HERITAGE MANAGEMENT GUIDELINES

D.T2.5.2

07 2019

Table of contents

Table of contents 1
1. Introduction 2

2. Participation in Heritage Management Processes 2
2.1 Some Notes on Participation 3
2.2 Working with Groups of People 4

3. Preservation of Cultural Heritage 10

4. Stakeholder Alignment 13
4.1. The Vision is the Star 14
4.2. Stakeholder Management 14
4.3. Stakeholder Communication 17

5. Promotion of Cultural Heritage 18
5.1. What is Promotion? 18
5.1.1. The Importance of a Brand 18
5.2. Effective Low-Cost and Digital Marketing and Promotion 19

6. Perspectives of Sustainable Tourism 20
6.1. Reasons for Implemeting Low-Carbon Tourism Concepts 21
6.2. Possible Measures and Activities 21

7. Conclusions 22
7.1. Constant dripping wears away the stone 22
7.2. ECRR - a Project of Lifelong Learning 22

1. Introduction

During the 3-years duration of the project "European Cultural Route of Reformation (ECRR)" three transnational Train-the-Trainer events and 24 consecutive local stakeholder seminars have been conducted in order to build up regional and/or (inter)national capacities to enhance the development and implementation of the "Routes of Reformation" in the different countries.

This management guideline shall not replace or (even worse) copy existing guides and handbooks.[1] It will neither give any advice on how to develop a Europe Cultural Route in the "right" way nor will it provide a theoretical scientific-based background. In addition to previous works it tries to reflect and describe the experiences made by people working and learning together on a grassroots' level in order to reach the goal of establishing a Europe Cultural Route. This guideline is a synthesis of the above mentioned 24 local stakeholder training output fact sheets and 3 international train-the-trainer seminar curriculums and documentations.

Within ECRR it has been decided to focus on three main topics for transnational and regional trainings: the preservation of cultural heritage, stakeholder alignment and the promotion of cultural heritage including low-carb tourism (which will be dealt with as an issue of its own in this guideline). The contents of this management guideline therefore will relate to these topics very closely.

Of which use is this management guideline? First of all it can be an applicable tool for the Routes of Reformation association. The responsible people and boards would be able to remember the valuable insights and learning issues from the trainings and would thus be prevented from trying or doing things a double time. They can take benefit from the experiences and the wisdom of the many who have been involved in any kind of training and/or workshop.

For other interested parties who are planning to create a Cultural Route or similar projects it can be a helpful "insight report" that perhaps gives them some inspiring input about what issues to take care of or to focus on.

2. Participation in Heritage Management Processes

Developing and creating a route or even a single project without any participation simply is an almost impossible thing to do. That´s why we decided to give this topic our attention at the beginning of this guideline (although it is also part when it comes to "stakeholder alignment" in chapter 4).

[1] such as: CULTURAL ROUTES MANAGEMENT: from theory to practice. Step-by-step guide to the Council of Europe Cultural Routes. Institut Europeen des Itineraires Culturels. Council of Europe, Janvier 2015.

2.1 Some Notes on Participation[2]

Participation – inviting different interest groups, different people from the public to join and collaborate within a project - is a crucial thing to be aware of. If one wants to be successful in pushing a project without arguing and quarrelling most of the time then participation in the right way is an important key for supporting this and of course a basic principle for democracy.

Which items must be taken care of when it comes to (public) participation?

(1) Be aware which level of participation is adequate.

In relation to the process stage and to the kinds of stakeholders involved you can apply different participation strategies, such as

- Information: The aim of involving the public/relevant stakeholders informatively is to make plans or decisions known and comprehensible to a wider range of people.
- Consultation: The aim of consultative public participation is to obtain stakeholders' reactions to proposals, plans or decisions, so that these can be taken into account at the final decision stage.
- Decision influencing: it is also possible for interested and concerned parties to contribute directly in developing and implementing the project in question.

(2) Consider benefits and limits of (public) participation.

Participation processes connect stakeholders with differing interests, opinions, views and ideas, who probably might not have met in this combination. As they express their various perspectives, needs and experiences, a common pool of knowledge about the manifold facets of a project accumulates. Subsequent decisions can take this pool of knowledge into account, which usually makes them more accepted.

This means that in many cases the results of a participation process achieve more general acceptance and are more durable; thus they are implemented earlier and subsequent adjustment is less likely to be needed. If conflicts of interest are tackled within the framework of a participation process, this may help to avert the threat of legal action or long lasting controversies afterwards.

Participation processes come to limits when some stakeholders addressed behave reluctantly because they fear to be pocketed or think that they can reach their own goals faster and better in another way. Especially politicians may fear that they lose power of decision when the foster or join participation steps. And finally: not every decision requires participatory approach beforehand…

[2] see "The Public Participation Manual. Shaping the Future Together. ARBTER, Kerstin et al., Austrian Society for Environment and Technology (ÖGUT), 2007

2.2 Working with Groups of People

In order to enable key persons in the regions to find good settings and methods when co-working with locals and stakeholders ECRR introduced a variety of different tools for working with groups in the frame of the first Train-the-Trainer seminar in Erfurt, 2017 [3]. As it turned out in the following local seminars especially two methods proved successfully: the “World Café” and the “Tree Method”. That´s why we want to highlight those two methods in this guideline.

2.2.1 World Café

“The great advantage is that a rather diverse group can work well together and can combine their knowledge as well as their perspectives,” describes one of the German partners its experiences with this setting.

A. Fields of Application

World Café is an ideal method for exploring various topics or questions. It works as a kind of mind-opener and produces good conversations and exchanges of meanings and knowledge.

It helps bringing people together, building relationships and trust amongst the participants. The larger the group of participants is, the greater the variety of results and approaches to the topic or question. Collective knowledge and intelligence can be utilized by applying this method.

World Cafés create an atmosphere in which the participants usually feel very comfortable: conversation in a small group of people around a table (like a “coffee-table”).

B. Size of the Group

The group should consist of more than 12 people. This method is also applicable for large groups up to 200 people or even more.

It is good to have at least two facilitators available when there are more than 25 participants present.

C. Setup

- You need a room with an adequate number of tables and chairs. There shall be no more than 4-5 chairs at one table. E.g. given that you have a group of 30 people, you need 7 tables (5 tables with 4 chairs and 2 tables with 5 chairs).
- Each table is covered with a piece of flip chart paper and 4-5 (felt) pens, because the participants are expected to make notes on the paper. Make sure you have some extra flip chart paper - if needed- available!
- You need either a flip chart or PowerPoint presentation (depends on the size of the room) to show the questions and the working rules for the World Café (see below).

[3] see D. T2.2.1 „Training Curriculum for the Preservation of Cultural Heritage”, January 2018

- For harvesting the results you need facilitation cards (3 pieces for each table) and an adequate number of pin boards.

D. Procedure

Start

- The participants can take place at the tables where they want to. Start with a short explanation why this World Café is held and what its purpose is.
- Explain the process of the World Café. How does it work? What are the participants expected to do? What are the "game rules"? (see below World Café Rules)
- Usually, there will be three questions, that means: three rounds of conversation. Each conversation round will last about 20 minutes.

Conversations

At the beginning of each round the question will be presented and explained. After this the table conversations start.

- Step 1: One person at the table has to commit to the role as "table host". As such (s)he tries to support the guests to talk about their thoughts and opinions as well as to write down what´s important. (S)he welcomes the new guests in Round 2 and 3, gives a short introduction of the results so far and invites them to report shortly from discussions at other tables.
- Step 2: Conversations starts (always referring to the conversations rules presented at the beginning, see below).
- Step 3: The conversation finishes when the signal by the facilitator has been given (could be a bell, a clap etc.).

After each round all participants except from the "table hosts" look for another table to get sit at and to join a new group of discussants.

(Remark: If it is difficult to find a table host at the beginning, the end of a round would be another opportunity to decide, who´s going to stay at the table.)

Harvesting

After the last round every table will be asked to harvest the most important issues of the conversations. Usually this will be done by writing down these issues on facilitation cards (e.g. the three most important issues shall be identified and noted on the cards; then you need three cards per table).

The facilitators collect the cards and try to cluster them on the general pin boards.

Closure

The facilitators give a brief summary of and comment on the results. They thank everybody for their active participation and explain how the results will be implemented in a further process.

World Café Rules

(1) Focus on what is important!

(2) Share your own point of view!

(3) Talk with head and heart!

(4) Try to not only listen but to understand!

(5) Remain curious, especially when new questions or thoughts arouse!

(6) To write on the table cloth is definitely requested!

(7) Have fun!

E. Achievable Goals and Results

- Collection and discussion of great variety of opinions, knowledge and experiences to a certain topic or question
- Establishment of good and trustful group-spirit and atmosphere
- Setting an excellent basis for further development of projects/measures
- Participants get interested in how their input is carried on and how they could contribute to the final result (it may raise awareness on and self identification with a project)

F. Required Material

- Tables and chairs
- Flip chart paper
- Different types of felt pens
- Facilitation cards
- Pin boards and flip charts
- (Eventually) laptop, beamer

G. Advantages and Disadvantages

⊕ World Café can be organised and conducted very easily

⊕ You get a broad variety of opinions, thoughts, knowledge from many perspectives

⊕ People usually feel comfortable in this setting and learn to trust each other

⊕ You get a good basis for an ongoing process

⊕ Its support to increase self identification and awareness is a valuable side-effect

– You need a room large enough for the setup

– You have to settle enough time for preparing the room and materials

– You should have at least two facilitators available (for a group >50 p.)

– You cannot expect detailed results or decisions made, World Café is not the suitable method for that!

H. Comments

World Cafés hardly ever fail! You nearly can´t do anything wrong…

I. Pictures

2.2.2 The Tree Method

"Furthermore, the participants greatly appreciated the 'apple tree method', which allowed them to add apples, leaves, and branches to a tree and to sort out their ideas."

A. Fields of Application

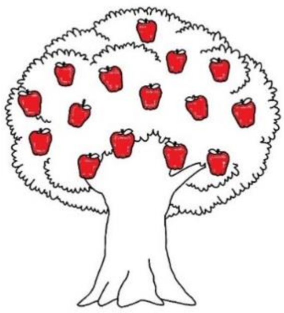
The Tree Method can be applied in stages of project development and implementation in which there is a higher need to come a step further and quicker, and delegating tasks to a choice of suitable persons or working groups may be helpful to find fitting measures with deadlines.

B. Size of the Group

This method is suitable for both small and large groups (from 4 to ∞)

C. Setup

- Building certain groups related to the topic with a certain desire to work on the corresponding issue.
- Define a time slot of at least ½ an hour up to an hour to deliberate.
- Give out some paper apples and leaves depending on the tasks and measures to fix.
- Each group has to choose their speaker to present an pin the apples an leaves on boards in front of the plenum



D. Procedure

Start

- The participants can take place at the tables in their groups they want to cooperate with.
- The facilitators explain the meaning and the intention of the method as well as the procedure. Moderator explains what the "fruits and leaves" are for (fruits are the goals, steps to reach them are included in the leaves).

Collecting ideas/projects/intentions

- Within the working groups, the participants should consider how to reach their desired destination/ goal. Write a variety of implementation ideas, all of them bring one-step closer to the goal. Each idea should be written on one sheet of paper and this should be stuck to the corresponding fruit! E.g. implementation idea: developing a concept for a common festival → equals one certain leaf.
- In the end, each fruit should stick on the painted "tree" on wallpaper at the pin board. e. g. possible Goal: Joint Cultural Heritage celebration of all surrounding parishes, societies, clubs… → equals one specific fruit.
- Groups should discuss what is important to accomplish, what are the inspiring goals and visions about certain topics.
- If there is an agreement on a goal, their settlement has to be written on a single "fruit". Afterwards they split down their goals to the needed tasks and measures to fix and write them down on a leave.
- The speaker/presenter of each group will stick the elaborated fruits and leaves to the pin board by additional explanations so the plenum can identify coherences and synergies amongst the collected inputs.

E. Achievable Goals and Results

- Break complex projects into smaller pieces, so that tasks and measures are a bit easier to handle.
- Easier and clearer understanding of a whole, complex, project and its branches.
- The next steps to take are identified and made clearer.
- Collect and generate an overview of responsible actors for several working steps and clarify who might be relevant and adequate for collaborations.

F. Required Materials

- Tables and chairs
- Enough and diverse felt pens
- Pin board and brown paper as background
- Scrapped out fruits and leaves on coloured paper (5 times bigger as they are naturally grown☺).

G. Advantages and Disadvantages

- ⊕ It is very funny and quite easy to understand.
- ⊕ It enables the depiction of action plan – steps to reach specific, jointly agreed goals
- \- Big pin boards or durable walls are required.
- \- Some draughtsmanship might be useful and helpful, but the apples, leaves and the tree branches do not have to be perfect, so it is not compulsory!

H. Comments

- After a short while, the method becomes more and more self-explaining and the groups come into a workflow very swiftly.

I. Pictures

3. Preservation of Cultural Heritage[4]

Within ECRR this topic has been tackled in the first Train-the-Trainer (TTT) event in Leipzig. Obviously preservation of cultural heritage is a wide field *"The training confirmed that preservation of cultural heritage is a very complex issue with many approaches to handle it..."*, we can read in a Czech partner output fact sheet. A lot of things can be regarded and preserved as cultural heritage: a book, a church, a castle, a ruin, a cave, a monument, a museum, a trail, oral history etc. And also preservation of these kinds of heritage can have different shapes and sizes: a great international project like "Here I Stand" (the Luther exhibition in the USA 2016) as well as the slowly but continuously stepping forward renovation (done mainly by volunteers) of the ruin "Prandegg" in the rural municipality of Schönau in Upper Austria. Both projects have been presented in the frame of the TTT in Erfurt.

Having the ECRR regions in mind it became clear that most of them would have to follow a similar strategy as Berthold Moser has told the trainers about the ruin "Prandegg": like water follows its path – steadily, constantly but also flexible. And it would be a very important task to include volunteers into the project development and its realization.

Here are the two fore grounded topics regarded as essential (besides the technical, historical and legal knowledge) for starting and running projects of cultural heritage.

3.1 Awareness Raising

The pre-running process of awareness building is to spread information about the plans within ECRR. No wonder that this has been a main issue in all the local trainings throughout the whole partnership - information not only about the regional POIs but about the greater roof ECRR (or later on the Routes of Reformation). *"One of the main goals was to inform about the current project status and what happened so far in the ECRR project",* so a quotation from one of the German partners´ output fact sheet.

Another tool that proved rather effective in the regional stakeholder workshops was to give participants a chance to learn from and get inspired by good practices.

The central question about awareness building is how to get people as much involved as it was their own project. So at first it seems important to find out, where stakeholders or volunteers "are" right now: what are they dealing with, what have been the latest successful projects/events and how can we transform theses moments of success and pride into an intrinsic motivation to support ECRR and its projects. And then it will be useful to invite those relevant stakeholders to join a common workshop where they can talk about their own activities and afterwards get involved in some kind of open co-creation space: *"As a method of the training we chose the World Café, which meant working in small groups, the participants felt motivated but relaxed, the event continued in a very good and fruitful atmosphere,"* our Hungarian partners describe the mood of this kind of setting.

[4] For more details see „ECRR_D. T2.2.1 Training curriculum for the preservation of cultural heritage"

In an ideal world steps of raising awareness lead to the development of a common identity, a common vision and/or good stories about the heritage sites or values.

Concrete activities on how to raise awareness amongst a wider public could be...

- to organise recurring festivals with involvement of the local suppliers, farmers and other relevant target groups,
- to offer public readings about the genesis and the religious background of the relevant sites, POIs etc.,
- to conduct field masses,
- to provide adequate and interesting music events,
- to arrange annual circular hiking, field trips and outdoor activities and
- to generate educative material or organise educative events.

This is just an exemplary excerpt of best practices presented during ECRR trainings.

3.2 Fundraising and Financing

In every project´s lifetime things will once come to this issue: how to finance the planned measures and activities?

In many cases helplessness is a reliable companion whenever this question is raised. To prevent the ECRR partners from feeling powerless in such occasions the training and capacity building activities within the project constantly should address this issue and show ways how to reach success with little financial means or how funds can be raised in order to have enough money for the development plans scheduled.

A very simple trick that helps to switch from the problem (= helplessness) to a concrete goal (= empowerment) is to introduce a goal-oriented question. E.g to leave the problem ("We don´t have enough money!") and ask "How can we achieve to raise the money we need for carrying out our planned steps?" can change a group´s or person´s mindset totally and participants in a workshop suddenly come up with ideas how to reach this goal.

Here´s an excerpt of ideas how to finance things...

1) EU Funds

Specific programs of the European Union may provide funds for central contents with all forms and aspects of cultural heritage - material, immaterial and digital - including monuments, sites, landscapes, skills, customs, forms of human creativity, filmmakers and collections preserved in museums, libraries and archives to be cared for (e.g. LEADER rural development program).

2) Foundations

In the classical sense, foundations have been donators for charitable purposes for more than 1,000 years. The special feature of a foundation is security and durability: a foundation in principle is established for eternity. There is a wide variety of foundations. Apart from working in many different fields of action, they basically differ from each other according to their activity: implementing own projects or providing funding for others' projects. Some Foundations combine both and have a certain amount of funds for own projects another one for financing other ideas.

3) Crowdfunding

Crowdfunding is a form of funding often used by internet users. When it is called crowdfunding, it is usually linked to the World Wide Web and is based on “donations” or individual participation. Artists, activists, organizers and entrepreneurs present their projects and name the sum they require to implement their project or realize their idea. At the same time, they announce what the users would get from contributing to it (it is not a donation as such because they get something in return, normally something below the value of their contribution, something rather symbolic, or linked to the success of the project, e.g. future coupons).

The initiator sets a timeframe for the “collective” action. If the specified sum is reached within this time, the money flows to the initiators and the idea can get implemented. If the total sum is not achieved, all donators get their dues back.

4) Alternative Ownership Model - Cooperative

The cooperative is a company of non-closed members with the purpose of promoting the acquisition or the economy of its members or their social or cultural interests by means of joint business. Since the introduction of the “category” European Cooperative, Cooperatives are no longer confined to economic activities. The legal basis for their establishment is the “law of cooperatives”, which will likely differ in all engaged territories.

5) Sponsorship

Sponsorships are linked to private companies and sectors. They provide funding to a certain initiative, project, etc. and, generally, they get public relations, marketing and promotion in exchange.

The support offered from the companies may range from material and small goods (pens, blocks, construction material, small electronic machines, etc.) to money. To succeed and getting support in form of a sponsorship, a lot of human and temporal resources have to be invested in making and maintaining contact to suitable companies, trust must be built, and a win-win constellation/option must be jointly depicted and reached. The companies must clearly know what they get from it and why their image would benefit from being linked to a certain activity, project or initiative.

6) Special events, entrance fees, sales activities

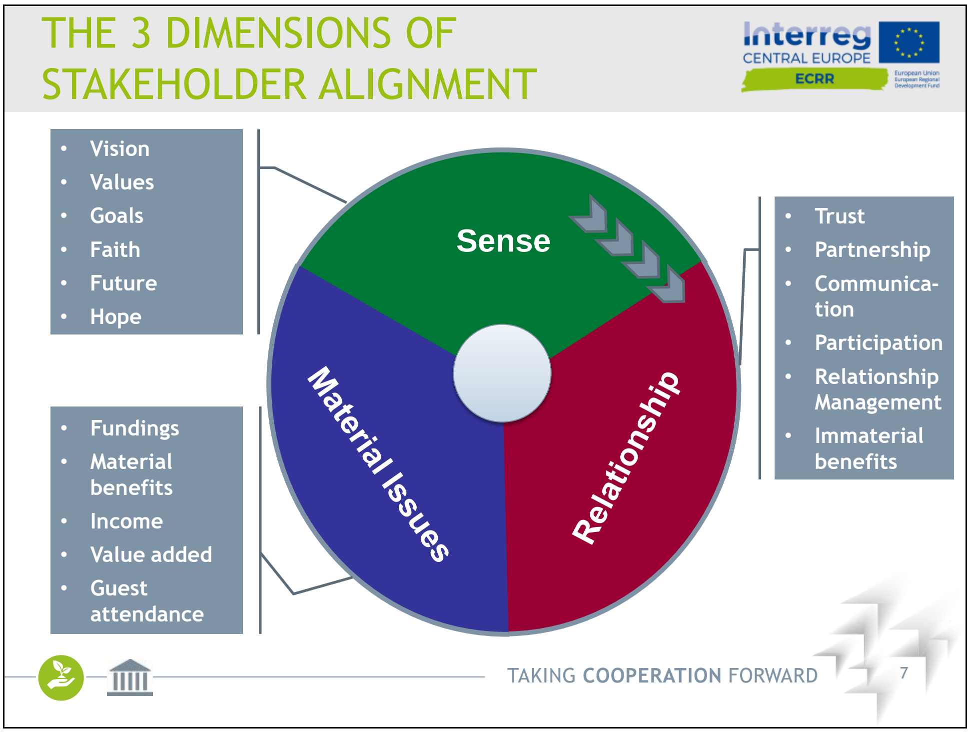
Organizing special events may be a very good way of raising awareness and attracting attention. The events valid for achieving both goals are very diverse and can range from “long-term” jubilees, punctual special one-day festivities, regularly organised but changing activities , to actions organized just once and taking place for several hours. Simultaneously to raising awareness, these alternatives may support the collection of funding, e.g. through entrance fees, donors or sponsorships occurring in connection with the specific event.

4. Stakeholder Alignment[5]

A great challenge in every project is how to find partners that support your activities in an ideal way as well as financially. Especially to build long-term partnerships and to keep up commitment from stakeholders for a longer period is a difficult task to fulfil.

The holistic frame for stakeholder alignment

To attract stakeholder´s intention and to convert them into partners or members needs approaches on three different levels (see picture below).



The balanced approach between vision/sense – relationship and concerning material issues has to be thought of constantly. The main engine is the clear vision: in case members of RoR are not capable of transferring a clear, attractive and sustainable vision to potential stakeholders they probably may not raise interest in the Routes of Reformation. The RoR board should be clear about goals and values of the Routes, they also play a main role in communication with future partners and supporters and are crucial for the branding of RoR.

The second dimension is about building and developing relationship: participation, establishing networks and a kind of customer relationship management.

[5] For detailed information see ECRR_D. T2.3.1 Training Curriculum_Stakeholder Alignment

And finally also the material issues play an important role when it comes to attract stakeholders: benefits, income, increasing of guest attendance or at least gaining some value added is what potential partners are interested in.

It is not about dealing with those dimensions one after another – all three have to be taken care of continuously. But in different times one of the dimensions would perhaps need more attention because it´s the shortage. You can have good networks to be involved ("relationship") and clear benefits to offer ("material issues"), if you cannot show the long-term goals and sustainability ("sense") behind a project like RoR it will be difficult for stakeholders to connect closely and long-lasting to the project. If one realizes that that´s the case, he or she has to draw more attention and energy to working on themes like vision, sustainability long-term goals and values.

And it´s the same when another dimension appears as the bottleneck. The vision could be clear and so could be the product and the value added gained – when you are not able to build up networks or to communicate in an appropriate way with your target groups you will hardly be successful in establishing your project. In this case you have to be more aware of this issue than the others. And given a situation that vision is clear and relationships work, if you don´t have an answer to the question which advantages and benefits you could offer to future partners, it will be a difficult job to establish RoR as well.

Every partner implementing the Transnational Action Plan has to deal with these issues. The following lines will show which experiences have been made and how trainings lead to building good relationships.

4.1. The Vision is the Star

"He who is fixed to a star does not change his mind." (L. da Vinci)

The role of a vision is to prevent those who are working on a project or in an organisation from just running around like blind, without orientation. The acts as the "invisible leader", the big guideline and presents the desired final status of a project respectively of RoR.

On the other hand potential new stakeholders are mainly attracted by a clear vision. And if this vision fits their expectations or their own "genetic code", then a great congruency in values and goals can be achieved.

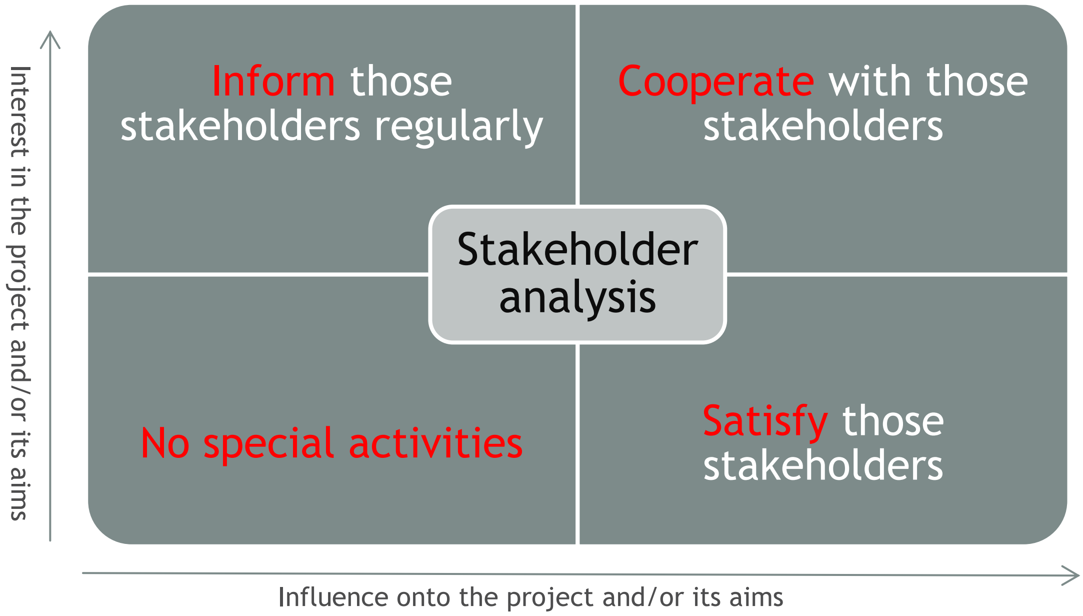
The vision and the reason for being have been eloquently been presented by Cathleen Scheiner from PP 6 during the 2nd TTT-seminar on the topic of stakeholder alignment. As stated by many partners especially the great goal that Routes of Reformation should be acknowledged as a certified European Cultural Route enthused participants that took part in the second round of local stakeholder trainings: *"It seemed that the fast development of the route and the expected status as a certified route under the regulation of the council of Europe motivated the participants."*

4.2. Stakeholder Management

To identify the most important stakeholders and to learn about their needs and what could be a good benefit to them as well as to find the right ways and channels how to communicate with them – those are the main issues what stakeholder management is all about.

Christian Baumgartner of PP 11 gave a very valuable input to this topic during the 2nd TTT-seminar in Ceske Budejovice.

One of those was the **stakeholder management portfolio** which allows actors to identify different stages of stakeholder involvement and recommends corresponding strategies to address those stakeholders.



If you assign different stakeholders to their extent of influence on a project on the horizontal axis in combination with their interest in a project on the vertical axis you get four different strategies as a result.

Potential stakeholders neither interested nor influential won´t be worth any further action or attention. Those with a certain or even great interest but little influence on reaching the project´s goal should be informed regularly to keep them in touch with RoR.

Stakeholders with certain or even high influence but little interest should be satisfied e.g. by giving them benefits they are really interested in. Communicate actively with this kind of stakeholders.

And finally there are those both with great interest and influence: these are the ones with whom you should cooperate and pay the most attention to. Both sides are interested in win-win-collaboration.

A second method in the frame of stakeholder management is the so called **stakeholder mapping**.

Stakeholder mapping is a tool that tries to show relevant stakeholders their influence and their relationships within a picture/graphic.

Step 1: Gathering all relevant stakeholders for ECRR/RoR in the project region. This should be done during the following local trainings on stakeholder alignment. The group can write down the names on cards or post-its.

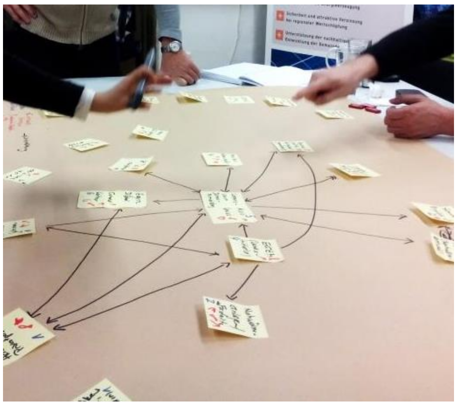
Step 2: Now the group can rate the influence of theses stakeholders on the success of the RoR-project a) in the past 5 years and b) in the upcoming 5 years. It can be helpful if every member of the group first makes his own assessment (each member has 10 points or coins to allocate to different stakeholders) and then to collect either one´s rating. This can be done e.g. by putting the coins to the names by building stacks. In the end the group can discuss their result shown by collecting everybody´s rating and can then undertake common adjustments if necessary.

Step 3: The group analyses the relationships between the stakeholders named so far: Who has great financial influences on whom? Who influences in an idealistic way? Who supports/blocks whom? Who provides information to whom?

Similar to the portfolio shown above the group can now discuss strategies of alignment. How to stay in touch with important influencers of the past that still are related to the project? How to address potentially great influencers for the future? Who has close relationships to those? Which efforts should be taken to keep contact with those little influencers that may show interest in RoR?

Questions like these should help to develop clear and efficient strategies for stakeholder management.

Collecting and assessing stakeholders



Analysing and discussing relationships

During the 2nd TTT event[6] and subsequently in their local stakeholder seminars ECRR partners tried to find out concrete problems, motivations and solutions for relevant stakeholders. *"In a plenary session we then discussed the various outcomes presented by each group and categorized them into problems, motivations, and solutions,"* describes PP 7 from Germany.

[6] See D.T2.3.2 Documentation of Training Stakeholder Alignment_Budejovice

During the local stakeholder seminars on stakeholder alignment different target groups had been addressed. Besides the "usual ones" (like church, tourism organisation, regional management institutions, municipalities on political and administrative level etc.) some partners introduced young people and teachers to the aims and development of ECRR: *"...we tried to answer the question how ECRR can be appealing also to kids/young people in Slovenia and ... other European countries,"* reported PP 5 from a meeting in Velenje.

Another useful strategy has been followed by the two Czech partners within ECRR: they searched for synergies with similar other EU-funded projects and succeeded. A transnational co-operation within the Route of Jan Hus is a very fruitful soil for PP 10 in Plzen and the linkage from PP 9 in Budweis to the EU-project "Památky žijí/Denkmäler leben" (Interreg VA – Austria-Czech Republic) turned out as a benefit for all actors involved.

4.3. Stakeholder Communication

Another important question is the one of communication to the public and to stakeholders. Which channels are useful? Which messages are interesting? Which media are attractive to different stakeholders? Some experiences made within ECRR local stakeholder trainings highlight some special ideas:

Media and channels

Of course for potential stakeholders the fact of being visible and seen to the public via different media is always a crucial issue, especially for sponsors. *"In order to reach our objective and make the route and the joining to it attractive enough we thought that the participants of the training should really see the achievements we reached so far in the framework of the project. Therefore, we not only talked about the benefits of the joining but we also demonstrated them the very attractive web page on which their organizations could also be presented as well as the newly installed kiosk"*, explained PP2 from Hungary their approach.

Presenting good practices

Another reliable method to attract interest from potential stakeholders is to relate to successful good practices such as the "Luther Pass" which had been introduced during the 2nd TTT event by Janine Kauk. *"Very helpful was presentation of good practices",* states PP 10 in their report.

Go where the stakeholders are

Another successful approach by some partners was to invite stakeholders to a workshop right at a location that is geographically near to them or to combine the ECRR workshop with another already scheduled meeting where a lot of target groups/persons participate. *"As a special highlight, we decided to organize our second local stakeholder training in Mühlberg/Elbe and reached 20 new stakeholders. Ms. Kauk, Marketing Manager, indicated that the entire county showed not only tremendous interest but also potential for our route. Therefore, and especially in light of the theme of the second local stakeholder training, we believe that it was a unique opportunity to hold the meeting here,"* thus the conclusion of PP 7 in Germany.

"It was extremely constructive to combine the seminar with a meeting already scheduled and planned by the Protestant Community. In this way, it was easier to intercept stakeholders and to spread widely to the ECRR project," the Italian partner PP 4 pointed out.

5. Promotion of Cultural Heritage

5.1. What is Promotion?[7]

When you raise this question you will certainly receive a lot of different answers with different meanings. This is why we regard it as useful to make clear at first what we mean when we talk about "promotion" or to explain why it is not only promotion that we want to talk about during the trainings. So it is necessary to explain how branding, marketing and promotion activities should fit together and complement each other. Those terms are used very often – and it may happen to the listeners that it is not clear what they mean exactly. The words "branding", "marketing" and "promotion" are used in a very similar way – although they are completely different topics. During the trainings the differences between these terms shall be clear as well as the connections and interfaces between them.

To be short we just present an attempt of definitions here; those who are interested in details may have a look at one the numerous works on marketing.

Branding means the process involved in creating a unique name and image for a product in the consumers' mind. The main goal of branding is to distinguish one´s own services and products from the competitors´ offer and to connect them with clear messages and emotions.

Marketing means the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the 4 P's of marketing:

(1) Identification, selection and development of a product,
(2) determination of its price,
(3) selection of a distribution channel to reach the customer's place,
(4) development and implementation of a promotional strategy.

Promotion means to create and carry out activities to advertise something.

Relating to the promotion for the Routes of Reformation all these three topics will have to be (and have been) addressed.

5.1.1. The Importance of a Brand[8]

Being clear about the brand of RoR was very helpful for the trainers in their local stakeholder seminars. *"Our goal was to empower all partners to use the brand and the already developed tools,"* so PP 6 from Germany when they started their local training.

The core statement of RoR is as follows:

"As an open and tolerant network we combine diverse themes of the Reformation across national boundaries. Together we strive to highlight the ongoing multifaceted Reformation history and frame it within our transnational route. We communicate cultural, religious and

[7] See also "ECRR_D.T2.4.1 Training Curriculum Promotion of Cultural Heritage incl. Low-Carb Tourism"

[8] See also "Routes of Reformation_Branding", presentation by M. Schulze, Velenje, 16-17th Oct. 2018

historical topics in a contemporary and open-minded fashion and encourage travelling to the sites of Reformation-themed heritage across Europe.

Our high quality route can be enjoyed by fans of history and cultural heritage, travel-addicts as well as families."

This is one main determination of a brand: to tell about the story, the unique selling propositions.

Later on in the workshop mentioned above participants realised, that there *"was a common agreement that the recognition of the Route by the Council of Europe is a massive USP in the communication and promotion of the brand."* And indeed, the success of being recognized by the Council of Europe will push the Routes of Reformation in its efforts to become well known and established!

Although the well designed brand and the certification by the Council of Europe is a great backing for all national and/or regional marketing activities the partners still face the challenge to find good strategies of promotion for their regions. And even more ambitious is the task to prepare regional actors and locations in getting fit for international tourism. Only then efforts for attracting this target group can fall on a fruitful ground. *"The main discussion was...if the route is "prepared" for a bigger number of international tourists"*, reported PP 10 of Czech Republic. *"Mr. Hartke...also pointed out what problems the site has to face (...difficulty in addressing international guests...)"*, German partner PP 6 sang from the same hymn sheet. This balance act between an international organisation and its presence on the market and the regional partners in different nations with their need to get rooted in their home areas will accompany the development of the RoR furthermore. Therefore *"the purpose of the meeting was to raise awareness about RoR, thorough knowledge of the RoR branding and the possibilities of promoting regional tourist brands..."*, was Polish partner PP 8 well aware of this tension.

5.2. Effective Low-Cost and Digital Marketing and Promotion

Perhaps more understandable (because it´s closer to daily business) is the issue of marketing or even more of promotion. Given the fact that all ECRR partners just have a small budget for marketing and promotion the most interesting question has been how to get visible even without spending thousands of Euros for promotion campaigns. *"...how to create low-budget marketing plans based on social media and the Internet"*, is the description of one of the goals for the 3rd local seminar by PP 8 from Poland.

The basis for exploring this challenging question has been explained by the expert trainer of the 3rd TTT seminar in Velenje, Georg Braun from the Austrian agency "marktkraft.at", who led through this session by means of skype-facilitation.

We should keep in mind that when speaking about low-budget marketing that doesn´t mean merely "cheap marketing". It´s dangerous to only focus on the price of an advertisement or any other marketing measure – it´s the effect created that counts in the end! Therefore possible indicators for good low-budget marketing are e.g. cost/click, cost/contact, cost/visit or cost/client.

Social media

During their local stakeholder events the partners found out that very easy and effective ways of getting visible to the target groups is of course the Internet including all its networking tools that are used very commonly throughout the world. *"The social media was identified as the main marketing tool for the Route of Jan Hus,"* PP 10 from Czech Republic concludes their session with local stakeholders.[9]

Interactive tools

But the future of marketing is not only information via Internet and social media, *"...the site should offer some kind of interaction with visitors (games, role-play, quizzes, workshops etc)"*, has been elaborated within a stakeholder workshop run by PP 9 of Czech Republic. And their colleagues from PP 10 in the end managed to produce an interactive game - which is also available in English - for young people and is linked for free access via RoR-App and Website! Also PP 5 from Slovenia uses a game for transferring interest and knowledge about Reformation in their country.

6. Perspectives of Sustainable Tourism

Although low-carbon tourism and its promotion has been packed up in the same TTT as promotion of cultural heritage in general we would like to treat this topic separately. On the one hand it deserves great attention and on the other it simply is more than just the promotion of sustainable tourism. It´s similar to the experiences about getting prepared for international guests mentioned above. Actors, infrastructure and transportation at first have to be "fit" for sustainable tourism – not only technically fit but fit in mind at first!

In a very inspiring but also thoughtful input within the 3rd TTT in October 2018 in Velenje Christian Baumgartner from PP 11 (and himself an expert in sustainable tourism) made clear why ECRR is obliged to think about low-carbon solutions in tourism.[10]

Increasingly, society has become concerned with the impact our actions have on the world we live in and ability of the planet to sustain our continued development. There is a growing awareness within the tourism industry as well as among tourists of the carbon footprints of tourism. Tourism is one of the fastest growing industries in the world, thus its rapid global expansion comes with a price and we are witnessing environmental, behavioral and socio-cultural impact in many regions.

At the same time, more and more tourists require information about carbon footprints of tourism packages. The same can be said for the tourism industry, such as tour operators, travel agencies, e-business sales operators and in business travel corporations. They increasingly

[9] For more and detailed options of digital marketing tools see "ECRR_D.T2.4.1 Training Curriculum Promotion of Cultural Heritage incl. Low-Carb Tourism"

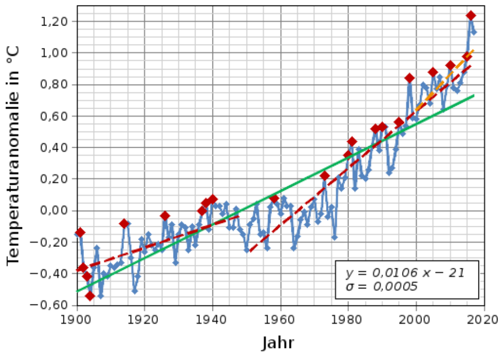
[10] For details compare "ECRR_D.T2.4.1 Training Curriculum Promotion of Cultural Heritage incl. Low-Carb Tourism"especially the lecture of Christian Baumgartner ("Low-Carbon Tourism")

realize they need to reduce their greenhouse gas emissions, and calculate the carbon footprint of all of their products and services in a reliable and mainly automated way.

Carbon neutral tourism is a newly developing branch of tourism, appealing to those tourists seeking to minimize the carbon footprint of their travel.

6.1. Reasons for Implemeting Low-Carbon Tourism Concepts

Amongst many reasons let´s just highlight one of the main facts in this guideline, which is the development of temperature. Long term studies about the average development of global temperature show a significant increase within the last few decades:



green line: linear trend 1900-2017
Source: Goddard Institute for Space Studies

Tourism with its enormous emissions of CO_2 is a main contributor to global warming (4.5 billion CO_2 equivalents, yearly rate of increasing: 3.3%[11]). It causes some 8% (food included) of the worldwide CO_2 emissions, some 40% of those by travelling on planes, 32% by going by car and 21% by accommodation.[12]

And still travel and mobility grow and grow. Optimistic scenarios talk of limitations of emissions until 2025 up to 5 billion CO_2 equivalents.

No wonder why e.g. PP 2 from Hungary reports from their 3rd stakeholder meeting: *“The low-carbon emission is an important part in the county’s development plans therefore SZSZBMÖ will propose to adopt the achievements to SECAP (Suitable Energy and Climate Action Plan) of the county.”* This is a good example of how to take sustainability in Europe´s tourism and regional development strategies one step further: when different partners commit to an agreement set on a higher level.

6.2. Possible Measures and Activities

Beyond those ideas presented and elaborated within the 3rd TTT seminar on this topic some partners discussed concrete actions of low-carbon tourism.

Austrian partner PP 12 scheduled tourism packages especially for group travels that combine Reformation heritage with sustainable transport in the 3rd local stakeholder meeting: *“As we*

[11] Source: ZEIT ONLINE, dpa, dsc

[12] Source: UNWTO/UNEP 2011/Statista 2011

realised it is no great problem to design short trips for e.g. groups of Protestant churches that are interesting on the one hand and low-carbon concerning mobility on the other hand."

In Poland the participants of the local stakeholder seminar agreed on that *"...rental od electric cars in larger cities, seasonal sale of rail travel offers to Lower Silesian tourist attractions, a growing base of eco accommodation objects, development of bicycle routes and an increasing number of E-bike rental companies"* could be promising measures for future sustainable tourism offers. Nevertheless reality shows that the "idea of" very often is quite far away from the implementation of low-carbon offers. *"...the participants came to a joint conclusion that the region does not have enough solutions of low-carbon tourism"*, so the unemotional statement of Poland´s PP 8 report.

But generally spoken the Routes of Reformation is quite affine to sustainable tourism because a lot of sites and offers are focused on pilgrims and hiking or cycling tourists. Points of interests often are connected by bicycle tours, hiking tours or even water tours. And even though there is a lot of energy still to put in the promotion and implementation of sustainable tourism. Especially as long as there are still a lot of famous politicians and other opinion leaders who deny the existence of a climate crisis it will become a tough mission for all sensible actors on regional (or even national) level to convince their fellow citizen and stakeholders to push sustainable behaviour in all sections of life.

7. Conclusions

7.1. Constant dripping wears away the stone

The stories of the local stakeholder events show that some things have to be told and discussed several times: What is ECRR? What is the Routes of Reformation? What are the attractive USPs and benefits? In every single training the progress and the achievements made within ECRR had to be presented in order to prove that this project really is a living process that moves forward step by step – and finally reached its target: the recognition as a Cultural Route by the Council of Europe!

To provide information constantly was a sign of transparency as well as of proving that ECRR is going to be a successful enterprise. One after another time the message "It´s a common project of the many!" had been sent to potential and actual stakeholders of ECRR. And this is the drumbeat that will be true for the lifetime of Routes of Reformation: the power, wisdom and spirit of the many will carry the flame along – not the association nor its board, not the politicians in the regions, but the critical mass of inspired and engaged people and institutions.

7.2. ECRR – a Project of Lifelong Learning

The three years of ECRR have just been the beginning of a long journey. Yes, RoR has successfully been recognized by the Council of Europe. Yes, many people have been affected by the idea and vision of spreading and presenting the spirit of Reformation throughout Europe. Yes, many projects and achievements have been realised in the partner countries. Yes, ECRR/RoR has been present in a lot of hot spots in Europe throughout the last three years and has established an organisation as a basis to continue developing the Routes of Reformation.

This is a performance the consortium of ECRR undoubtedly can be proud of!

And still there´s so many things to learn. How to collaborate in the new frame of the RoR association? How to finance the necessary next steps of enhancing the performance and visibility of RoR? How to increase quality and accessibility of the regional sites and POIs? How to prepare for international tourism? How to establish sustainable mobility and accommodation? How to widen the network of RoR members and favourers?

In thankfulness and joy the lifetime of ECRR can be concluded but in humbleness and full of energy the next chapter of RoR must be put into operation! It will be crucial to keep up the exchange of experience by the international network as well as the multilateral supporting like it happened within the peer reviews or within common meetings and trainings. This is both a question of attitude ("I want!") and of competence ("I am able to!"). Additional to the mutual process of mentoring the sharing of good practices proved to be a very meaningful and helpful approach in order to get thing going. Not only the sharing of best practices but also the open discussions about things not working or attempts that failed will be very valuable contributions for the quality development of RoR in the future.

In that sense the Routes of Reformation will be an interesting and exciting one to travel on!

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