



# DIGITAL ROUTES

OF CULTURAL HERITAGE FOR A SUSTAINABLE FUTURE

## Module 2: Entrepreneurs in Cultural Tourism



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# Consortium

The consortium consists of seven organizations – six countries, each one with its own experience and field of expertise. Their aim is to motivate people to become active citizens of their communities and to branch out into the wider context.



Coordinator -  
Poland



Poland



Germany



Cyprus



Greece



Romania



Hungary



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# Introduction



# Cultural Heritage

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"The only way to do  
great work is to love  
what you do."  
Steve Jobs

"My best advice to entrepreneurs  
is this: Forget about making  
mistakes, just do it."  
Ajaero Tony Martins





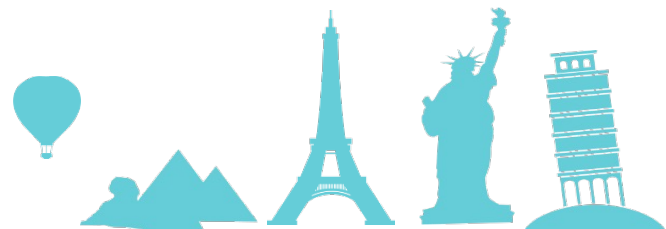
Cultural heritage is nowadays regarded as playing an important role to the overall European GDP.

According to the 2020 Eurostat culture statistics, in 2019 7.4 million of jobs, have been covered by cultural jobs in the EU. The new European Agenda for Culture of 2018 moreover strengthens the importance of supporting culture-based creativity in education and innovation as well as for employment and growth and harnesses the power of culture and cultural diversity to ensure social cohesion and wellbeing.

32% employed people in the field of culture was self-employed in 2019 (Eurostat, 2020).

“

*'A person without  
the knowledge of  
their past history,  
origin and culture  
is like a tree  
without roots'  
(Marcus Garvey)*







# Aims & Objectives



**#1**

To encourage young people to professionally engage in cultural sectors and equip them with the necessary social entrepreneurial and digital skills to be involved in new cultural related job opportunities.



**#2**

To develop an open, dynamic and interactive Web-Portal and a mobile application which will map the cultural heritage spaces using augmented reality features.



**#3**

To address the issue of youth unemployment and youth urbanization.



**#4**

To support culture-based creativity in education and innovation, and for jobs and growth.

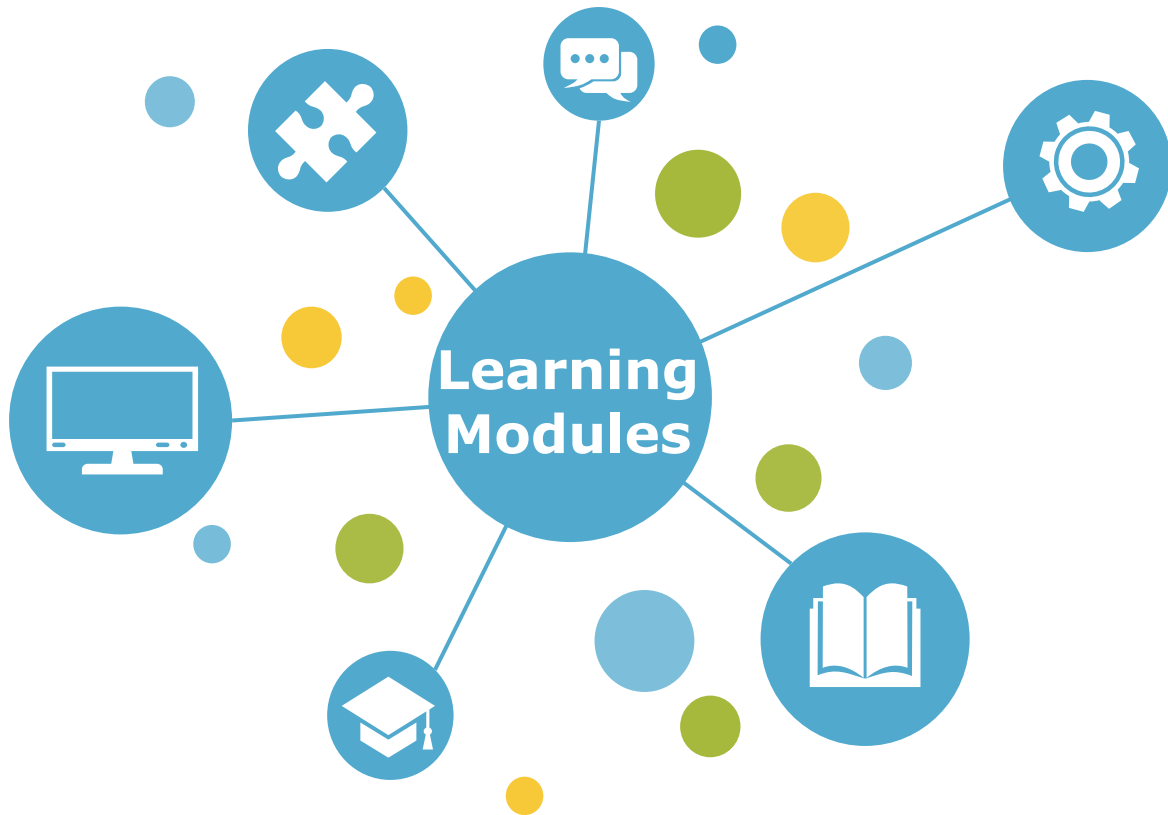






# DIGITALROUTES@CULTURE

## Learning Modules



### Module 1

Introduction - Meet the Cultural Entrepreneur

### Module 2

Entrepreneurs in Cultural Tourism

### Module 3

Cultural Entrepreneurs - Business Competencies

### Module 4

Cultural Entrepreneurs - Communication & Marketing Competencies

### Module 5

Cultural Entrepreneurs - Digital Competencies

### Module 6

Cultural Entrepreneurs - Creative Competencies

### Module 7

Cultural Entrepreneur - Working with Local Communities



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# Module Description



**Module 2: Entrepreneurs in Cultural Tourism** will guide you through the entrepreneurship opportunities in cultural tourism. You will learn the basics of planning and organizing events and activities, and you will understand the benefits of networking and cross-sectorial cooperation. The third topic of this module will introduce you in the Ethics and sustainability in cultural tourism.



This module will also help to navigate this Handbook and the learning materials.





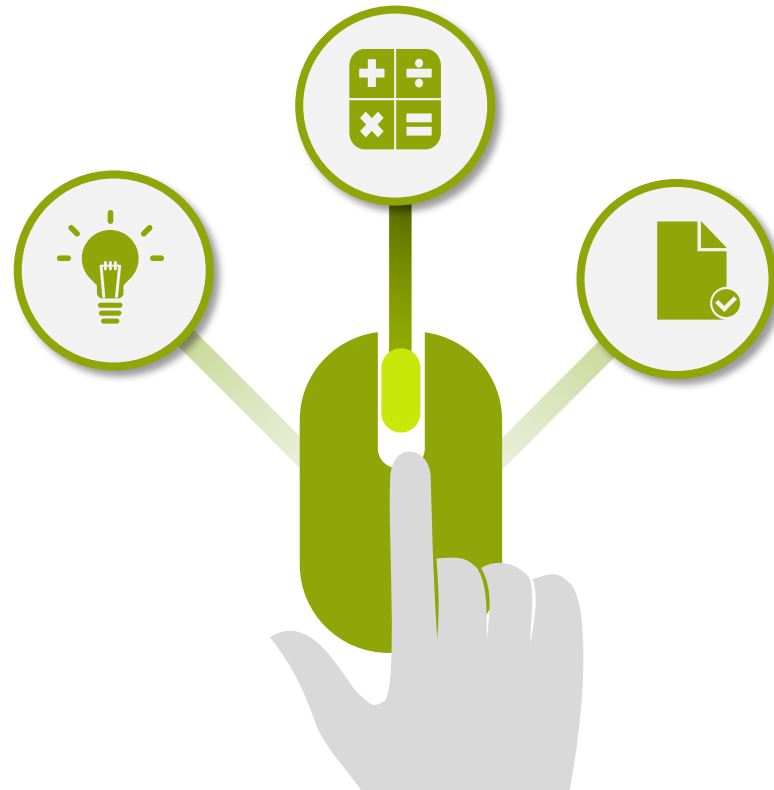
# Module 2 - Topics

## Topic 2

Cross-sectoral cooperation and  
networking

## Topic 1

Planning and organising events and  
activities



## Topic 3

Ethics and sustainability in cultural  
tourism



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# **Topic 1 - Planning and organising events and activities**

# Examples of events

## Music festivals

Think about small music festivals that can bring benefits for the local community.

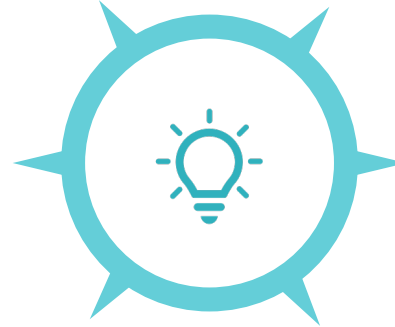


## Film screening / movie festivals

Film screening and movie festivals represent a good opportunity if you plan them in a touristic area. Don't forget the locals: you can offer them free admissions, or you can give them special discounted tickets.

## Gastronomic events

These events should aim to emphasize and promote the local gastronomic heritage. Involve local producers and restaurants.



## Sport events

Many people are interested in sports, so sporting events are a great way to start your entrepreneurship.

## Local producers fairs

Help local producers to reach consumers by organizing producers' fairs.



## Local festivals

Usually there is a wide range of local or traditional festivals. Find one that suits you best and open it up for tourists so that the local community will feel proud with its heritage.





# Planning and organising events



## #1 Purpose and audience

What do you want your event to achieve? It may be obvious for you but staying focused is key to the success of your event. Also, this will help you in targeting the right audience and the best communication channels to get to it.



## #2 Date, duration, and venue

Set up the date and the duration as well in advance as possible. This will give you time to take care of all the organizational details and you'll have plenty of time for promotion too. Think about what you require from the venue (location, accessibility by public transport, facilities, distance from your target audience, etc).



## #3 Speakers, artists, and merchandisers

Do some market research according to the purpose of the event, your target audience, and the experience you would like to offer. Secure them as soon as possible because this is a key component of your promotion campaign.



## #4 Partnerships and sponsors

It's not easy to organize an event. Having reliable partners and sponsors is a key factor for your success. Compile a list of your ideal sponsors and work on what you can offer them in exchange for their support. Make sure you don't do unnecessary compromises.



## #5 Plan health and safety measures

Do a risk assessment and draw up a health and safety plan. Make sure you notify relevant authorities and hire the necessary assistance for the event. Be as transparent as possible and have an honest communication with your audience.



## #6 Contingency plan

Many things can go wrong in an event, therefore make sure that you do your best at identifying them. Always have a plan B and, if possible, a plan C.



## #7 Promote, sell & measure

If possible, hire a marketing specialist or at least somebody that is good with social media and promote the event where your target audience is. Offer purchasing options accordingly and always measure the impact of your promotion campaigns and you can increase your sells.

# Examples of activities

## 01

### Nature-based

Depending on your area, there is a wide range of nature-based activities: hiking, cycling, wildlife watching, tour skiing, and others.



## 03

### Activities for people with special needs

You can develop activities specific for some target groups.



## 02

### Cultural

Visiting cultural attractions and craftsmen.



## 04

### Workshops

Offering workshops based on the local heritage or specifically designed for your target groups.



# Planning and organising activities



## #1 What are the needs of your customers?

Your best shot is to identify the needs that are not yet satisfied by the market. For this you also need to know your potential customers: age groups, education, income, preferences, etc.



## #2 Know your area

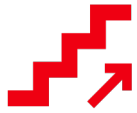
Depending on what kind of activities you will be offering, knowing your area may prove to be an important asset. This will either help you better design your activity, or it can help you easily reach your target audience.



## #3 Know your competitors

Market research will help you understand your competitors and how you can differentiate from them. This is an important step in developing your product and ensuring your success.





## #4 What can you do different / better?

Identify your product's strengths and make sure to highlight them in your promotion activities.



## #5 Prepare the offer

Work on the smallest details so that in the end you will have a good quality product. This is also the time to set up the price based on the previous steps.



## #6 Promote & sell

Promotion is the most important step. Identify the best promotion channels to reach your target audience and choose carefully your messages.



## #7 Feedback & follow-up

Selling your product is not enough. To ensure your success on the long term, you need to know how the market receives it and what you can do to constantly improve it. Also, stay connected with your customers and make sure that they return to you.



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## **Topic 2 - Cross- sectoral cooperation and networking**





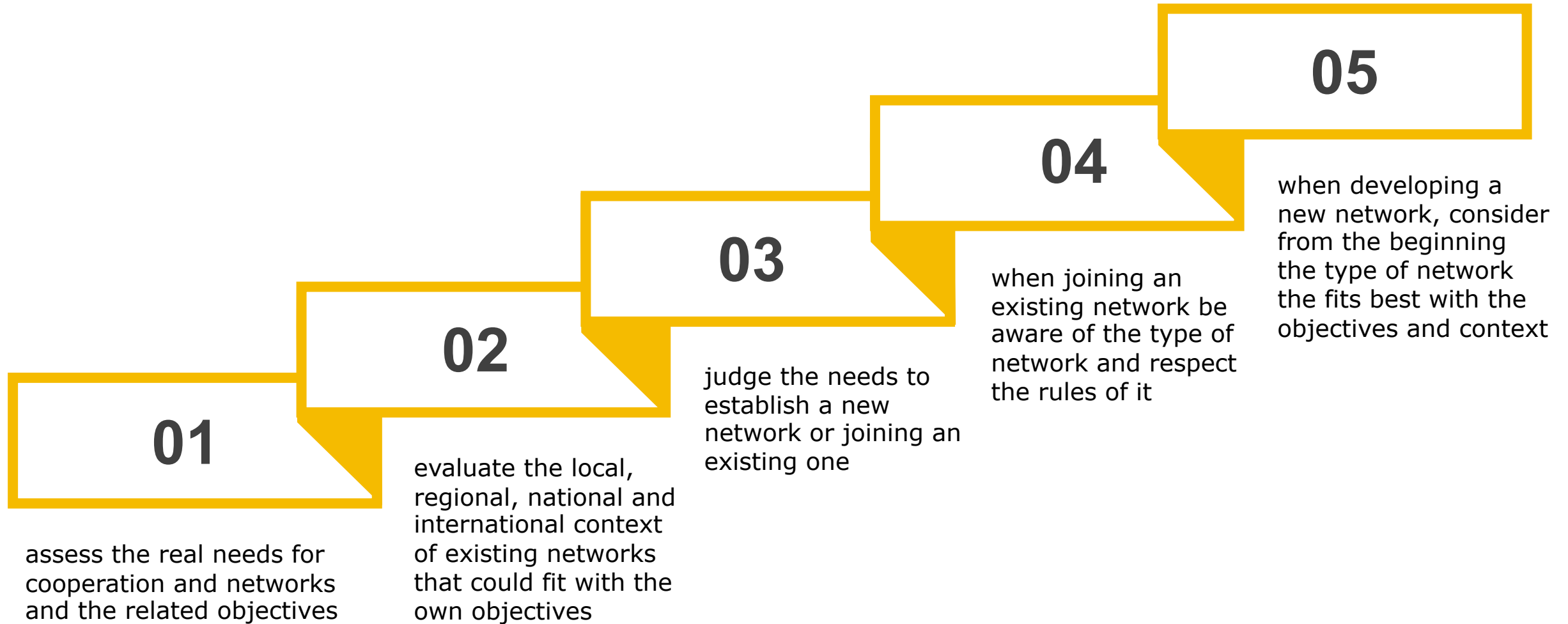
Cooperation and networking are mutually linked one to each other. The reason for being part of a network or initiating a new one is to establish a cooperation mechanism in order to increase the capacity to reach the goal.



There are various **benefits** of being part of a cross-sectorial cooperation and network:

- Improved ability to deal with complex situations beyond own capacity,
- Putting resources together,
- Increased scale and scope of intervention.
- Shared costs and risks among the network members;
- Enhanced access to information and learning effects;
- Positive welfare effect;
- Increasing the speed for action in case of opportunities and reaction in case of threats.

# 10 steps to establish cooperation and networks (I):



# 10 steps to establish cooperation and networks (II):

**06**

Always set clear objectives and define the allocated time and other resources for being part of the network.

**07**

Keep the cooperation and the whole network alive through communication and looking for the common objectives of the network members.

**08**

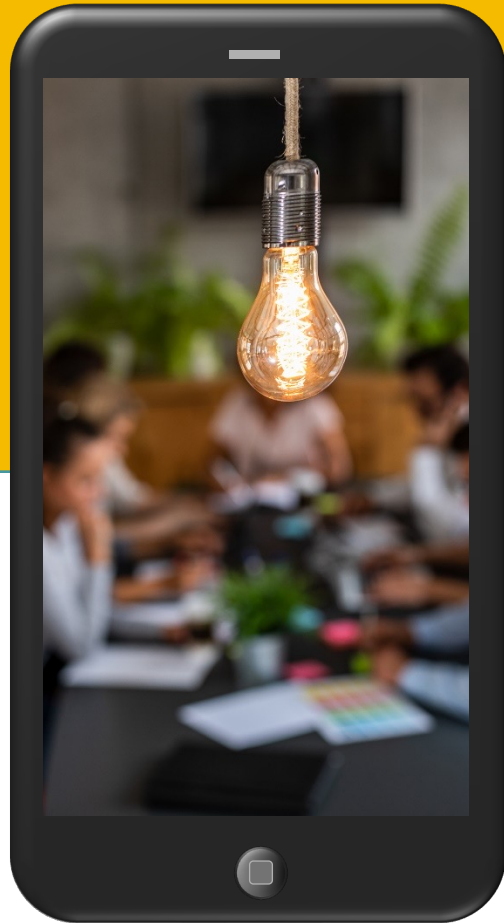
Evaluate from time to time the benefits provided by the network and if they are not any more relevant try to stimulate the whole network to better perform.

**09**

If the network is not able to reach the benefits that are expected, you can consider leaving the network, however it is necessary a serious evaluation of the costs and whole consequences leaving the network.

**10**

When leaving a network try to keep contact with some member of the network.



# Types of networks



In principle, networks are associations of autonomous social actors having equal rights, however there are different typologies of networks:



## Geographic scope

local, regional, national, and global.



## Organisational structure

From highly informal, flexible and trust-based relations toward more formal and rigid connections.



## Boundary

Networks differ according to their degree of openness and closeness.



## Architecture and balance of power

From equal rights and mutual assistance to controlled network, led by one or more "flagship" member.



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## **Topic 3 – Ethics and sustainability in cultural tourism**





## **The concept of sustainability and ethics in tourism integrates a large spectrum of components:**

- Natural environment
- Local communities as part of the destination
- Transport towards and within the destination
- Faire trade regarding communities outside the destination
- Social and culture component of the destination
- Economical component of the destination
- Tourists and their learning experience





# Sustainable Cultural Tourism

Sustainable cultural tourism is the integrated management of cultural heritage and tourism activities in conjunction with the local community creating social, environmental and economic benefits for all stakeholders, to achieve tangible and intangible cultural heritage conservation and sustainable tourism development (Source: a Sustainable Cultural Tourism Open Method of Coordination working group, 2018).



# Ethic and sustainability code for entrepreneurs (I)

- Struggle to develop the product in a new emerging destination;
- Develop tourism products that involve longer stays and visits in the low season;
- Support the development of a professional destination management organisation (DMO);
- Support a general destination goal of getting a sustainable certified destination;
- Consult with members of the local communities to develop authentic cultural heritage experiences;
- Integrate both tangible and intangible heritage into the design of cultural tourism product;
- Explore creative ways of actively engaging local communities, especially younger generations,
- Ensure a positive working environment and look for a permanent or long-term employment throughout the low season;
- Involve yourself in cultural tourism networks at the local, national and international level;
- Consider re-investing revenue generated into local cultural heritage sites and practices to be used for the protection, development and upkeep;



# Ethic and sustainability code for entrepreneurs (II)

- Look for sustainable tourism certification schemes that fits with your product and apply them to your product/business;
- Participate to the training programmes for responsible tourism and develop staff training programmes to raise awareness of sustainability, environmental issues, responsible tourism etc.
- Collect and publish tourism data to enable evaluation, monitoring and mapping of the variable dynamics in the field by local and national governments;
- Whenever possible involve yourself in cross-disciplinary research on destination profile and visitor impact for an adaptive management.



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# Conclusion



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### **Topic 1: Planning and organising events and activities**

Planning and organising events and activities implies very good planning and a lot of work and dedication.

### **Topic 2: Cross-sectoral cooperation and networking**

Cooperation and networking are the key to success in order to reach our social, environment and even economical goals.

### **Topic 3: Ethics and sustainability in cultural tourism**

Nowadays, there is not possible to plan or act without a solid sustainable and ethic mindset in order to have success.



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# Module Scenario



## **TOUR OPERATOR - SCENARIO**

Mihai is a 27-year-old graduate in tourism. He comes from a rural area of Romania with a rich natural and cultural heritage, so he knows his chance is to develop a tourism business. The idea of the business is to offer tourist programmes for discovering local nature and culture. The target market segment is represented by foreign tourists from Western Europe, but it is not so easy to access this market.

The first step is to research what the competition is offering and then create a database of local resources (tourist attractions, trails, restaurants, accommodation facilities, craftsmen, etc.). On the basis of this information, he starts to prepare tourist programmes and contact potential suppliers. Finally, he creates high quality promotional material so as to inspire confidence in potential clients (website, brochure).

In the process of researching, he notices two things that could help him to have a better chance of success:

- (1) it is important to be part of a network with businesses similar to his own as this will allow him to get in touch with potential customers more easily or perhaps even benefit from the support and experience of others
- (2) and tourists in Western markets are highly interested on sustainability. Therefore, he tries to integrate sustainability aspects into its programmes and communicates this as clearly as possible on its website.



## **ASSESSMENT QUESTIONS (I)**

- 1. In order to identify the needs of your customers, Mihai needs to:**
  - a. Know his area.
  - b. Research his competitors.
  - c. Know the age groups, education, income, preferences, etc. of his potential customers.
  
- 2. Which of the following is not a benefit of being part of a network:**
  - a. Improved ability to deal with complex situations beyond own capacity.
  - b. Create own activities or events.
  - c. Shared costs and risks among the network members.
  
- 3. The boundary of a network Mihai can join refers to:**
  - a. The degree of openness and closeness.
  - b. The geographical limits of the network.
  - c. The balance of power within the network.



## **ASSESSMENT QUESTIONS (II)**

**4. List at least two measures of how Mihai can help the local community?**

**5. As a tour-operator focused on sustainability, Mihai will have to include two of the following measures in his business plan:**

- a. Develop authentic cultural heritage experiences.
- b. Set lower prices than his competitors.
- c. Longer stays and visits in the low season.





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