations – they are organized as NGOs, but since they have a very specific profile and stand out in terms of mission and interests in development projects, they should be considered separately. The professional organizations relevant for CULTEMA are those of architects or specialists in cultural domains (history, archaeology, museums, conservation and such). In the case of Bulgaria, Greece and Italy, partners identified some professional associations as being stakeholders (but just in the case of Greece they were considered as being key stakeholders: Association of Architects of Nafpaktia and Association of Civil Engineers of Nafpaktia).

C5. Social enterprises – this is an emergent group of companies that could get involved in heritage-based projects for the same reasons as social NGOs. They might be even more dynamic and determined than other partners. Still the partners in their stakeholder analysis identified no social enterprise in their regions.

C6. Companies – their reasons for involvement are extremely diverse starting from pure real-estate rationales, to use of the heritage in a narrow perspective such as offices, to very complex approaches. The fields of involvement are also very wide: tourism, services, architecture and constructions, real-estate, research, marketing and advertising, festivals and others. Even if the aim of CULTEMA is to stimulate local (economic) development based on the cultural assets, the partners do not generally consider companies as key stakeholders.

Companies such as tourism boarding houses and travel agents, infrastructure developers and service providers are mostly mentioned, but no actual company is identified (exception – Greece). The case of Serbia stands out, where mining companies are pointed out as key stakeholders: RMU Rembas Resavica; JP PEU Resavica, public company “Resavska pecina” (Resava Cave); public company “Srbijasume” (Serbia Forest), Coal Mine in Krepoljin; JP PEU Resavica; private company “Avala resources” (branch in Serbia, office in Zagubica), public company for Civil Engineering in Zagubica; and public company “Srbijasume” (Serbia Forest).

Chapter IV CULTEMA cultural territorial marketing strategy: assembling the puzzle

I. General approach

The present territorial marketing strategy is based on CULTEMA objectives, previous activities and strategies implemented in the pilot territories, as well as on the specific evolutions of the project. At the base of the strategy are the proposals of the CULTEMA partners, set together in the project framework, aiming to support the development of the pilot areas through identifying key heritage assets and associated development opportunities. The proposed territorial marketing strategy takes into account especially the heritage assets selected by the partners to form the priority lists for attracting investments. In the same time, it integrates the heritage properties and associated development opportunities which are the object of the heritage business models developed by each partner, in order to benefit from and support a broader development and promotional strategy.

The territorial marketing strategy has two directions of intervention: centralized at CULTEMA level and decentralized (territorial level). The first direction is centrally coordinated (the instruments are the online marketing platform and the participation to international events). The second direction is locally supervised (the instruments are relationship marketing tools, local fairs, road shows etc.)

The expected results are increased visibility for the partner territories, a clearer positioning focused on heritage as part of a development trail, increased local cohesion. Long-term results generated by the adoption and implementation of the strategy at local level (WP6 –follow up strategic actions) are related to the attraction of investors and valorisation of the identified opportunities, development of existing and new creative enterprises, investments in heritage and associated assets and in the neighbourhoods.

The scope of the strategy:

Assist the sustainable development of the pilot territories by attracting investors and helping local entities to design and implement adequate development strategies. The strategy is meant to put in motion a mechanism to stimulate various investments in heritage, especially in built heritage. The processes started will have to be further supported and stimulated after the end of CULTEMA in order to have significant outcomes and to be able to generate development based on heritage / culture.

In some cases this mechanism is very difficult to implement, since not all the CULTEMA partners are owners of heritage properties, and some of them do not mainly operate in the selected pilot territories. In other cases, through constant further backing of the strategy, the success can be ensured with long-term involvement.

General objectives:

- Contributing to the development of local cohesion and networks in order to stimulate investments in creative industries and economic areas that are heritage-related (such as specific cultural tourism, hospitality and, in general, real-estate market). By the end of 2015, at least 2 workshops should be developed at local level to set networks of NGOs and companies directly interested in the preservation and valorization of cultural heritage.
- Attracting partners for and investors in heritage-based projects (considered by additional registrations on the CULTEMA platforms). By the end of 2014, at least 30 supplementary heritage assets should be registered and a similar number of contacts should be established. This means that 3-4 new contacts are to be expected for each region. The value may seem low, but considering the need to consolidate the image of the platform, as well as the speed of reaction in the context of cultural management, the figures are high enough.
- Designing a consistent and sustainable profile for the regions and assisting with its implementation. In order to ensure the achievement of this goal, additional indicators are set by the objectives aimed at regional level.

The main objectives are meant not only to draw the attention on the opportunities for development offered by heritage (especially the built assets), but also to generate an adequate climate for the investment mechanisms to operate.

Main target segments

Considering the context and objectives of CULTEMA, the main segments of public aimed are:

- Local administration
- Tourism and other service providers significant for each territory

- Business investors relevant for each territory
- Key local stakeholders
- Local population

The specific situation is to be considered taking into account various market analysis, focus-groups developed into some of the regions and other specific evaluations. In this specific project, part of the target groups are also stakeholders, considering the ownerships of the CULTEMA assets included on the priority lists, as well as heritage ownership issues in most of the regions taken into consideration. Therefore, understanding and primary targeting key stakeholders is vital for implementing and stimulating the investment mechanisms aimed by the project.

A stakeholder analysis for each territory reveals similarities and many regions, especially in those from the ex-communist countries, but also local differences. A synthesis of the stakeholder audit looks as follows:

| Region (partner) | Main stakeholders | |
|--|---|--|
| | Type | Name |
| LP: Italy | Management of regional development | City of Venice |
| | | Istituto Regionale per le Ville Venete IRVV |
| | | Soprintendenza per i Beni Architettonici e Paesaggistici di Venezia e Laguna |
| | Other org. | Voluntary work Associations |
| PP2: Ministry of Culture and National Heritage – Romania | Management of regional development | town council of Rupea |
| | Heritage management | local councils (Rupea, Homorod) |
| | Other | Individual heritage owners |
| PP8: Aitoliki Development Agency S.A. – Greece | Management of regional development | Municipality of Nafpaktia |
| | Prof. assoc. | Association of Architects of Nafpaktia |
| | | Association of Civil Engineers of Nafpaktia |
| | Economic org. | Real estate agencies |
| Other org. | Committee for Tourism Development and Promotion | |

| | | |
|---|--|--|
| PP9: Association for Preservation and Research of the Austrian Cultural Heritage – Austria | Management of regional development | Municipalities |
| | Economic org. | Tourism agents |
| | Other | Local communities |
| PP10: Regional Agribusiness Center – Vidin | Management of regional development | Minister of Regional Development and Public Works |
| | | Regional Development Council |
| | | Regional Coordination Committee |
| | | Regional Manager |
| | Municipality - Municipal Council Vidin | |
| | Heritage Management | Municipal Council Vidin |
| Others | NGOs | |
| IPA1: Ministry of Culture of the Republic of Macedonia | Management of regional development | Municipality of Mavrovo and Rostusha |
| | | Municipality of Debar |
| | Economic org. | Village councils |
| | | Management of National Park Mavrovo |
| | Others | Service providers |
| | | Tourism agents & rural boarding houses |
| Church and Mosques representatives | | |
| IPA2: Ministry of Culture of the Republic of Serbia – Serbia | Management of regional development | Cultural bodies |
| | | NGOs, especially environmental ones |
| | | Ministry of Culture and Information; Ministry of Finance and Economy; Ministry of Regional Development and Local Self-Government |
| | | Regional Development Agency in Kragujevac |
| | | Tourist Organization of Serbia; Tourist Organization Despotovac Tourist Organization Zagubica |

| | | |
|--|--|--|
| | | town council of Despotovac town council of Zagubica |
| | Heritage management org. | Central Institute for Conservation in Belgrade; National Institute for Preservation of Cultural Monuments of Serbia; Regional Institute for Preservation of Cultural Monuments in Kragujevac; Institute for Nature Preservation of Serbia |
| | Economic org. | Coal Mine in Krepoljin; JP PEU Resavica; Private Company "Avala resources" (branch in Serbia, office in Zagubica) |
| | | Public Company for Civil Engineering in Zagubica; Public Company "Srbijasume" (Serbia Forest) |
| | Other | Church representatives |
| FLP3: Ministry of Culture, Sport and Media – Montenegro | Management of regional development | Municipalities Podgorica, Bar, Cetinje |
| | Heritage management | Municipalities Podgorica, Bar, Cetinje |
| | | Directorate for Cultural Heritage Protection |
| | Economic org. | Investors |
| Others | Representatives of Serbian Orthodox Church | |

Analysis

In all regions, public local management is the main stakeholder. This is related not just with the eventual investments and developments that would change the local economic and even socio-cultural state. The public local management is the owner of most of the heritage assets included on the priority lists.

In South-Eastern Europe more public stakeholders have been identified, but it is to be investigated their actual contribution and influence on the processes. In these regions, religious representatives might also be influential.

Even if in several regions (Greece, Macedonia, Serbia, Montenegro) economic organizations have been identified as key-stakeholders, with the exception of Serbia, no actual company has

been named. They have to be identified during the market analysis. The Serbian economic agents identified are active in mining and forestry.

Local communities are a weak constituent in the considered regions. There are some NGOs, but they are not so relevant for CULTEMA. In the case of Romania local community is important from two perspectives: some of the heritage-clusters are private owned by individuals (in Rupea), in the region locals started some individual economic initiatives (hand-made products).

Conclusions and actions

Therefore each territorial strategy should primarily consider the key stakeholders, stressing the local agents. The first step of the territorial strategies should consider to raise the interest of key stakeholders, especially local administration and owners of heritage properties, to be open to CULTEMA proposals and promote the specific opportunities offered by the project.

In the same time, potential investors and partners in heritage related projects have to be considered. Still key economic investors and bodies interested in heritage development should be further identified and targeted. This process should continue after the end of the project, and could be related both with the development of the online heritage platform and with the CULTEMA laboratories network.

Key resources

Considering the various characteristics of the pilot regions, it is hard to identify common resources. In order to point out the key resources, a selection of common appealing traits could pin some advantages for a strong communication strategy at CULTEMA level. For regional territorial marketing strategies, further analysis of regional key resources is a must.

Common appealing features

- In most pilot regions the diverse and dense cultural heritage is backed by valuable natural landscape.
- With some exceptions, in all the regions heritage has been undergoing restoration works. Unfortunately, there are still components waiting at the queue.
- The regional backing of development projects – both of the public bodies and of various stakeholders – is increasingly stronger.
- The stakeholders are increasingly more numerous and active in all regions.
- Almost all regions benefit from the expertise and results associated with previous (European) projects, which targeted them in the past.

Common difficulties

- With the exception of Veneto region, all the other pilot areas are amongst the poorest in their specific national contexts and some are experiencing shifts towards economic diversification and refocusing, This latter aspect can be transformed into an opportunity, relating it with improvement of the image, increased interest of more diversified investors or valorisation of the infrastructure and regional traditions related with the dying industries.
- Funding of large and long-term investments in heritage is problematic for all the considered regions especially that many of the selected assets are in poor state, abandoned and in some case with modest associated infrastructure.

Advantages of joint European projects

When designing a common marketing and communication strategy, the benefits generated by the backing of an EU funded project (CULTEMA in our case) should not be ignored. The specific benefits in this context are:

- European visibility
- Share of experiences and interdisciplinary expertise
- Some regional funds are backed by joint-project funding
- Multiplying effects of some communication strategies and joint activities

In the same time, some risks might occur, such as:

- lost from sight of specific local situations
- insufficient level of personalization for regional needs

In order to minimize these risks, regional input and evaluation of the proposals are a must. Another approach in this respect is to direct the campaign on two directions: 1. on the general topic of the project and to stress the common aspects of the regions and the aim of the involvement; 2. on presenting each region and set emphasis on the assets with the highest potential under the CULTEMA objectives.

The CULTEMA online marketing platform (heritage platform)

A valuable key resource that could be exploited is the online database containing detailed information on the most important heritage assets. In order to become an active resource for CULTEMA, it has not only to facilitate access to information that otherwise would be hard to get, but also to stimulate various types of investments into heritage. It also has the ability of becoming a development factor for long-term sustainability of the CULTEMA project.

A more detailed analysis and development strategy regarding the platform will be provided during the following marketing proposal.

The CULTEMA insight

The mechanism on which CULTEMA relies is based on the ability of the cultural heritage to attract various types of investments and so to lead to sustainable long-term development of a region. This process is facilitated by the current trends in the contemporary economies and societies.

Therefore, CULTEMA is not the only regional, national or European project aiming to valorise these phenomena. Nevertheless, CULTEMA is unique in this endeavour by its specific point of difference: attracting partners for individual heritage assets, selected from a broad variety, and providing workable strategies (the business models) and blueprints for future development (mostly toolkits personalized for each case).

In order to be successful in this attempt, marketing strategies to ensure the implementation and the sustainable development of the project are a must. In this context, besides individual marketing solutions, an umbrella proposal has to be considered.

Since all pilot regions are fundamentally different, in spite of some favourable common traits, since the assets targeted are extremely diverse and since each region requires individual and personalized solutions, it is hard to identify a common positioning statement. This statement has to consider many factors and stakeholders involved.

HERITAGE FOR DEVELOPMENT

This is the tag-line proposed to guide the marketing efforts at CULTEMA level, with declinations at regional level, taking into account territorial specificity. These value propositions for each region are to be discussed and considered with the representatives of each pilot area.

Alternatives considered for CULTEMA:

- Invest in heritage
- Dynamic regions based on cultural development

These alternatives present weak points, either because they are more appealing to just some of the parties which should get involved in local development, or because they presume a positive image that might not be so much shared by all the groups aimed.

Heritage for development is equally appealing for heritage asset owners and those who could invest in heritage based projects and partnerships. It is a promise that development could be achieved based on cultural heritage. In the same time it reflects the openness of the heritage

owners to share their asset, to “offer” the heritage to become the raw material for sustainable development. It supports both a “push” and a “pull” strategy to valorise the heritage.

Another advantage offered by this proposal is its ability to stress the role of the CULTEMA online marketing platform: focused presentation of heritage assets aiming to stress the development opportunities they generate. In this context, it could be read as: *find out about these heritage assets and project proposals that will lead to your organizational development, as well as regional development.*

Benefits for the main segments of the public

CULTEMA partners

The benefits for CULTEMA partners are obvious; therefore I will just mention them without further explanations:

- it expresses in a nutshell the aim of the project
- it publicly declares the common belief that binds the partners
- it offers a short and convincing tag-line that could be used in various contexts
- it stresses the long-term sustainable approach of the project

Heritage owners

In some cases, the heritage owners are either the partners, or subordinated bodies. Therefore the previous advantages will apply too. Specific benefits for the heritage owners that are aimed by the present proposal and positioning strategy are:

- support in attracting investors and various types of partners
- presentation of their assets to a wider public both in terms of geographical extension and typology and field of activity.
- the owners of the heritage assets on the priority lists will benefit from a complete set of development strategies and tools.

Business investors

Considering the analyses of all pilot territories, and the existing development plans, the category of business investors that might be privileged consists in tourism operators and service investors. We mention though that this segment is / could be the long-term most

favoured investor. On the short-term, various service providers and specialized agents are to benefit more.

The existing economic investors will benefit from new development opportunities, as well as – on the long run – more appealing business environment and increased demand.

The prospective economic investors will gain time and will spare money otherwise necessary for in-depth documentation and identification of investment and partnership opportunities.

Local communities

People living in the target areas are some of the main beneficiaries of the CULTEMA project, considering a long-term perspective. Not just some punctual interventions on heritage are to be done, but hopefully heritage-based investments and partnership will be set for long-term cooperation.

The image of each region will also improve, and where the case they could benefit from a beginning of destination branding.

Local stakeholders

When considering this group, an important part aimed is formed by local active NGOs. Their activities may vary, being involved in culture, social sectors, research or other fields, but all have in common the interest in local development. The CULTEMA project will lead to long-term achievement of this goal, including by providing opportunities to there stakeholders to develop and diversify their own activities and achieve their own missions.

Objectives and Key activities

From the three general objectives of the present proposal, which were stated earlier, just two of them are targeted by the common territorial marketing strategy: the relationship development and the investment stimulation. The third one – contribution to the design and implementation of place brands - depends on the regional marketing strategies.

1. Relations development

The key word for sustainable growth should be relationship development. With no strong relationship network, especially weak organizations or even individuals – who own heritage assets - hardly could make a significant difference in their environment. The relationships such an organization has to develop are very complex, and target various segments of its public: stakeholders, beneficiaries, and partners / potential partners. Relationship development with

long-term impact is hard to reach. Nowadays the Internet offers many way of doing this in a more cost-effective way, but since we talk about relatively small regions and in this context personal relationships are important, we also recommend the traditional approaches even if engaging stakeholders in a traditional way is costly.

This objective is to be attained both at CULTEMA level and regional level. In the first scenario, the key activities considered are the participation to common events and international fairs and the provision of toolkits and expertise for the process. At regional level, each local territorial marketing strategy will aim this objective by means of personalized activities.

Key activity: TRE International Fair

Considering the evolution of the CULTEMA and the available budget, a single main event is proposed: ***TrE International Fair in Venice***. It will take place in Nov. 2013. The strategy is to be maximized the contacts with potential partners by

- being actively involved in relevant activities of the fair,
- identifying and contacting individually potential partners and propose face-to-face meetings,
- participating at a least one workshop at the fair,
- organizing a round table to make visible CULTEMA and the proposals of each partner.
- Raise the visibility of CULTEMA booth

2. Investment attraction

CULTEMA project does not limit in any way the type of investments supported by heritage assets. Quite the contrary, it has to ensure that it offers a suitable framework for any proposal that will lead to local development.

Key activity: CULTEMA online marketing platform maintenance and promotion

This is the main instrument to attract investments. It will be operational and effective only with an intense communication campaign to inform it and attract potential partners to register and use the platform. The main activities associated with the platform are:

- promoting the platform at the TrE International fair, locally in all the partner regions, as well as online
- permanently updating the platform both by the partner regions if new assets are of interest and by the CULTEMA Laboratory after the end of the project (according with the potential partners)

Key activity: participation at TRE International fair

One of the main aims is to attract investors and partners for heritage-based projects in the pilot regions. There are three main instruments to doing this:

- identification and contact of potential investors
- round-table / work-shop presented earlier in the proposal
- promotion at the fair of the marketing platform, as well as of individual proposals

At the center of this activities are the heritage assets included in the priority lists, especially the ones targeted by the business models developed by each partner.

CULTEMA will benefit from a small stand at the fair, but the core of the activity is related with actively meeting potential partners. Since most of the proposals of the CULTEMA partners are based on private-public partnerships, special attention should be given to presenting these sensitive issues. The role of the CULTEMA stand at the fair would be to stimulate the curiosity and awareness related with the opportunities, to “catch” the potential partners, but the face-to-face meetings are the ones designed to convince the third parties to get involved. At the stand, the following will be ensured: distribution of the flyer of the marketing heritage platform as well as of the others promotional items, awareness of the platform by means of posters, proposals for specific investments / partnerships.

B. Promoting the priorities associated with the marketing strategy

1. the marketing online platform itself has to be promoted in order to reach its mission.

Instruments

- directly and through printed materials at TRE fair and other events
 - o Marketing brochure
 - o Marketing heritage Platform flyer
- online ads: Google AdWords

2. the heritage assets on the priority lists and the projects proposed through the developed business models

Instruments

- directly and through printed materials at TRE fair and other events
 - o Presentation cards for the main “business” proposals
- online ads: Google AdWords (the direction / objectives of this campaign to be negotiated with each partner, taking into account the specific needs, as well as the available links to be used in the most appropriate way, considering the framework of CULTEMA. The backup strategy is to increased the visibility of the regions and their assets in the context of local cultural tourism development)

- online messages and proposals: platform associated with EU Culture Program
- locally directly to stakeholders (mainly through local efforts, associated or not to local events / road shows)

Communication strategy

The communication strategy has two components

A. the communication of the project itself (with an emphasis on the internal communication with and amongst partners) done under WP5.

B. promotion associated to the marketing strategy, with its two approaches: regional done by the partners and central done under this WP.

Considering this context, the main objectives of the communication strategy are:

- to present CULTEMA and to develop its long-term image in order to increase its sustainable activities
- to assist the implementation of the marketing strategy

The present strategy (e.g. this section of the territorial marketing plan) refers just to this second aspect. Two main directions are approached:

- I. Communication campaign associated with the CULTEMA heritage platform
- II. Participation at fairs and events

I. The heritage marketing communication platform

The scope of the cultural heritage database as a marketing platform is to present various opportunities of investments related to heritage assets (refurbishment, valorisation, heritage-related operations, selling/buying etc.) It has to be able to reach this scope also after the finalization of the project, becoming a sustainable aspect in CULTEMA.

In order to become an effective marketing instrument, the cultural heritage database has to cumulate the following features:

- be easily accessed and friendly to use;

- be reliable;
- contain relevant information for real-estate agents and other type of investors in heritage assets;
- be able to attract partnerships to valorise heritage assets; be permanently updated and extended.

These characteristics are not related only with its design, but also to the way it functions and is used on the long-term.

Target public:

- heritage owners who are interested to attract partners in valorising them (either commercially or culturally) or in other heritage-operations
- business investors who are interested in heritage or complex and original proposals
- real-estate agents
- non-profit organizations interested in heritage

Further proposals for the sustainability of the cultural heritage platform:

In order to be useful and to organically grow on the long-term, the users should have not just open-access to the information, but they should also be allowed to contribute with new entries. Because opening access to the platform for third parties is difficult to manage, the update of the information will be the responsibility of the CULTEMA lab assigned with the long-term maintenance of the platform. In order to be active and efficient on the long-run, the platform has to benefit from sustained promotion. Considering the specific context, this promotion is to be done both by partners and online at central level.

Mechanism:

1. The CULTEMA partners upload the entries in the data-base (mainly with the assets included in the priority lists and including a link towards on online space with further details on the proposals associated with the developed business models)
2. The platform is promoted so to increase awareness about the various possibilities of investments and cooperation, so to encourage other users to access information on the heritage included already in the database, to find a property of interest for them or to find a partner in a domain they are interested in
3. The platform is promoted as a tool to propose heritage-based projects, so other users to contact la CULTEMA Lab in charge with the sustainable development of the platform in order to present other cooperation and investment opportunities to be uploaded. There will be no territorial restrictions, with the condition of a single compliance: the heritage assets target to be placed in Europe.
4. New assets and proposals are uploaded and the platform further promoted.

Promotion of the platform:

a. prints

- marketing brochure dedicated to the platform and the assets already registered by the partners. The brochure has 38 pages (20 cm x 20 cm). 4 pages present the platform and how it works, while 4 pages are devoted to each territory in order to present their main characteristics, as well as the assets selected on the priority lists. Therefore, this brochure is a printed illustration of the database included on the platform and presents a clear call to action: check the platform or contact directly the heritage managers for further discussions on the opportunities offered.
- personalized flyer. It presents the way the heritage platform operates. It is designed as a brief guide to using the platform, considering the two possible situations: the owner of a heritage asset is looking for partners for a project; somebody is looking for development opportunities based on built heritage.
- Presentation cards with the main business proposals. Three cards are dedicated to each territory. The dimensions and design are similar with the marketing brochure. The partners chose the assets to present, but the structure of the information is similar on all cards. Since the aim is to draw the attention on specific opportunities, relevant information is to be included: a brief description of the monuments stressing its importance, specific data useful to decide on the involvement (such as dimensions, state of conservation etc.), a concrete proposal of development. On the front page of the card a large picture with the monument is provided, while on the back of the card a map is also included.

The promotional prints will be distributed during the TRE fair, as well as during other international and national events at which the partners will take part (during and after the end of CULTEMA project). A digital version will be provided to partners, so they could personalize the flyer in their own language and use it accordingly.

b. online

- through Google AdWords until Dec. 2013. The aim is to increase both the visibility of the platform and to attract proposals to be uploaded on the platform.

We stress that in order to be sustainable on the long-run, the platform has to benefit of promotion after the end of CULTEMA. This is ensured both by the partners and the CULTEMA lab that will be responsible for the maintenance and updating of the platform.

II. Events

The CULTEMA stand at the fair has the role to provide a point of reference for those interested in heritage-based development and to attract the attention on various opportunities. An active participation is proposed, in opposition with waiting for those interested to contact the CULTEMA representatives. The approach will be based on personal contact with stakeholders

and possible investors in heritage-assets. Two directions are considered (under a minimalist approach, considering the available budget and context):

1. screening of the participants at the fair and personalized approach of those suitable

- 1.a. analyze of the list of participants in order to identify potential partners
- 1.b. development of a proposal pack for each targeted "partner",,; a CULTEMA folder containing presentation brochure, information on the marketing platform, information on specific assets and development proposals, that might be of interest for each possible partner
- 1.c. meeting schedule
- 1.d. meeting during the fair (and invitation to the round-table/work-shop if the case)
- 1.e. follow-up after the fair (email with further information)

2. workshop and/or round table aiming to analyze the complex opportunities of development related with heritage-assets, as well as to present the cooperation proposals aimed by the developed business models.

- 2.a. analyze of the list of participants in order to identify participants
- 2.b. planning of the round-table / workshop
- 2.c. development
- 2.d. follow-up after the fair

Promotional materials to be used at the TRE fair:

- CULTEMA brochure
- Marketing brochure
- Marketing Platform flyer
- Presentation cards for the main "business" proposals
- Materials designed by each partner, relevant for the context

Timeline

| Activities | Aug 2013 | Sept 2013 | Oct 2013 | Nov 2013 | Dec 2013 |
|---|----------|-----------|----------|----------|----------|
| Marketing prints preparation and production | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| TRE fair organizing and participation | | | | | |
| Platform online promotion | | | | | |
| Heritage assets promotion at territorial level | | | | | |

Budget¹

| WP5 | Marketing Activities | LP, Veneto Region | PP2 MoC Romania | PP3 TUG, Austria | PP5, MAV, Italy | PP7 Unioncamere, Italy | PP8 Aitoliki, Greece | PP9 VEEOE B, Austria | PP10 RABC, Bulgaria | IPA1, MoC Macedonia | IPA2 MoC Serbia | IPA3 MoC, Montenegro | TOTAL |
|----------------------------|--|-------------------|-----------------|------------------|-----------------|------------------------|----------------------|----------------------|---------------------|---------------------|-----------------|----------------------|----------------|
| 5,1 | Marketing prints design, production, delivery (including prints developed by each partner) | | 12.800 | | | | 1.000 | | 3.050 | | | 11.000 | 27.850 |
| | Cultema heritage platform- online promotional campaign | | 2.170 | | | | | | | | | | 2.170 |
| | Events organization – international (Belgrade International Tourism Fair, TRE) | 18.300 | | | | 3.295 | | | | | | | 21595 |
| | Heritage assets promotion at local level (Roadshows, other events) | | | | | | | | | | | 14.000 | 14.000 |
| | Territorial marketing strategy elaboration | | 7.056 | | | 11.400 | | | 5.000 | | | | |
| 5,2 | Real estate market studies elaboration and Focus Groups | | 6.600 | | | | | | | | | | 6.600 |
| 5,3 | Website development, heritage platform improvement and updates | 5.000 | 5.150 | | 15.000 | | | | 500 | | | 1.200 | 26.850 |
| 5.1, 5.2, 5.3 | Staff costs | | 6.400 | 8.518 | 14.950 | 17.051 | 13.718 | | 6.200 | | | | 66.837 |
| TOTAL BUDGET (euro) | | | | | | | | | | | | | 165.902 |

Evaluation

In order to evaluate the impact of the marketing strategy, there will be analyzed a set of indices related with each of the two main objectives: relationship development and the investment stimulation. There are going to be periodical evaluations: after the TRE fair, in Dec. 2013 and during 2014.

Indices and responsibilities:

A. Relationship development

- number and profile of organizations contacted at TRE fair (LP and partners)

¹ Not all CULTEMA partners have communicated their marketing budgets, therefore, the amounts do not reflect the actual level of expenditure for marketing activities

- number and profile of participants to the work-shop/round-table at the TRE fair (LP)
- number and profile of organizations responding to the follow-ups (all partners)
- number of enquiries related with CULTEMA and approaches of the partners by local, national or international third bodies. (all partners)

B. Investment stimulation

- traffic on CULTEMA website
- traffic on CULTEMA marketing platform
- number of enquiries related with the marketing platform (all partners)
- number of new submissions on the platform
- number of contacts related with the proposals on the marketing platform (all partners)
- number of projects started to be implemented (all partners)

II. Territorial approaches

The value proposition for each region

Although the online heritage platform is operational and could generate project development in all CULTEMA regions, special attention should be given to all the regions in the project. Therefore the partners should consider not only the general framework of CULTEMA and the implementation of the general marketing strategy. They also have to design and implement local mechanisms meant to generate local awareness related with the importance of heritage in ensuring local development, as well as to further promote the heritage platform in order to generate additional leads and contacts of interest for the heritage platform, to be uploaded and to be finalized in cultural projects. Another important role of partners, which should be supported by proper marketing strategies, is to ensure the implementation of local mechanisms of development based on the outputs of CULTEMA. For instance, they have to make lobby for the implementation of business models, if they are not in charge with the monuments considered by those strategies.

Their active role in the regions and development of heritage-based projects is facilitated by the present proposals of regional marketing strategies. Their general / common scope is to stimulate the interest in heritage investments by setting a specific profile for such a framework. The proposals incorporated in this document are guidelines set under the common constrains: the marketing briefs set by each partner, the CULTEMA aims, budgetary limits, character of the built heritage considered – mainly the selection included on the priority lists and such. Since the obvious funding limitation (CULTEMA does not provide such budgets for territories), the actions considered are of minimum financial involvement, and could be done in

correlation with current/other activities of the partners or are in line with their specific mission and routine way of operation. Naturally, not just CULTEMA framework was considered, but also the long-term interests of the partners. In this context, each proposal could be integrated / developed by these partners into their long-term marketing strategies and even considered in the regional branding processes if the case.

An important part of the marketing strategies for each territory is related with the sustainability of CULTEMA. The mechanism designed during the project is to be supported on the long run by the CULTEMA Laboratory Network. The three laboratories are to be operational in Venice (Italy), Graz (Austria) and Belgrade (Serbia). Therefore, additional responsibilities are assumed by these three partners, which would lead to supplementary activities in the context of marketing. Nevertheless, we can not propose an adequate marketing strategy for these three partners in relation with the laboratories, since up to now the CULTEMA partners did not set specific objectives and way of operation for the planned laboratories.

Considering the various analyses of regional situations, the following lines of action are proposed for each case.

LP Italy – Veneto Region

On one hand, this region benefits from its privileged position and image. We take into account not only that its heritage is well known, but also that it is an important economic agent. A large number of heritage properties are still waiting for proper attention. Among them there are the fortresses included on the CULTEMA priority list for this territory. Considering these aspects and the goal to primarily stimulate the interest in valorising these assets in the framework set by the Veneto Region, the strategy proposes to stress the tight relationships between heritage and local communities in order to generate new projects based on the valorisation of built heritage. The fortresses could be interpreted as evolving from protectors of local communities to supporters of their spiritual and cultural development.

The tag-line to support this strategy is: *Heritage communities*

Objectives

As a consequence of the analysis of the information available in the marketing brief for Veneto Region, and considering its specific situation, the following main objectives are proposed by this strategy:

- to raise awareness on the variety and character of the heritage assets which have a high potential of hosting local creative cultural projects. By the end of 2015, at least 4 workshops / seminars are to be organized at local level.
- to empower the local communities to actively get involved in the creation of the development plans and in the activities proposed in relation with the heritage assets in the region. Annually, the number of events hosted by the forts in the CULTEMA project will be of minimum 3. This objective takes into account local initiatives, not all the events hosted at the named locations.
- to promote the CULTEMA best practices and methodology of implementing business models (in association with the activity of the CULTEMA Laboratory (located in Venice). By the end of 2016, 3 seminars are going to be organized by the CULTEMA Laboratory in Venice

Justification & Insight

This is adequate considering the assets included on the priority lists (fortresses in the defensive-line of Venice), as well as the villas spread all over the region. The CULTEMA priority list for Veneto Region includes several fortifications that have many common features both in terms of characteristics, and of use. The villas represent the other main category of monuments that have a high potential in the context of CULTEMA. Some of them are already considered in the CULTEMA marketing communication tools (the catalogue for instance).

The priority list of Italy includes the following monuments: Forte Marghera, Forte Tron, Forte Gazzera, Forte Mezzacapo, and Forte Carpenedo. Except for the first one, all of them are in a lesser state of conservation and are partially used. In all cases, the type of activities already going on are small cultural venues. Therefore, not just an adequate management plan for reuse is needed, but also conservation and refurbishment works are necessary for each monument. The local development pilot project drafted by the LP –Regione Veneto – act3.3 of the project is necessary in order to propose a development direction agreed by the local stakeholders and by the partner. These documents, a solid input for the territorial marketing strategy, were not made available by LP.

Similar situation is to be observed in case of the villas chosen to be presented in the CULTEMA marketing catalogue: Villa Bardellini-Scoti, Villa Capra Barbaran, and Villa Caffre. All of them are abandoned and in need of urgent attention.

For all these assets, CULTEMA proposes various directions of valorisation. Here are the main proposals already included in the marketing prints: Villa Bardellini-Scotii – cultural and creative centre, Villa Capra Barbaran – cultural destination related with the local rural context, Villa Caffre – cultural or tourism related use, Forte Marghera – cultural and entertainment setting,

Forte Carpenedo – restaurant / entertainment scene / sports, Forte Mezzacapo – creative and educational centre. Therefore, all the valorization scenarios considered suitable are related with a local valorisation of the assets, meant to strengthen the cultural and educational opportunities offer for local communities (but not excluding tourists).

The promise of the CULTEMA territorial marketing approach is: the heritage assets are to become the setting for creative local communities; spaces where artists, representatives of various non-profit organizations or even tourists could interact with the members of these communities. The heritage assets would become an illustration of their communities, being an expression of local cultural dynamism. From their part, local communities – represented by local artists and NGOs - have to accept this challenge and get involved in the valorisation of these assets in an organic and personal way.

Main target public

- key stakeholders (City of Venice, Istituto Regionale per le Ville Venete IRVV, Soprintendenza per i Beni Architettonici e Paesaggistici di Venezia e Laguna, Voluntary work Associations)
- heritage owners
- local communities (their involvement/targeting is vital considering the line of action proposed); they could be aimed either directly, or via their representatives – associations or local public authorities.

Type of proposed activities

Two directions are to be considered:

1. to directly influence the local communities in order to determine them to actively contribute to animate the heritage assets and
2. to attract partners and sponsors for the heritage restoration and reuse.

To this purpose, several actions are to be considered:

1. promotion of the online platforms presenting the system of fortifications and the villas (CULTEMA heritage platform as well as other online portals dedicated to the system of fortifications, respectively of villas), in order to familiarize local communities, stakeholders and other bodies (potential investors/sponsors) with them by participating to local events relevant for this context. Round-tables and meeting with representatives of local communities and stakeholders would help stimulate the interest and actual involvement of these groups.
2. support in implementing the results of the CULTEMA project at local level, especially the business model for the system of forts – setting a clear path for implementation would be beneficial.

3. encouraging projects related with the valorisation of the monuments in question, both in case of long-term and high-impact proposals and well as small happenings and events related to the assets. A special attention should be given to projects proposed by local stakeholders – these could be encouraged to get (part of) the necessary budgets through crowd-funding. This would ensure viability of these projects, as well as the achievement of the objectives of this proposal and the CULTEMA sustainability.

4. set a management plan for the CULTEMA Laboratory in Venice. Since no clear responsibility for this Laboratory is set, we recommend some general activities that this Laboratory could design, in line with the present strategy: workshops to encourage good practices, to present the CULTEMA heritage platform, or to stimulate the implementation of the CULTEMA business models (act 3.3) in the context of heritage management and cultural governance.

PP2 Romania – Rupea-Cohalm micro-region

The analysis of this region reveals that its heritage is extremely rich and diverse, even if the quality of the assets is not premium and their preservation state is in many cases medium or even worst. Nevertheless, there is openness to investing in heritage and a general awareness of its importance for the local development. Therefore, the local stakeholders (which are just a few but significant in terms of relationships with the heritage) are already aware of the relevance of CULTEMA proposals. Nevertheless there is a lack of economic force at local level, therefore much attention should be given to “getting out” of the region and focusing on attracting external partners and investors.

The tag-line proposed: *Hidden treasures*

Objectives

Considering the specific local setting, the previous projects implemented in the Rupea Cohalm territory, as well as the framework set by CULTEMA, the current marketing strategy proposal aims to:

- inform the business environment, the architects and especially heritage owners on the actual opportunities of development based on the heritage offered by the Rupea Region. By the end of 2014, 2 events for this target group are to be organized.
- set in motion a mechanism to stimulate architects and other interested parties to become an active agent of development based on cultural built heritage. By June 2014, a protocol and plan of ac

Justification and insight

As the analysis of the region shows, Rupea and the surrounding villages are extremely rich in terms of material and spiritual heritage. One of the main issues determining the lack of interest in the valorisation of this complex and diverse heritage is that the surrounding regions are perceived as being more appealing. Corroborating this with the specific economic situation of the region, which is also less stimulating, we have the following ongoing situation: Rupea region is rich in heritage, which offers a potential of development not through its uniqueness, but rather through variety and number. This opportunity is not valorized because of the lack of awareness of this potential outside the region and lack of resources inside the region. A proper track of actions, involving both local stakeholders and outside parties, could lead to local development based on the overlooked heritage.

The heritage assets included on the priority list by the CULTEMA partner are perfect examples of forgotten / misvalued heritage and untapped cultural opportunities: the Rupea Fortress – an overlooked destination despite its accessibility and value, the Republicii Street - with good examples of residential heritage, the Sukosd-Bethlen Castle – a typical illustration of the troubled times for Romanian heritage waiting for appropriate usage, the Guthman-Valenta Castle – an opportunity of development for a community missing its cultural-chances, the Jimbor Fortress – a landmark for the local communities with no appropriate valorisation, and the Zolya Molnar House – in need of further investment to fully exploit its potential. For all these assets, the CULTEMA partner proposed valorisation scenarios, which were validated by local authorities, and stakeholders and they need to get a more concrete support for implementation. Here are the directions of development identified as being the most suitable and realistic: the Rupea Fortress – multi-purpose cultural and creative centre, the Republicii Street in Rupea – cultural and tourism entrepreneurship, the Sukosd-Bethlen Castle – a multi-purpose cultural centre, the Guthman-Valenta Castle – cultural, educational and tourism-based centre, the Jimbor Citadel – open-air educational and cultural activities, and the Zolya Molnar House – cultural and educational centre.

The mechanism proposed to stimulate the investment and development projects based on built heritage is: the involvement of architects and historians in promoting the opportunities related with the valorisation of heritage properties in various ways. Architects play a decisive role in the revitalization of monuments and when it comes to establishing new functions and reuse of cultural heritage, both investors and owners consider their recommendations. Therefore their support might act as a leverage determining the involvement and cooperation of both parties in complex heritage valorisation projects which stimulate local development.

Target public

- local town councils (especially those in Rupea, and Homorod)
- individual heritage owners
- architects and their professional associations (the Union and the Order of Architects)
- nongovernmental organizations working for better valorisation of heritage
- mass media representatives (especially those interested in heritage and real-estate market)

Activities

Two lines of actions are considered. One of them is specifically linked to Rupea micro-region; the other is more general and is related with the general sustainability of CULTEMA project in Romania.

1. Promotion of local heritage to potential investors, architects, mass media and other parties that could be interested in taking clear actions towards its valorisation. For instance, non-profit organizations that already took a stand trying to protect and reuse heritage assets, or at least to raise awareness on their situation, are an important target.
2. Round table and seminars targeting mainly architects, but also the other segments of public specified, on the following topics:
 - wide variety of opportunities of usage for built heritage
 - situation of the miss-used and abandoned heritage assets all over Romania
 - good practices in the field
 - opportunities offered by the use of CULTEMA heritage platform
3. Design and spread of a "CULTEMA heritage platform dossier" in Romanian, to be sent to municipalities, various stakeholders and public bodies interested in better valorising the Romanian heritage in order to inform on the opportunities offered by CULTEMA and to stimulate identification and inclusion of new heritage assets from Romania on the platform.

We mention that this folder is an instrument to be designed and used by all the partners of CULTEMA and used at local level. Its purposes are:

- to present the project,
- to promote the CULTEMA heritage platform in such a way to stimulate its use and inclusion of new properties
- to present best practices in the field (with a focus on local and national examples)
- to present the business models developed under CULTEMA and other documents of interest for heritage owners in order to help them better manage their properties.

It includes (in digital form if it is not possible to develop printed versions):

- CULTEMA marketing products translated into Romanian (or into the other languages in the case of other partners) – the brochure, the platform flyer, the marketing cards
- Presentation of relevant case studies
- Marketing and dissemination materials developed at local level and such.

PP8 Greece – Municipality of Nafpaktia

Greece is extremely attractive for cultural tourism, even if its resources are not limited to its heritage. Another aspect worth mentioning is that primarily the Greek heritage is associated with its Prehistoric, Classical and Byzantine inheritance. All heritage assets are equally valuable and attractive holding great values from the past. Stressing the diversity of heritage, there is room for development regarding “new” and “natural” heritage. This direction is particularly suitable for Nafpaktos, which is also rich in natural attractions, as well as cultural ones.

The tag-line proposed: *Heritage and diversity*

Objectives:

The present proposal starts from the requirements of the marketing brief of the Greek partner (*to successfully promote our area in general and our assets in particular, so as to take advantage of possible opportunities for their further development and exploitation*) and takes into account the specific CULTEMA framework.

- to ensure the sustainability of CULTEMA in Greece by ensuring, until the end of 2015, the registration of at least 6 additional assets on the platform and distribution of 20 sets of CULTEMA folder to Greek municipalities and other interested bodies.
- to raise awareness on the wide variety of Greek cultural heritage, particularly on that in Nafpaktia, and its high potential to generate local development by participating, by the end 2016, to at least 6 national and international events.

Justification and insight:

This direction, the emphasis on the wide variety of opportunities related to rich and diverse heritage, is particularly appropriate considering the profile of the CULTEMA partner and the assets included on the specific priority-list. The three assets considered are: the Xenia Hotel – an accommodation unit donated to the Greek state which is in need of investment to regain its

status, the Plage Building – an eccentric architectural asset open to both culture- and tourism-related usage, and the Stachtí Thermal Springs - valuable thermal waters places in a highly attractive area waiting for consistent investment.

We particularly draw the attention on the description made by Aitoliki Development Agency SA when referring to the territory and its development – stressing the role that tourism plays: *Its significant natural and cultural resources constitute advantages with characteristics capable of determining the tourism development image of the area. The wetlands, archaeological sites-monuments, historical and traditional buildings, the natural environment, the natural monuments, the bridges of historical and archaeological value, the tracks, historical and folklore museums, monasteries and churches, constitute a dynamic attraction pole and this is where the tourism product of the area stands. The existing types of tourism in the area are: ecotourism, athletic tourism (canoe, kayak, rafting), mountaineering tourism (due to the high number of tracks), religious tourism, holiday tourism [the number of visitors is rising during holidays and weekends, mainly coming from near urban areas, while visitors staying for a longer period of time (May-October) are people originated from the area who seasonally visit their homeland], hunting tourism (the territory is rich in forest areas and games), transit tourism (a category of visitors combines their visit in the area with tourism in the wider region).* This wide variety of tourism opportunities – extensively recognized in Greece - should be valorised on the international market too, using as a triggering point the attraction related with the classical Greek heritage. In other words, foreign tourists are mainly attracted by the Ancient Greek heritage, while Greece is much more attractive and offers a wide variety of tourism-related and cultural-related opportunities. This could be used in order to increase the length of stay and to attract tourists for more diverse options.

Main target publics:

- identified key stakeholders: Municipality of Nafpaktia, GTO, Association of Architects of Nafpaktia, Association of Civil Engineers of Nafpaktia, Real estate agencies, Committee for Tourism Development and Promotion
- other municipalities in Greece
- heritage owners in Nafpaktia

These main targets are to be stimulated to address the secondary public – tourists, both Greeks and foreigners.

Activities:

The present territorial marketing strategy equally aims the local interests as well as the coverage of CULTEMA sustainability in Greece/Nafpaktia.

1. Identification of other heritage assets in Nafpaktia that could be subject to large and complex investments and lobby to the owners in order to use the CULTEMA mechanism and heritage platform to attract support and investors/partners.
2. Meetings with representatives of other municipalities, with similar situation, to raise the awareness of the opportunities offered by CULTEMA, especially by the heritage platform. Distribution of the marketing prints in Greece and promotion of the platform could be considered in association with other activities that the Greek partner attends: local events, tourism and other specialized fairs, etc. Design of a "CULTEMA heritage platform folder" in Greek, to be sent to the other municipalities in Greece in order to inform on the opportunities offered by CULTEMA and to stimulate identification and insertion of new assets from Greece on the platform. The CULTEMA marketing products done by the Romanian partner in English have to be translated and included in such a dossier.
3. Meetings and events for various stakeholders and investors to raise the awareness of the opportunities related with the valorisation of the entire Greek heritage, both considering its character (natural / cultural) or its origin and purpose (historical period and present use).
4. Traditionally, the Greek partner participated to Greek tourism fairs, such as *Philoxenia Thessaloniki International tourism fair* in Thessaloniki and *Active Trip* in Patras. Continuing the attendance at these traditional tourism fairs, Aitoliki Development Agency will also attend international events, such as TrE fair, but also others – exclusively focused on tourism.

PPg Austria – Eisenstraße and Murau Regions

The two regions considered in Austria are different in terms of heritage and economic profile, but they also have some common features. Their former exploited resources (like the iron) are no longer able to stimulate the economic development of the territories, while heritage is increasingly important in ensuring local growth.

The tag-line proposed considering the characteristics of the heritage-assets included in the priority-list, as well as the specific situation of the CULTEMA partner: *Enriching residences*.

Objectives:

This proposal takes into consideration two main directions: one responding to the CULTEMA framework and the other corresponding to the specific needs identified by the marketing brief.

- promotion of the CULTEMA heritage platform in Austria (this is of particular importance for the CULTEMA project, since Austria is rich in appealing built heritage that might be in a better state of preservation than in other countries, and the more prosperous economic environment might lead to a larger number of finalized partnerships). By aiming public owners of heritage, public-private partnerships will be stimulated. By the end of 2015, 20 CULTEMA "dossiers" will be distributed to interested parties.
- attracting partners for the development projects of the heritage properties of the Association for the Preservation and Research of the Austrian Heritage (VEEOEB). By the end of 2015, 2 new development projects are expected to be initiated.
- facilitating the activity of CULTEMA Laboratory in Graz. By June/July 2014 a management and marketing plan will be approved and initiated. Under the CULTEMA Laboratory in Graz, at least one workshop will take place annually.

Justification and insight:

As mentioned before, the present proposal aims distinctively the CULTEMA priorities and the local development intention. The two directions are overlapping in some points, since the marketing brief for Eisenstraße region states: *We want to increase the knowledge about the cultural heritage buildings in the region and to show the potential for the region. The marketing concept should guide potential investors through the history and the highlighted buildings of the region.* The vision of VEEOE B regarding the Murau region is similar, but taken into consideration the local specific and the current marketing efforts, a special stress on sustainable development, including valorisation of the agricultural funds, is considered.

The proposed direction is especially appropriate considering the fact that the CULTEMA partner VEEOE B is a non-governmental organization with the assumed mission of protecting the cultural heritage and its relation with the heritage assets considered under CULTEMA. Still, if contemplating a larger approach, having in mind a regional perspective and wider regional interests in promoting the entire built heritage of the targeted areas, a broader approach would be suitable, codified under the tag-line: *Environment. Industry. Culture.* This is especially suitable for the Eisenstraße region, but to some extents also to the Murau region (considering for instance the brewing industry). Nevertheless, as mentioned before, the characteristics of the partner who would implement this strategy privilege an approach more tightly related with the built heritage and tourism / accommodation industry.

It is also important to mention that the Austrian partner is the only one amongst CULTEMA partners that stressed the relevance of investors interested in actually buying houses and farms of historical and cultural importance. All the others considered their analyses in the

framework of private-public partnerships. In this context, the concept of “residence” becomes a strong-word.

The mechanism considered by the strategy is the following: the tag-line is appealing both to potential investors/partners, as well as to local communities and tourists. *Enriching residences* are a promise for partners that they would be successful by getting involved in valorisation projects related to stylish and full of history dwellings. From the perspective of the tourists and local communities, the residences are enriching in terms of stimulating local development and personal spiritual growth. They are part of a cultural framework, from which any tourist will benefit and it would contribute for a holistic and special experience.

In this sense, the tag-line is not limited to the heritage which is already used as accommodation, but to the entire built heritage identified in the CULTEMA project. The priority list for Austria includes three historical houses and one church. The Bruggerhaus is already an example of good practices for all the similar assets in the region. It is already valorised as a luxury accommodation unit, with a big success due to the references to the historical past. Nevertheless, further developments are also possible, both in direct relation with the building and its annexes, as well as with other edifices on the same street / district. Schwarzer Hof is another heritage asset of high potential of valorisation, due to its significance and dimensions. It is suitable for all sorts of interventions, such as a cultural centre, a seminar centre, accommodation building, or for events/exhibitions. The third house considered is Forge Zainhammerl. Due to its character and historic importance, a part of the asset should be used as a museum / creative centre based on activating blacksmith traditions, while the rest could be used for tourism purposes or any other suitable activity. The St. Jakob Church is in very good preservation state and it waits to be valorised as a cultural and spiritual experience space. Therefore, some more ‘pressure’ should be exercised, in order to attract partners to invest in these beautiful projects.

Main target groups

- municipalities in Austria
- tourism agents, especially owners of heritage assets incorporated in tourism industry
- associations involved in heritage protection
- heritage owners
- local communities

Activities:

1. including all the assets on CULTEMA heritage platform, and inviting similar organizations and heritage-owners to do the same. The marketing products generated by CULTEMA marketing strategy should be used, besides direct contact on various occasions (fairs, joint projects and other similar actions)
2. stimulating the involvement of local communities (either nongovernmental associations, or individual) to support heritage reuse by awareness campaigns, crowd-funding and others alike. For instance crowd-funding could be a particularly useful technique to obtain the funds necessary for the development project in the case of St. Jakob Church.
3. Development of a "CULTEMA heritage platform dossier" in German, to be sent to the various stakeholders, heritage owners, public administration in order to inform on the opportunities offered by CULTEMA and to stimulate identification and inclusion of new assets from Austria on the platform. This folder could be, at least in its initial form, a digital one, based on the marketing products designed by the Romanian partner promoting the CULTEMA heritage platform and investment opportunities.
4. Supporting and promoting the activity of CULTEMA Laboratory in Graz. Design of a management plan including a specific marketing strategy for this Laboratory

PP10 Bulgaria – Vidin Region

Besides the value of its heritage, the Vidin region is a transit region. Therefore it offers various development opportunities in relation with heritage valorisation. It could become an attractive destination both for cultural and rural tourism.

Tag-line proposed: *Heritage connections*

Objectives:

Considering the characteristics of the region and of the Bulgarian partner, the main stress is set on the tourism-related opportunities. Therefore, the objectives proposed are:

- increased awareness of the heritage assets in the area as focal points for tourism development. By the end of 2016, at least 3 workshops addressing local stakeholders will be organized.
- identification of heritage assets to be developed as attractions / accommodation units in the context of international tourism. By the end of 2014 an audit of the heritage is to be done, resulting in a report and, if the case, additional proposals will be uploaded on CULTEMA heritage platform

- promotion of CULTEMA heritage platform especially in tourism-related contexts. Target by the end of 2015: at least 4 participations to national and international tourism fairs.
- By the end of 2015, at least 20 "CULTEMA dossiers" to be distributed to interested bodies in Bulgaria

Argument and Insights:

The present proposal takes into consideration not only the CULTEMA framework, but also the specific situation of the Vidin Region, as it is reflected in various analyses developed at local level, but also under CULTEMA various working packages of the project. These studies show that the Vidin Region has a high potential in valorising its diverse heritage, it also benefit from a favourable geographic position in terms of economic flows in Europe, but also faces many economic and financial constraints.

Being a transit region, it is crossed by very important European ways. The Danube connects the region with Western and Central Europe, while the E-79 route connects the Mediterranean with the Baltic over the newest bridge over the Danube (the New Europe Bridge between Vidin and Calafat). In the same time, the Vidin Region benefits from very good infrastructure which is an important asset in the context of economic and tourism development. Emphasizing the second direction in the near future is more appropriate taking into account the constraints and the actual possibilities of investments in the region or of attracting investments in the region. The tag-line proposed considers primarily this direction of development but it also supports future development in other fields. It promises to reward the tourists with unique spiritual experiences related with visiting the region, with its rich and diverse multi-ethnic and multi-cultural heritage. The second step could be an economic stimulation, based on the same diversity and advantaged position.

The tourism stimulation is also recommended by the selected assets on the priority-list. The Baba Vida Fortress is one of the most praised and better preserved fortresses in Bulgaria, it is a cultural landmark. For more diverse and enriching experiences, further development cultural projects are encouraged. The Magura Cave is a natural landmark and it offers development opportunities in association with the surrounding area. The Synagogue in Vidin is another type of landmark, which promises to be another attractive destination and cultural venue. Therefore, the connections considered in the first step of promoting the region are not the geographic and economic ones, but the cultural ones. The intermediary step could be related with valorising the agricultural potential, including from the perspective of gastronomic tourism or eco-tourism. This could be a necessary intermediary stage, since the market analyses developed by the Bulgarian partners stress the expectation of foreign investors in developing agriculture.

Main target groups:

- Bulgarian municipalities
- tourism agents and investors
- heritage owners (public or private)

Activities:

1. Design of a "CULTEMA heritage platform folder" in Bulgarian, to be sent to the other municipalities in Bulgaria in order to inform on the opportunities offered by CULTEMA and to stimulate identification and inclusion of new assets from Bulgaria on the platform.
2. To promote the CULTEMA heritage platform and examples of good practices on various participations of RABC Vidin at national and international tourism-related fairs. The recommendation is to translate the marketing prints into Bulgarian, using the templates provided by the Romanian partner - to send them to other municipalities in Bulgaria.
3. Development of a workshop annually to stress the possibilities of development related to built heritage and to stimulate the creation of local networks of stakeholders.

IPA1 Macedonia – Debar-Reka Region

The analysis of the specific situation of the Debar-Reka Region in Macedonia stresses various opportunities related with both built and spiritual heritage. The priority list proposed by the CULTEMA partner (Ministry of Culture of the Republic of Macedonia) includes three villages, besides individual monuments. Therefore, it is difficult to encompass all the possible approaches and options to invest in projects related with the heritage. Considering the mentioned context, the strategy proposes an "open" approach. It does include a call to action, but this is a general suggestion/offer for involvement.

Tag-line proposed: *Invest in our heritage*

Objectives:

Considering both the framework of CULTEMA, as well as the specific scope stated in the marketing brief for Macedonia (*to suggest involvement of increased number of the institutions by delivering to those institutions tangible commitments... The marketing strategy could work towards greater involvement of the institutions at local and national level*), the proposed aims of the territorial strategy are:

- raising the awareness regarding the development opportunities in Macedonia, not just in Debar-Reka region, in the near future. By the end of 2015, 20 CULTEMA dossiers will be distributed at national level in Macedonia. The components and role of the CULTEMA dossier is presented further, at the activities section.
- promoting CULTEMA heritage platform in Macedonia in order to increase the chances for financing and partnerships. By the end of 2015, at least 2 workshops / seminars to be organized by the CULTEMA partner, or with the support of the partner – concerning matters of interest for the sustainable development of CULTEMA.
- stimulating investments in cultural heritage, in all its forms by registering additional proposals on the platform (by the end of 2015, at least 6 additional assets)

Argument and insight:

The priority list of Macedonia offers the most complex investment opportunities, since the list includes three entire villages, not only individual properties. These villages are protected as cultural heritage ensembles, which facilitates and recommends their valorisation, but also puts constraints on the possible investments in the area. The heritage assets identified as having the highest potential under the CULTEMA framework are: the New and Old Hammam in the town of Debar, the House of Velju Suri and the House of Gani Grazdani also in Debar, as well as the villages of Gari, Galichnik and Kichinica. And all these assets are set in beautiful and rich natural environment (part of the Mavrovo National Park) that offers additional opportunities of valorisation and activities. The types of investments suitable for these assets are also very diverse: multifunctional cultural centre, creative entrepreneurship and concept-store, revival of traditional handicrafts and traditions, tourism and hospitality investments, health tourism, traditional food and eco-tourism, recreational leisure and others. Therefore, encompassing all these opportunities in just one direction and selecting a privileged line of operations would be impossible and not strategically wise. In this context, the strategy encourages the general line of "investment in heritage" in order to lead the economic and cultural development in various ways, equally for local communities, for economic agents, for tourism agents and public authorities.

Target groups

- municipalities in Macedonia
- heritage owners (especially public bodies)
- tourism agents and service providers (secondarily)

Activities:

1. Translation of the CULTEMA marketing products and development of a "CULTEMA heritage platform folder" / "CULTEMA dossier" in Macedonian with relevant information and materials meant to stimulate the interest in projects related with built heritage. This dossier would also enclose the prints and advertising materials developed by the Macedonian partner under CULTEMA or other relevant projects. This folder is to be sent to various municipalities and relevant stakeholders in Macedonia, in order to inform on the opportunities offered by CULTEMA and to stimulate identification and addition of new assets from this country on the platform.
2. Participating to regional and international fairs (dedicated primarily to tourism, food industry, traditional crafts and such) in order to specifically promote the opportunities related to Gari village, the flagship asset from the priority list, as well as the other villages and the cultural heritage assets in the region.
3. Supporting the implementation of the "Gari village feasibility study" in order to become a model of best practices and a case study to be followed by similar settlements. The CULTEMA approach and methodology developed for Gari could be, in themselves, models of good practices for developing other business models and should be promoted as such.

IPA2 Serbia – Resava-Mlava Region

The heritage assets considered on the priority-list are diverse. They also make reference to the various cultural and economic evolutions in the region. Therefore, stressing the local traditions (both related to immaterial culture / evolutions and to the economic processes the region faced) would be convincing and powerful in developing a unique image.

Tag-line proposed: *Tradition and development*

Objectives:

In Serbia, the main direction proposed for the present territorial marketing strategy is related with the sustainability of CULTEMA, considering also that in Belgrade one of the CULTEMA laboratories will operate.

- promotion of the CULTEMA platform in order to ensure its visibility and to register new assets. By the end of 2016, at least 30 "CULTEMA dossiers" will be distributed in Serbia and

- raise the awareness of local stakeholder in relation with the built heritage and its value as a resource of local development – target: at least one seminar / workshop annually by the end of 2016
- planning and support for the CULTEMA Laboratory in Belgrade, in correlation with the other laboratories in the network – target: a management plan, a general marketing strategy by the end of June 2014, one workshop annually under CULTEMA Laboratory, of regional impact (South-Eastern European participants)

Argument and insight:

One of the most important aspects related with the sustainability of CULTEMA project will be the Laboratory Network. One of these laboratories will be managed by the Ministry of Culture and Information of the Republic of Serbia with the support of the Institute for the Protection of Cultural Monuments of Serbia and the Central Institute for Conservation in Belgrade. Therefore, this organism will have a vital role not only in implementing the regional marketing strategy, but also in further stimulating the adoption of CULTEMA generated products and mechanisms.

The tag-line specifically proposed for Serbia considers the wide variety of cultural built and immaterial heritage and the relations between cultural resources and other types of resources in the regions considered. It is also in line with the variety of assets included on the priority-list. The "tradition" component is not limited to a cultural dimension. For instance, it includes the industrial traditions in the region, especially since the industrial heritage is a special, unvalorized asset.

Main target public

- key public stakeholders identified: Regional Development Agency in Kragujevac, Tourism Organization of Serbia, of Despotovac, and of Zagubica, town council of Despotovac and Zagubica
- heritage management organizations: Central institute for Conservation in Belgrade, National Institute for Preservation of Cultural Monuments of Serbia; Regional Institute for Preservation of Cultural Monuments in Kragujevac; Institute for Nature Preservation of Serbia
- Serbian municipalities

Activities:

1. Design of a "CULTEMA heritage platform folder" in Serbian, to be sent to the other municipalities in Serbia in order to inform on the opportunities offered by CULTEMA and to stimulate identification and inclusion of new assets on the platform. The folder could include not just the CULTEMA marketing products (translated) but also locally created prints and relevant data.
2. workshops to promote good practices associated with CULTEMA project, the methodology to design adequate business models for heritage buildings. The participants to these workshops will be heritage owners, companies and organizations interested in heritage-based projects, as well as representatives of municipalities in Serbia.
3. Development of a management strategy and operate the CULTEMA laboratory. One of the main tasks of the Laboratory is to promote the CULTEMA heritage platform

IPA3 Montenegro – Skadar Lake Region

The region taken into account is extremely appealing from the perspective of the uniqueness and value of the natural environment. But, the presence of a natural protected area might also limit the possibilities of direct investment into or around the heritage assets considered on the priority-lists. In this case, maybe very specific and targeted projects are more suitable, compared with large interventions. Another issue to be considered is the character of the assets included on the priority list: fortresses that are symbols of the historic developments in the region. These common features are to be exploited in our strategy.

Tag-line proposed: *Guardians of culture. Investors in development*

Objectives:

Most of the objectives considered by the marketing brief given by the Montenegrin partner refer to a complex development of the region. This could not be achieved without large funding and a complex long-term development and branding proposal. Since this is impossible to propose under the present project, the present strategy represents the first step towards this wider goal. The current strategy also tries to accommodate both the direction of action supported by the local CULTEMA partner and the general CULTEMA framework and its sustainability pathway. Therefore, we propose short-term and strictly focused aims for the present strategy:

- A workshop to be organized annually in order to raise the awareness regarding the development opportunities in Montenegro, not just in Skadar-Lake region, in the near future.

- Distribution of at least 10 CUTLEMA "dossiers" annually, aiming to promote the examples of good practices in complex investments in built heritage in Montenegro, or for monuments similar with the ones in Montenegro if it is the case, to stimulate involvement in actual development projects for built heritage
- stimulating investments in cultural heritage, in all its forms by registering additional proposals on the platform (by the end of 2015, at least 6 additional assets)

Argument and insight:

The assets in Montenegro included on the priority list are extremely spectacular; the list comprises: the medieval fortified town of Zabljak Crnojevica, the Besac Fortress, the Lesendro Fortress, the Grmozur Fortress, the Tower of St. Petar, and the Godinje Village. Except for the village, all the considered monuments are located in magnificent scenery, part of a natural park. Due to their character, they are solitary, impressive constructions. Both historically and symbolically they are not just witnesses of the local history, but they also played an important role in shaping it and, therefore, they were a decisive influence to the cultural landscape of Montenegro. In this context, the first part of the tag-line comes as a natural label: guardians of culture. The proposed tag-line is expressive not only through this, but also by speaking to all parties involved: heritage managers, possible partners/investors, local communities and even simple citizens and tourists. All these segments of the public could in this way empathize with the built heritage and they could be more eager to get involved in its development.

Main target segments

- municipalities in Montenegro
- Management of the National Park Skadar Lake
- heritage owners

Activities:

1. Design of a "CULTEMA heritage platform dossier", to be sent to the public authority representatives in Montenegro in order to inform on the opportunities offered by CULTEMA and to stimulate identification and inclusion of new assets from Montenegro on the platform. In the same time, this folders will include examples of good practices and invitation to get involved in the implementation of business model for Žabljak Crnojevića.

2. Identification of good practices, of successful projects of investment and complex valorisation of built heritage in Montenegro or in other countries. Based on this documentation an research result, workshops could be proposed to the heritage owners in order to raise their know how concerning successful valorisation projects
3. to organize a workshop in partnership with the representatives of the Skadar Lake National Park in order to set a plan for integrated development of heritage assets in the area or around the park. Special attention should be given to correlating this strategy with the feasibility study of Žabljak Crnojevića.

Chapter V . The CULTEMA marketing follow up

In order to be effective, following up with the marketing strategy is very important, both to increase the visibility of CULTEMA and to reach its specific objectives. Even more, the sustainability of the project is also ensured by periodical evaluation and reporting, even after the end of CULTEMA. In this context, we propose the following principles and activities to be observed:

1. Continuous promotion and update of the heritage platform

Since the long-term impact of CULTEMA is highly dependent on the efficiency of the CULTEMA platform, it is very important that this platform is promoted on the long-run. The main responsible for this activity is the CULTEMA laboratory that will be appointed by the partners. Nevertheless, all the partners are to be involved directly or indirectly involved in this activity (as it is proposed by the territorial marketing strategies above).

2. Active networking

At the heart of CULTEMA sustainability is the Laboratory network. In order that the activity of these laboratories to be effective, they have to continuously connect, develop joint workshops and seminars, exchange information and support each others activities. In order to achieve these objectives, the management plan of the CULTEMA Laboratory Network has to ensure active networking and communication mechanisms amongst the 3 laboratories.

3. Relationship development

In order to ensure the visibility of the platform and to stimulate its use, relationship development with key stakeholders, as well as various municipalities in the regions considered is extremely important. The responsible bodies for the relationship development are all the CULTEMA partners, as well as the CULTEMA laboratories. They have not only to relate, inform, invite to workshops and other events the targeted publics, but also to follow-up after these occasions.

4. Periodical evaluation

Twice a year, for the following five years after the end of CULTEMA, the following reports to be sent and evaluated by the LP

- activity reports of the CULTEMA Laboratories
- update of the partners of the CULTEMA-related activities and results

APPENDIX The territorial marketing events analyses

Annex 1

35th International Tourism Fair – Belgrade, Serbia - report sheet

| | |
|---|---|
| Programme and project code | SEE/B/0040/4.3/X |
| Project Acronym | CULTEMA |
| Project Full Title | Cultural Value for Sustainable Territorial Governance and Marketing |
| Title of the event | 35 th International Tourism Fair – Belgrade, Serbia |
| Event date: | 23 of February 2013 |
| Event location: | Belgrade Fair, Bulevar vojvode Mišića 14, Belgrade |
| Organizer(s): | Organizer of the Fair: Belgrade Fair Organizer of the Fair Participation: Ministry of Culture and Information Organizer of CULTEMA public presentation: IPA PP 2, Ministry of Culture and Information |
| Cultema PP coordinating the event | IPA PP 2, Ministry of Culture and Information |
| Attending partners: | LP, PP2, PP3, PP8, PP10, IPA PP 1, IPA PP 3, ASP 1, ASP 2 |
| Other relevant participants (e.g. stakeholders, local authorities) | |
| Target public (if there are more segments, they have to be identified separately. Figures should be also provided) | <ul style="list-style-type: none"> - international authorities: EUD in Serbia, Regional Cooperation Council Task Force for Culture and Society - national authorities: Ministry of Culture and Information, Ministry of Finances and Economy - regional authorities: Regional Economical Development Agency for Sumadija and Pomoravlje - local authorities: Municipality of Despotovac, Municipality of Zagubica, Municipality of Paracin - national and local institutions - national and local tourism organizations - stakeholders - beneficiaries - in total: around 40 persons |

| | |
|---|---|
| <p>Activities (the line will be multiplied if more activities have been organized; participants will be mentioned separately if they differ from activity to activity)</p> | <p>Public presentation of the CULTEMA project (11 am / Stand of the Ministry of Culture and Information of the Republic of Serbia)</p> <p>Presentation (with Power Point Presentation) was jointly prepared and held by the LP, PP₃, IPA FLP 1, IPA FLP 3 and ASP 2. Representatives of the LP and PP 3 presented the CULTEMA goals, potential and expected results (emphasizing the CULTEMA data base, web platform and laboratory network). Representatives of the IPA PP 1, IPA PP 3 and ASP 2 presented pilot region and cultural heritage.</p> <p>The aim of the public presentation at the fair was to present the project CULTEMA, its goals, potential and expected results, cultural assets that are already tourism destinations and those with potential to national and local authorities, institutions, tourism organizations, stakeholders and beneficiaries.</p> <p>Presentation duration: 45 minutes.</p> <p>Public Presentation was held by:</p> <ul style="list-style-type: none"> • Daniele Sferra, Lead Partner, Veneto Region, Department of Public Works, Italy • Kersten Hofbauer, ERDF PP₃, Graz University of Technology, Austria • Meri Bakalova and Vartan Surmejan, IPA FLP 1, Ministry of Culture of the Republic of Macedonia, Former Yugoslav Republic of Macedonia • Lejla Abdic Djokovic, IPA FLP 3, Ministry of Culture of the Republic of Montenegro, Montenegro • Ivana Antonijevic, ASP 2, municipality of Zagubica, Serbia <p>Promotional material of the CULTEMA project was printed by the IPA PP 2 for this occasion. Promotional material of the LDPP territories and local assets was presented by all participating partners.</p> |
| <p>Results</p> | <p>Results:</p> <ul style="list-style-type: none"> • Visibility of the project improved. • Knowledge and awareness in cultural heritage opportunities on the LDPP territory increased. • Target groups reached (public bodies, private bodies, private and public research bodies, local communities and citizens). <p>Unexpected result:</p> <ul style="list-style-type: none"> • Municipality of Paracin (neighboring to the pilot territory) expressed wish to join the project after the presentation at the fair. Meeting with the mayor to discuss the opportunities will be organized in May. <p>Opportunities:</p> <ul style="list-style-type: none"> • To build relationships with potential partners and stakeholders in CULTEMA project (i.e. the regions aimed by CULTEMA); • To identify potential investors in tourism in the CULTEMA pilot regions, especially in Serbia. |
| <p>Media report (the annex supports copies and other</p> | <p>TV Resava (www.resava.tv), video recording for the news Ministry of Culture and Information, video recording for the archive</p> |

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| details related to media coverage) | http://www.mia.mk/en/Inside/RenderSingleNews/197/102525942 |
| Conclusions and follow up recommendations | <ul style="list-style-type: none"> • To improve design and print larger quantities of the CULTEMA promotional material; • To establish regular contact with national and local media; • To identify potential investors in tourism and cultural heritage assets in the pilot region; • To establish new partnership to provide more solid sustainability of the project follow up; If accepted by all project partners, new partner will sign the Political Agreement. |
| Annexes | Invitation Letter Agenda List of Participants (+ scanned document) Belgrade Fair Programme Concept of fair participation Power Point Presentation Photos |
| Written by | Aleksandra Jovanovic |
| Approved by | Maja Miskovic |
| Use | internal/external |

Annex 2

Marketing event report sheet (Skadar Lake Road Show)

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| Programme and project code | SEE/B/0040/4.3/X |
| Project Acronym | CULTEMA |
| Project Full Title | Cultural Value for Sustainable Territorial Governance and Marketing |
| Title of the event | Lake, heritage and innovations – Cultural heritage for sustainable local development |
| Event date: | 19-22. September 2013 |
| Event location: | Village Godinje, Virpazar and Zabljak Crnojevica Fortress on Skadar Lake, Montenegro |
| Organizer(s): | Ministry of Culture of Montenegro (partners NGO Godinje, Academy of Fine arts – department for graphic design, NGO Center for Sustainable Tourism Initiatives, Municipality Cetinje, Local Communities Crmnica and Zabljak Crnojevica) |
| Cultema PP coordinating the event | IPA FLP 3 - Ministry of Culture, Montenegro |

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| <p>Attending partners:</p> | <p>Veneto region – Daniele Sferra and Nicola Camati Ministry of Culture, Romania – Claudia Romanesku Development agency AITOLIKI, Greece – Spyridoula Papathanasiou and Christos Vlachogiannis RABC Vidin, Bulgaria – Vanya Tsakinska and Krasimir Nikolov Ministry of Culture, Montenegro – Lejla Abdic Djokovic</p> |
| <p>Other relevant participants (e.g. stakeholders, local authorities)</p> | <ul style="list-style-type: none"> - Municipality Bar, Cetinje and Podgorica - Ministry of Foreign Affairs - Ministry of Sustainable Development and Tourism - Delegation of EU i Montenegro - Embassies in Montenegro - Chamber of Commerce - World Bank - National parks of Montenegro - Museum and galleries of Podgorica - Local communities Crmnica and Zabljak Crnojevica - Academy of Fine Arts from Montenegro and Albania - NGOs - Local schools... |
| <p>Target public (if there are more segments, they have to be identified separately. Figures should be also provided)</p> | <ul style="list-style-type: none"> - Institutions - Donors - Investors - School children |
| <p>Activities (the line will be multiplied if more activities have been organized; participants will be mentioned separately if they differ form activity to activity)</p> | <p>19 – 22. September, Godinje Village – Student workshop Marking thematic trails and creation of specific tourism signalization for village</p> <p>Main aim was to make a map of important points in village which treating cultural-historic, architectural, gastronomic and other touristic values of Godinje. All that in order to make good presentation of locality.</p> <p>Within the workshop students worked on:</p> <ul style="list-style-type: none"> - Concept of thematic trails in Godinje - Detailed development of every thematic point - Conceptual solution for thematic trails info system in line with architecture and protected core of village - Mapping of object important for cultural and touristic presentation - Orientation systems of specific touristic signalization - Projecting of info map, preparing of illustrated material and web site - Preparing of photo material <p>21. September, Virpazar - Gastronomic, education and art</p> <ul style="list-style-type: none"> - Domestic crafts exhibiton from Skadar Lake area - Local specialties tasting from Skadar Lake area cuisine - Mural, souvenir and recycled materials exhibitions – Faculty of fine arts students from Albania and Montenegro creations - Educational program primary school kids <p>This part has been organized in cooperation with Center for Sustainable Tourism Initiatives and Local Community Crmnica</p> |

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| | <p>For project partners all-day study visit to Protected Cultural Heritage Sites on Skadar Lake as well as participation on the manifestation has been organized.</p> <p>22. September, Zabljak Crnojevica - Cultural heritage for sustainable local development</p> <p>Promotional event organized within the walls of Zabljak Crnojevica Fortress. Event has been organized in cooperation with local community Zabljak Crnojevica</p> <p style="text-align: center;">PROGRAM</p> <p style="text-align: center;">OPENING WORDS</p> <p>Dobri Vlahović - Ministry of Culture representative Lejla Abdić Đoković - CULTEMA project</p> <p style="text-align: center;">PRESENTATIONS</p> <p>Presentation of project « Cultural values for sustainable territorial management and marketing» Daniele Sferra Veneto Region representative Italy</p> <p>Cultural heritage and monastery complex on Skadar Lake mr Magdalena Radunović conservationist-advisor</p> <p>Cultural heritage of project area Rupea Cohalm Claudia Romanesku, Ministarstvo of Culture, Romania</p> <p>Cultural heritage of project area Nafpaktos Spyridoula Papanthasiou, Development agency AITOLIKI, Greece</p> <p>Cultural heritage of project area Vidin Vanya Tsakinska, RABC-Vidin, Bulgaria</p> <p>Project documentation presentation- Feasibility study and business plan for Zabljak Crnojevica Sandra Kapetanović, Expeditio Nikša Bulatović, CEED consulting</p> <p>Student's workshop theme trails mapping and specific tourist village signalization of Godinje village prof. Ana Matić, Faculty of fine arts department for design</p> <p>"Protectors of old crafts" Documentary film projection</p> |
| <p>Results</p> | <ul style="list-style-type: none"> • Project has been presented, as well as project area and assets • Large number of stakeholders and target groups covered • Top asset promoted • Presented project documentation FS and Business plan • Specific signalization and routes developed for Godinje Village • Set up cooperation with different projects on the same area |

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| Media report (the annex supports copies and other details related to media coverage) | http://www.vijesti.me/vijesti/jezero-bastina-inovacije-promocija-zivotne-sredine-turisticke-ponude-clanak-150800 http://www.pobjeda.me/2013/09/19/jezero-bastina-i-inovacije-na-skadarskom-jezeru/#.UkvjcswcfIU http://www.gov.me/naslovna/vijesti-iz-ministarstava/130955/Manifestacija-Jezero-bastina-i-inovacije-od-19-22-septembra-na-Skadarskom-jezeru.html http://www.dan.co.me/?nivo=3&rubrika=Kultura&datum=2013-09-17&clanak=397464&naslov=%C8etiri%20dana%20znanja%20i%20u%BEivanja http://www.cetinjskilist.com/info/vijesti/647-ba%C5%A1tina-skadarskog-jezera.html |
| Conclusions and follow up recommendations | - |
| Annexes | Photos, list of participants from partnership |
| Written by | Lejla Abdic Djokovic |
| Approved by | Lejla Abdic Djokovic |
| Use | internal/external |

Annex3

Marketing event report sheet (Debar-Reka Road Show)

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| Programme and project code | SEE/B/0040/4.3/X |
| Project Acronym | CULTEMA |
| Project Full Title | Cultural Value for Sustainable Territorial Governance and Marketing |
| Title of the event | Presentation of the project CULTEMA and introducing the potentials for investment in the cultural heritage of the Debar Reka region (day 1) and Visiting the village of Gari (day 2) |
| Event date: | 8/10/2013 and 9/10/2013 |
| Event location: | "Porta Makedonija", Skopje and village of Gari, Debar-Reka |
| Organizer(s): | IPA FLP 1 – Project Management Unit (Ms. Meri Bakalova, Technical Expert for Implementation and Mr. Vartan Surmejan, Technical Coordinator for Implementation) |

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| Cultema PP coordinating the event | IPA FLP 1 – Ministry of Culture of the Republic of Macedonia |
| Attending partners: | None of the CULTEMA project partners attended the events |
| Other relevant participants (e.g. stakeholders, local authorities) | Representatives from the: Ministry of Culture of the Republic of Macedonia, Cultural Heritage Protection Office, National Conservation Centre; Agency for Promotion and Support of Tourism; European Bank for Reconstruction and Development, NGO dedicated to developing Balkan’s alternative tourism concepts, Architects, Tourist Agencies, Representatives from the Faculty of Geography, Representative from hotels, Consulting company, Representatives from the Municipality of Debar and Municipality of Mavrovo and Rostusha, Representatives from the community of the village of Gari. |
| Target public (if there are more segments, they have to be identified separately. Figures should be also provided) | <ol style="list-style-type: none"> 1. Tourist agencies 2; 2. Hotel 1; 3. Architectonical bureau 1; 4. NGO 1; 5. Government institutions and bodies 3; 6. Consulting companies 1; 7. Academic representatives (Faculty of Geography) 1; 8. The village of Gari community members 4; 9. Municipality of Debar and Municipality of Mavrovo and Rostusha members 6. <p>Overall 25 participants in the first day and 25 participants in the second day.</p> |
| Activities (the line will be multiplied if more activities have been organized; participants will be mentioned separately if they differ from activity to activity) | <p>The activities of the territorial road show will be explained in two separate sections referring to the content of the each separate day of the overall event concept:</p> <ol style="list-style-type: none"> 1. The first day of the event was designed as presentation of the project CULTEMA and introducing the event participants with the possibilities for investment in the cultural heritage of the Debar – Reka region. The event’s content was designed in the following concept: registration of the participants; displaying and presenting three sessions regarding the CULTEMA project as follows: <u>“Presentation of the project CULTEMA”</u> followed by <u>“The CULTEMA project activities towards attracting investments in the cultural heritage of the Debar – Reka region”</u> and <u>“Priority List of Cultural heritage assets and cultural heritage assembles from the region of Debar – Reka; Marketing Platform; the village of Gari as possible a pilot project for possible investment in the cultural heritage”</u>. After each presentation short discussion was encouraged; at the end of the day, the participants were offered lunch where informal gathering towards networking and sharing experience toke place. 2. The second day of the two-day event’s concept was designed as organized visit of the village of Gari, aiming to introduce the relevant stakeholders with the perspectives and potentials for investment in the cultural heritage on site. After the presentations that toke place the |

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| | <p>previous day, visiting the village contributes for extended experience and unique opportunity for immersion of the participants in the cultural heritage beauties and attributes, as such helping them to gain more tangible experience of this cultural heritage asset. The group of event participants together with project implementation unit arrived in the village around mid-day and started to visit various local object, premises and sites such as Garska river that flows through the village; the first local hydro – electrical central on the same river, very old but still existing traditional village houses built in specific way of the locally well-known Myiak building tradition, the local church which represents the truly monument of the local skills for painting icons and engraving and the waterfalls near the village. Nearly the end of the day, the participants were offered lunch in the recently opened restaurant, encouraging with this event local businesses. Informal discussion took place mainly on the topics related with mode of collaboration in public – private partnerships, possibilities of subsidizing interested stakeholders who are willing to invest, possibilities of creating attractive business offers that could include cultural heritage in its concept.</p> |
| <p>Results</p> | <ul style="list-style-type: none"> - Raised interest on possibilities for buying local houses in order to develop them in local tourism businesses (two potential buyers of three protected houses were present and linked with the representatives of the village of Gari as well as with the representatives from the governmental institutions); - Developed ideas on creating specific tourist offers that will include the village of Gari as a destination; - Business ideas from the field of alternative tourism – mountain biking tours (one Turkish recreational mountain biker was present in Gari in order to develop idea for recreational alternative tourism); - Increasing of the level of awareness about public – private partnership; - Putting Gari on the tourist offers maps (one tourist brio showed interest to put Gari as a tourist destination in its offers, and one agency will take Gari as an example for good rural tourist destination and present it on various events); - Networking between the participants in order to develop joint ideas for development projects of cultural heritage in Gari; - Improving the image of the Ministry of Culture of the Republic of Macedonia as a partner in CULTEMA project and the relevant contact point for future ideas and investment possibilities after finalization of the CULTEMA project. |
| <p>Media report (the annex supports copies and other details related to media coverage)</p> | <p>Due to the fact that this was specifically designed event, with narrow concept, there was no presence of media representatives. This event was designed in a way that CULTEMA stakeholders were targeted and attracting their attention was priority rather than attracting the interest of general public.</p> |

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| <p>Conclusions and follow up recommendations</p> | <p>It is general conclusion that the above described territorial road show provided positive result in qualitative and quantitative way. Appropriate planning two months in advance of the event contribute smooth creation of overall event concept and providing logistics for the event such as catering and transport on time. From the qualitative point of view, the subjects that the project implementation unit intent to be raised was accordingly applied during the events followed by the new ideas raised throughout the discussions. From the quantitative point of view, 63% (40 planned 21-25 attended approximately) percent of the invited participants arrived and were actively involved in the event concept. The event was designed to achieve three aims as follows: 1.Promoting the CULTEMA project and the Ministry of Culture of the Republic of Macedonia; 2. Promote the flag- asset from the CULTEMA priority list (village of Gari) as a destination that could be relevant as cultural heritage assemble to attract investments (predominantly in-direct investments but not excluding direct investments, which means including the asset in the business offers, develop the existing village concept, refurbishing, etc.) and 3.Assessing the real business climate to achieve in-direct investments in this particular cultural assets. Considering the above mentioned aims, one could conclude that the organizers or this event achieve, to particular extent those aims.</p> <p>Regarding the follow up recommendations, worth to be noted is that the content of the project CULTEMA and as such communication of the event's content with the event's target audience is limited. There are difficulties to some extent of explaining the potentials for investment in cultural heritage although the subject is generally wildly accepted as an idea. Furthermore, inviting the target audience was challenging because the business stakeholders do not prioritize such events (investments in cultural heritage) in their daily agenda, which inevitably displays difficulties during the organization such as unexpected cancelations of presence and partial interest for attending the two-days event.</p> |
| <p>Annexes</p> | <ul style="list-style-type: none"> - Invitation Letter - Agenda - PPTs - List of participants - Photos |
| <p>Written by</p> | <p>Vartan Surmejan, Technical Coordinator for implementation of the project CULTEMA Meri Bakalova, Technical Expert for implementation of the project CULTEMA</p> |
| <p>Approved by</p> | |
| <p>Use</p> | <p>internal/external</p> |

Annex 4

Marketing event report sheet (TRE – Tourism Real Estate, Venice 22-24.11.2013)

Tourism Real Estate – TRE and CultVenzie, 22-24.11.2013

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| Programme and project code | SEE/B/0040/4.3/X |
| Project Acronym | CULTEMA |
| Project Full Title | Cultural Value for Sustainable Territorial Governance and Marketing |
| Title of the event | TRE 22-23.11.2013 CultVenezie 24.11.2013 |
| Event date: | 22-24 of November 2013 |
| Event location: | Terminal San Basilio, Venice, Italy |
| Organizer(s): | Padova Fiere SpA ExpoVenice SpA Mec and Partners SRL Regione del Veneto |
| Cultema PP coordinating the event | IPA FLP 3 - Ministry of Culture, Montenegro |
| Attending partners: | LP Veneto Region PP2 Ministry of Culture, Romania PP3 Technological University of Graz, Austria |

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| | <p>PP5 Venice Water Authority, Italy</p> <p>PP7 Unioncamere Veneto, Italy</p> <p>PP8 Aitoliki Development Agency SA, Greece</p> <p>PP9 VEEOE, Austria</p> <p>PP10 Vidin Regional Agribusiness Center, Bulgaria</p> <p>IPA1 Ministry of Culture of Macedonia</p> <p>IPA3 Ministry of Culture, Montenegro</p> <p>Council of Europe, Venice office</p> |
| <p>Other relevant participants (e.g. stakeholders, local authorities)</p> | <ul style="list-style-type: none"> - Istituto Regionale Ville Venete - Marco Polo System GEIE - City of Venice - Real estate companies - Hotel, Resorts and SPA businesses - Financial & Investment consultants - Architects and Urban Planners - Heritage management consultants |
| <p>Target public (if there are more segments, they have to be identified separately. Figures should be also provided)</p> | <ul style="list-style-type: none"> - Real estate companies (4) - Tourism & Hospitality companies (6) - Architects and architecture offices (25) - Heritage Management & Planning Consultants (6) - Investment Consultants (10) - Events organizers (6) - Mass Media representatives (6) - Constructions/builders (6) |
| <p>Activities</p> <p>Transnational Final Conference, 22.11.2013</p> | <p>The Transnational Conference had three distinct sessions:</p> <ul style="list-style-type: none"> - the presentation of CULTEMA project and of the main tools developed (knowledge, marketing and local development) - the presentation of the pilot territories (2 distinct sessions) and of the priority investment opportunities <p>The LP presented the general objective of the project and the main activities implemented, with an accent on the relationship between heritage managers/ owners and the potential investors</p> <p>The Technological University of Graz presented the tools developed for the assessment of the heritage the generated database and how these instruments can support the local authorities to better plan the use of cultural resources thus establishing development plans that could be of</p> |

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| | <p>interest for investors;</p> <p>The Ministry of Culture of Romania presented the CULTEMA heritage platform hosted on the project website and how it can be used by the potential users interested to invest in the heritage-based development projects presented on the platform.</p> <p>Mrs. Antonella Faggiani, Veneto Region Consultant, has presented how the development scenarios and feasibility studies for the main groups of assets in Veneto Region (villas and fortifications) have been elaborated in order to support private investment interests and initiatives</p> <p>Each of the present project partners in charge with pilot territories has presented their country, territory and main assets in need of investments, from the perspective of the local development pilot plans or feasibility studies drafted in CULTEMA.</p> <p>Various groups of stakeholders attended the meeting: IRVV, City of Venice, Marco Polo System, architects, real estate companies, tourism companies, investment and financial consultants, hotel development businesses, design companies, and media representatives.</p> |
| <p>Transnational Workshop, 22.11.2013</p> | <p>The transnational workshop had 2 distinct sessions</p> <ul style="list-style-type: none"> - European Funds 2014-2020: promoting our common cultural heritage - A round table on the subject `INVESTING IN TOURISM. HOW SOUTH-EAST EUROPE CAN BE MORE ATTRACTIVE TO INVESTORS` <p>If the first part of the workshop was centered around the existing European public financing and how a sound planning can support both public and private parties interested in cultural based local development, the second one was more interactive and included the point of view of institutions, investors, hotel groups, various public and private financing organisms.</p> <p>Cultema partners had the chance to interact with various representatives of the private sector and create a more accurate image about the experience of the private parties when joining partnerships with public bodies.</p> |
| <p>Bilateral meetings (B2B), 22-23.11.2013</p> | <p>Bilateral meetings were scheduled by TRE organizers both immediately after the workshop and during the second day at the fair. Each of the present partners in charge with the promotion of a pilot territory had the opportunity to discuss directly with various categories of potential investors, from hotel developers, to real estate agencies and world renowned financial and investment consultant companies. Business to</p> |

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| | business meetings included presentation of specific assets and their development scenarios, according to the needs of the partners and the interests of the investors. |
| Site visit to Forte Marghera and b2b meetings | During the site visit to For the Marghera, all the present partners had the opportunity of continuing their business to business meetings on site. After the presentation of the investment opportunities at Forte Marghera premises, Aitoliki Development Agency SA, VEEOB and the Ministries of Culture of Romania and Macedonia had the opportunity to address potential investors from Bain and Company, Valorizzazioni Culturali Company and Art-Events. |
| CULTEMA stand – promotional activities 22-24.11.2013 | During the 3 days when CultVenezie and TRE took place, Veneto Region has arranged a CULTEMA stand where the territories and the priority assets have been continuously promoted. Posters and promotional materials were presented and disseminated at the fair to all the visitors of the CultVenezie and TRE interested in finding out more about the project and about the South Eastern Europe heritage investment opportunities. Partners representatives were continuously present at the stand and also made a tour of the other operators present at CultVenzie and TrE in other to further promote the CULTEMA heritage platform. Flyers, brochures and marketing cards were distributed. |
| Results | <ul style="list-style-type: none"> • CULTEMA project has been promoted to a number of approximately 3.000 visitors • The 8 cultural territories have been promoted • 40 selected assets from the 8 pilot territories have been promoted • A total number of 150 stakeholders have been informed about investment opportunities in South Eastern Europe – selected territories, during the transnational conference and workshop • A number of 42 business to business meetings have been organized (7 partners*3 meetings/day* 2days); business contacts exchanged, initial contact established • Networking has been initiated – a total number of 150 contacts available to cultema partners for follow up actions • A number of 10articles were published in online media and classic publications, TV news releases etc, as detailed below |
| Media report (the annex supports copies and other details related to media coverage) | Extracts form newspapers in the attached file |
| Conclusions and follow up recommendations | Important contacts and leads have been established during the fair which must be efficiently and immediately used by all the partners in order to ensure the follow up of the event and consolidate the first contacts into |

potential relationships for their development scenarios.

To this purpose, it is recommendable that each partner prepares a dossier that should include:

- a presentation of the pilot territory (including facts and figures of interest for the potential investors)< this presentation will be replaced with a brochure or other promotional in case of the partners that have produced these promotional materials during the project)
- a presentation of the pilot assets (as a portfolio of investment opportunities) with an accent on the development scenario, business model or feasibility study developed. Where possible, the partners will investigate the profile and interests of the targeted investor (by accessing the websites) in order to select the assets that could be of maximum interest for the potential partner
- the flyer presenting cultema heritage platform
- the marketing cards, if a marketing card is available for the selected assets

The first follow up messages (WITH THE ATTACHED PERSONALIZED DOSSIER) should be addressed to the business people met during the B2B meetings. The next messages should be sent to the potential investors met during all the other events at the fair, after studying their business/professional profile. Please consult the attendance lists and the excel file with the business contacts drafted by PP2 after the fair (attached).

Partners should write follow up news on their national project website or on their institutional project website.

Partners who still need to organize a final press conference will present the results obtained at the fair and will communicate briefs about the marketing products and tools, with an accent on the Cultema heritage platform.

Partners will seize the opportunities raised in other projects in order to promote the heritage platform and their CULTEMA dossier. If partners should attend fairs or other events, as guests, and the context is suitable, they will take the opportunity to promote the platform and their priority assets.

An important role in further promotion of the Cultema platform and the territories or specific investment opportunities should be played by The Ministry of Culture and Information from Serbia, the only partner who will finalize the project implementation later (in August 2014) and who also manages a Cultema laboratory network. IPA2 will arrange the

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| | <p>remaining events having in mind the marketing strategy and the importance of further promoting the Cultema heritage platform as a unique opportunity for attracting investments and partners for all the partner territories. The IPA2 team will refer to the marketing strategy – communication recommendations, stakeholders’ analysis – when preparing the events.</p> |
| <p>Annexes</p> | <p>List of participants</p> <ul style="list-style-type: none"> - Transnational Conference - Transnational Workshop - Site visit to Forte Marghera - TrE stand <p>Agenda</p> <p>Bilateral Meetings Schedule</p> <p>Participants business cards</p> <p>Promotional materials:</p> <p>Cultema Brochure</p> <p>Cultema Flyer</p> <p>Heritage for Development Catalogue</p> <p>Marketing Cards (24 pieces)</p> <p>Rupea Cohalm brochure</p> <p>Posters</p> <p>Photos</p> |
| <p>LINKS</p> | <p>TRE http://uk.tre-realestate.com/</p> <p>Cultema at TRE http://uk.tre-realestate.com/cultema/</p> <p>Project website announcement: http://www.cultema.eu/news_events.php</p> <p>http://cultema.umpcultura.ro/</p> |

CREDITS: Alexandra Zbucea (PP2, external) and the CULTEMA partners listed below:

Lead Partner: Veneto Region - Department of Public Works, Italy

ERDF Partners:

Ministry of Culture, Romania

Regional Union of the Chamber of Commerce of Veneto, Italy

Aitoliki Development Agency S.A, Greece

Association for Preservation and Research of the Austrian Cultural Heritage, Austria

Regional Agribusiness Center Vidin, Bulgaria

IPA Partners:

Ministry of Culture of the Republic of Macedonia

Ministry of Culture and Information, Serbia

Ministry of Culture of Montenegro

Associated Strategic Partners:

Municipality of Žagubica, Serbia

Author profile: *Currently Alexandra Zbucea is associate professor at the College of Management at the National University of Political Studies and Public Relations. She is Vice-Dean and Executive Director of the Research Centre in Management and Leadership.*

Alexandra Zbucea is a cultural marketing and communication consultant for the National Network of Museums in Romania. Her academic research interests are: cultural management, cultural tourism, museum marketing and marketing for non-profit organizations. She published several books on museum management, heritage marketing and on business promotion.