



DIGITAL ROUTES

OF CULTURAL HERITAGE FOR A SUSTAINABLE FUTURE

**Module Cultural Entrepreneur - Working
with Local Communities:
Map of Passions Foundation**



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Consortium

The consortium consists of seven organisations – 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

What have you learnt so far?

02

Mapping stakeholders and initiating cooperation

We will introduce the notion of stakeholders and their importance for entrepreneurship development.

03

Understanding local conditions and recognising needs

The main objective is to understand how local conditions (i.e. cultural heritage, history, identity) can shape and strengthen entrepreneurship.

04

Collecting good practices

The main objective is to understand what a „good practice“ is, what it should contain and where one can find them. We will also present some examples of good practices.

05

Community engagement and outreach

You will learn how to engage local community in your activity and what advantages it can bring.

06

Conclusion & Module Scenario

Conclusion & Module scenario for the Open Badges





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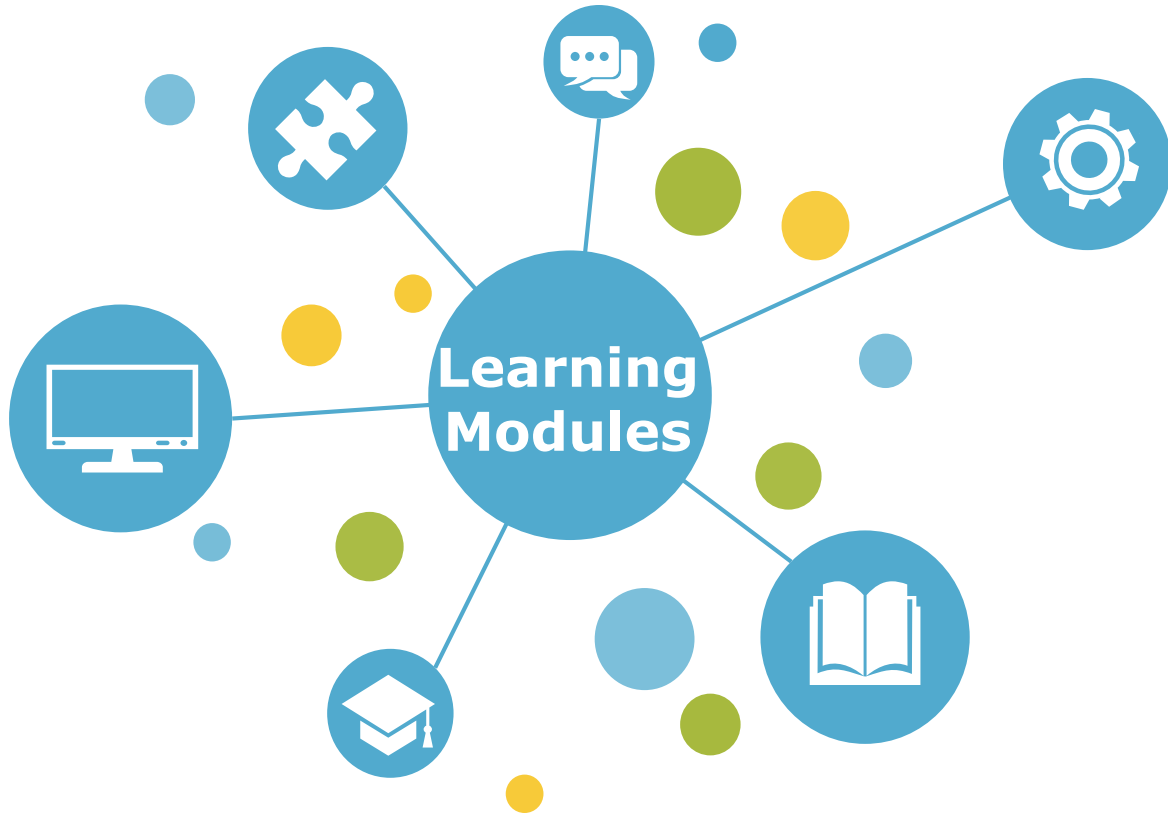
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Introduction



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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



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.





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Module Description



The **Module 7: Cultural Entrepreneur - Working with Local Communities** aims to provide an understanding on how to map stakeholders and initiate cooperation, what a good practice is and how to use it in one's activity, as well as how to engage local community into cooperation for the common good. We will also show some examples, good practices related to cultural entrepreneurship.



The main objective for participants is to analyse their own ideas for business in cultural sector in relation with local community – who is my potential partner? Who will benefit from my activity? Who will be against and why? How can I engage partners in my activity?





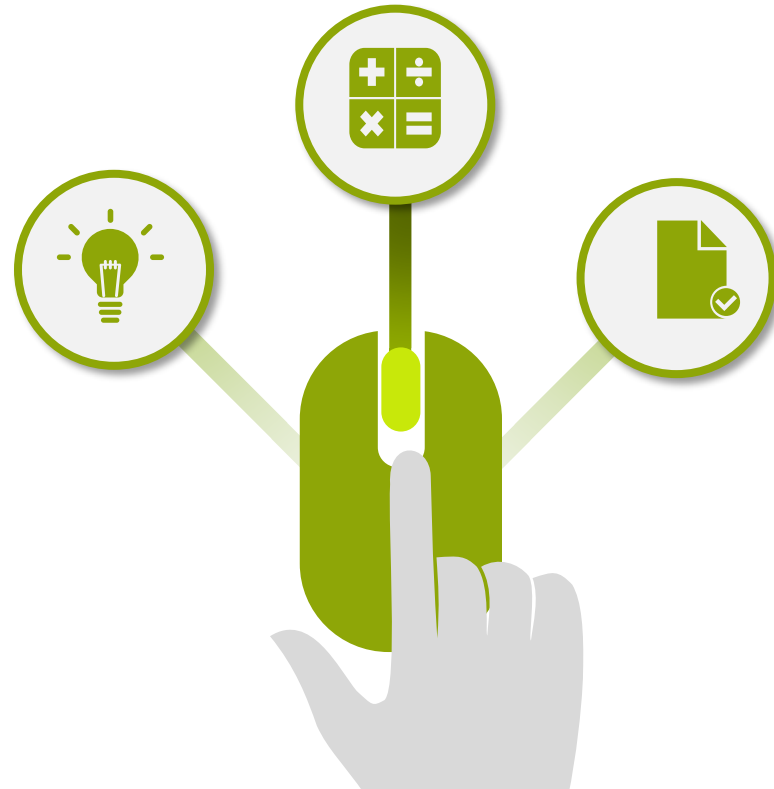
Module 7 - Topics

Topic 2

Collecting good practices and
understanding local conditions and
recognising needs

Topic 1

Mapping stakeholders and initiating
cooperation



Topic 3

Community engagement and
outreach



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Topic 1 - 1.Mapping stakeholders and initiating cooperation



What is a stakeholder?

Post, Preston, Sachs (2002), use the following definition of the term "stakeholder":

"A person, group or organization that has interest or concern in an organization. Stakeholders can affect or be affected by the organization's actions, objectives and policies."

Stakeholders can be also somebody that has interest or is affected by a project not necessary initiated by a business.

Stakeholders are any company or individuals that invest in the project (take part in the implementation) or are directly related to their implementation. Stakeholders can influence the organization.





Types of stakeholders

Primary stakeholders (usually internal stakeholders)

- those who engage in direct interactions with the organization (for example, shareholders, customers - recipients of activities, suppliers, partners and employees).

Secondary stakeholders (usually external stakeholders)

- people who are influenced or may be influenced by the organization (for example, the general public, communities, activist groups, organization support groups and the media).

Excluded stakeholders

- such as children or disinterested public opinion, not having an influence on the organization



Cultural Heritage Businesses stakeholders



Source:
<https://corporatefinanceinstitute.com/resources/knowledge/finance/stakeholder/>





Cultural Heritage Across Europe - stakeholders and their interests

#1 Customers

Stake:
Product
/service
quality and
values

#2 Employees

Stake:
Employment
income and
safety and
mission/valu
es of the
company

#3 Investors

Stake:
Financial
returns,
sustainability

#4 Suppliers and Vendors

Stake:
Revenues
and safety

#5 Communities

Stake:
Health,
safety,
economic
development,
social and
cultural
development

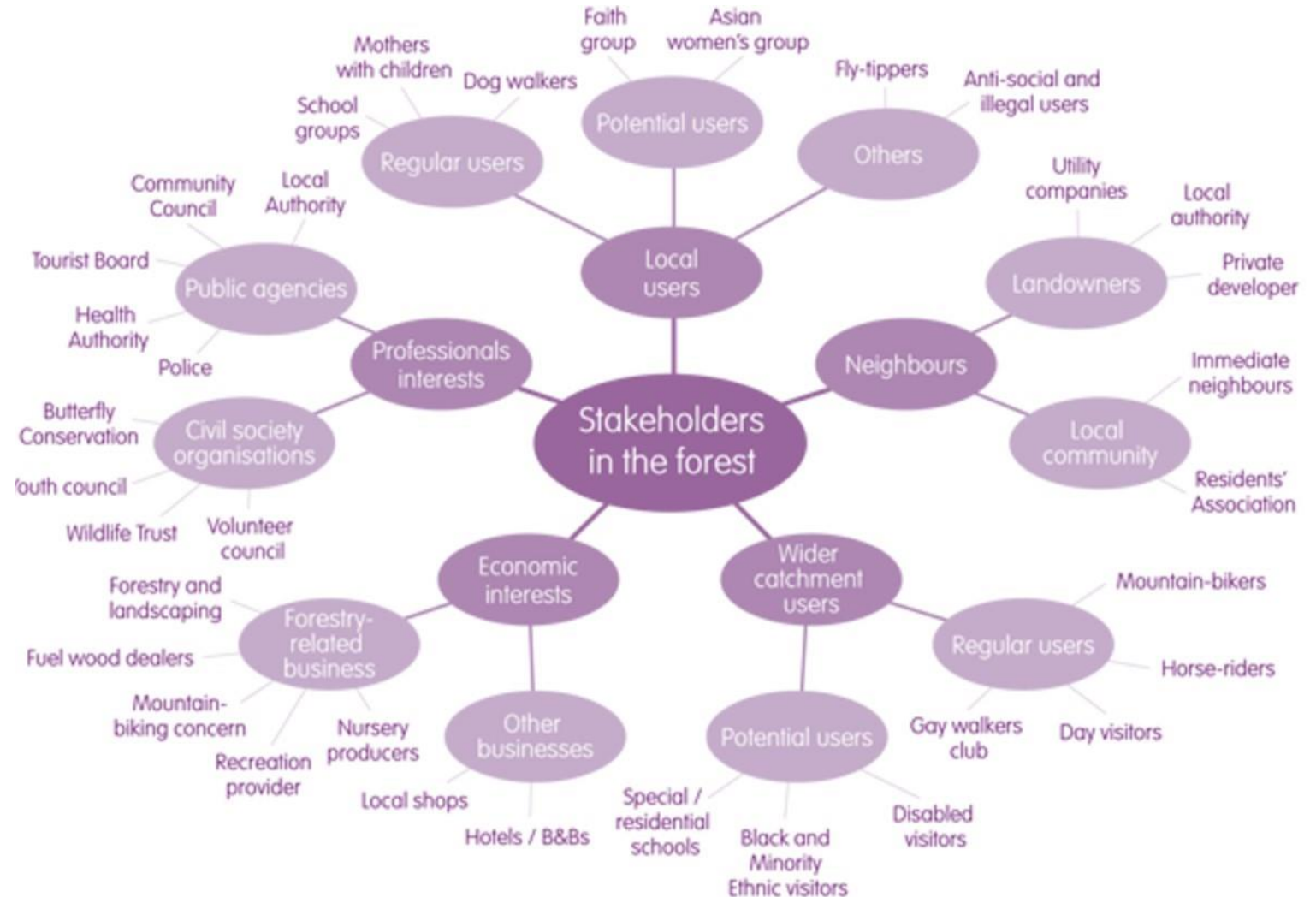
#6 Governments

Stake: Taxes
and GDP,
culture
development



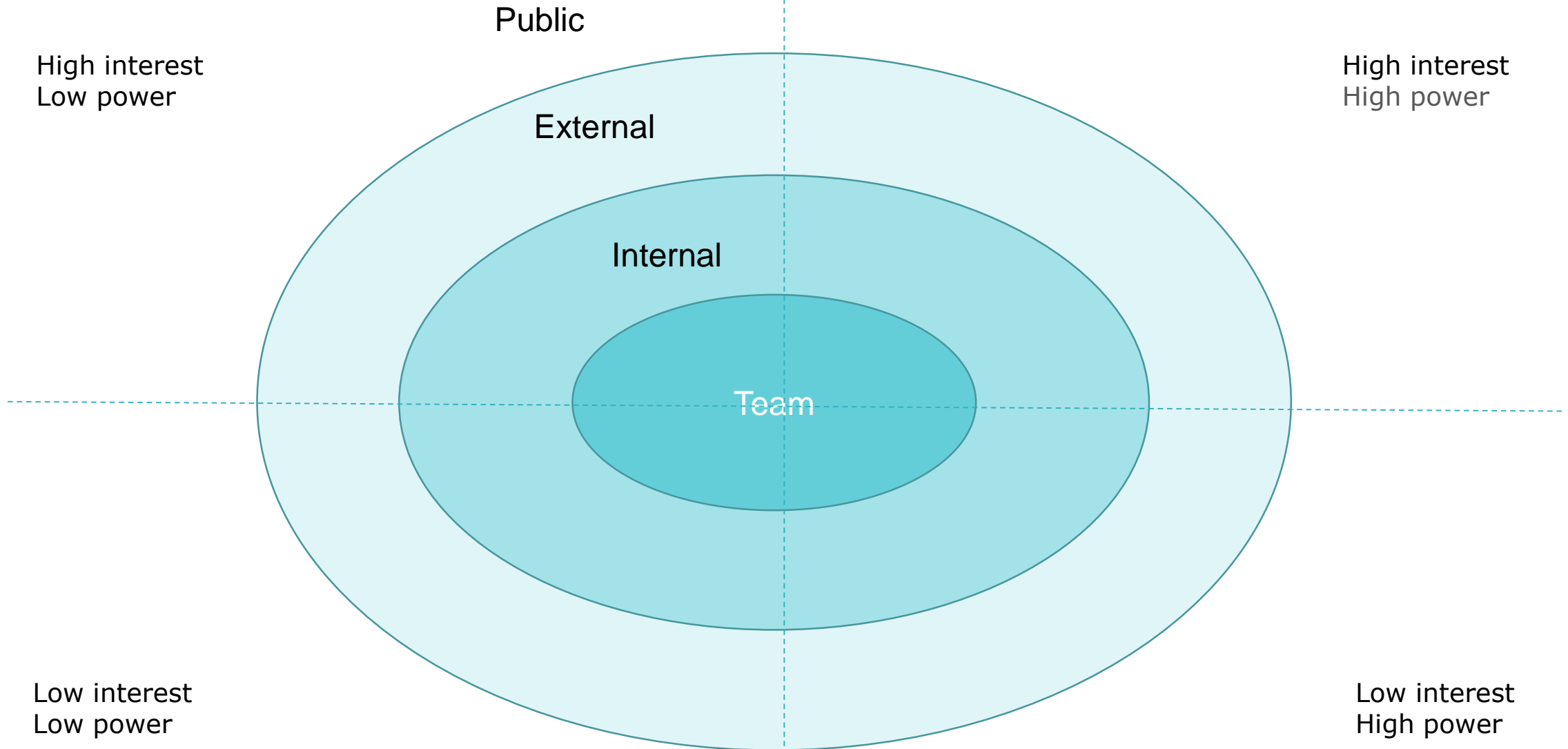
Mapping stakeholders

- Create a map of your stakeholders.
- Mark their influence on your forseen activity – is it positive or negative? Why?
- Who has the strongest impact?
- Who should you address first?





Mapping stakeholders (plot the individual stakeholders on the chart to see how their impact is distributed)





**Topic 2 – Collecting good
practices, understanding
local conditions and
recognising needs**



What is a good practice?

- ✓ A good practice is not only a practice that is good, but a practice that has been proven to work well and produce good results, and is therefore recommended as a **model**.





A good practice should be:

- ✓ Usable by different people / entities
- ✓ Carefully described:
 - ✓ key success factors,
 - ✓ minimum conditions to be fulfilled,
 - ✓ local circumstances included
- ✓ Transferable to different environments:
 - ✓ What can we change?
 - ✓ What should remain the same?
- ✓ **INSPIRING!!!** – you don't need to copy it, it should give you IDEAS for your own activity!





QUESTS - Explorers' Expeditions

are educational and tourist outdoor games based on treasure hunting. The basis of the game is to walk the route of the quest in the field. It can be a walk in the village, a bike ride through the forest, river rafting or visiting a museum. All you need to have fun is a flyer or a free mobile applications. Leaflets are available at selected tourist information points or as a file to be downloaded from the websites. By reading the verse clues, the participant follows the quest in the field and learns the secrets of the place. At the end of the road, the explorers will find a "treasure" - the final container with a commemorative stamp and the Quest Book.

Source: Clark, Delia; Glazer, Steven (2004) *Questing: A Guide to Creating Community Treasure Hunts*
www.questy.org.pl





Thematic villages –

a comprehensive project aimed at revitalizing the rural economy by integrating the local community around issues related to a specific product, service or culture of a given region. A town whose development is subordinated to a specific idea, constituting a specific tourist product around which methods for alternative incomes are created.

Source: https://en.wikipedia.org/wiki/Thematic_village





Ecomuseums

Ecomuseum is a network of sites dispersed in a certain area (town, region) that make up a 'living' collection, demonstrating local natural and cultural values and achievements of a community. Unique features of a region are presented as a link between natural conditions and human activities – historical and present.

Source: <https://ecomuseums.com/>

ekomuzeum rzemiosła w DOBKÓWIE
Kraina Wygasłych Wulkanów - Góry i Pogórze Kaczawskie

LEGENDA
 PRZYJAZDNIKI (wiosny, letni, jesienny)
 KAPLICZKI (KAPLICZKI PRZYJAZDNIKI wiosny, letni, jesienny)
 MIEDZ (wiosny, letni, jesienny)
 INFORMACJA TURYSTYCZNA (Dzielnice Informacji)

STOWARZYSZENIE DOBKÓW
www.ekomuzeum.info

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Greenways

are multi-functional trails developed along natural corridors, rivers and canals, historical trade routes and abandoned railways. They link regions, tourist attractions and community initiatives, support sustainable tourism and recreation, promote healthy life-styles and non-motorized transport. They generate opportunities for improving quality of life and environment, revitalizing local economies, promoting local products, encouraging community-based enterprise and protecting unique natural, landscape and cultural assets in Central and Eastern Europe.





Discuss

Are the aforementioned good practices useful for your planned business activity?

Why?

What can you draw from those practices?

- ✓ Processes
- ✓ Topics
- ✓ Supply chain
- ✓ Management structure
- ✓ Cooperation mode
- ✓ Other...?





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Topic 3 – Community engagement and outreach



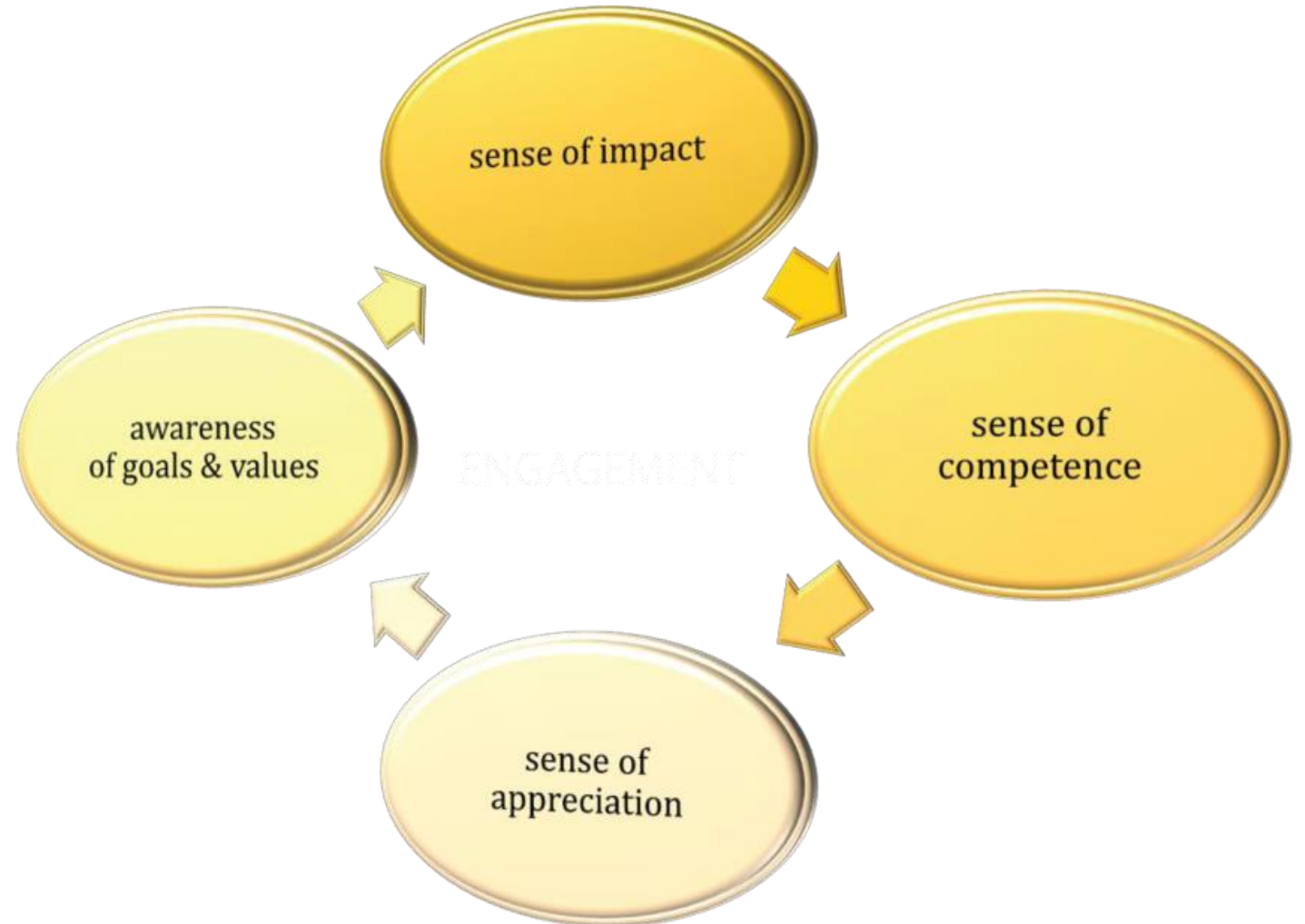
Why is local community important for your business?

- ✓ They have knowledge about local heritage / culture / history
- ✓ They build local identity
- ✓ They can recommend you to their clients
- ✓ They can supply you (enrich your product / service)
- ✓ They create environment for your business
- ✓ They can buy your products / services
- ✓ They can develop complementary products / services
- ✓





Key factors of engagement





Intrinsic rewards that drive people to action

Sense of Meaningfulness:

- **A non-cynical climate** - freedom to care deeply
- **Clearly identified passions** - insight into what we care about
- **An exciting vision** - a vivid picture of what can be accomplished
- **Relevant task purposes** - connection between our work and the vision
- **Whole tasks** - responsibility for an identifiable product or service

Sense of Choice:

- **Delegated authority** - the right to make decisions
- **Trust** - confidence in an individual's self-management
- **Security** - no fear of punishment for honest mistakes
- **A clear purpose** - understanding what we are trying to accomplish
- **Information** - access to relevant facts and sources

Sense of Competence:

- **Knowledge** - an adequate store of insights from education and experience
- **Positive feedback** - information on what is working
- **Skill recognition** - due credit for our successes
- **Challenge** - demanding tasks that fit our abilities
- **High, non-comparative standards** - demanding standards that don't force rankings

Sense of Progress:

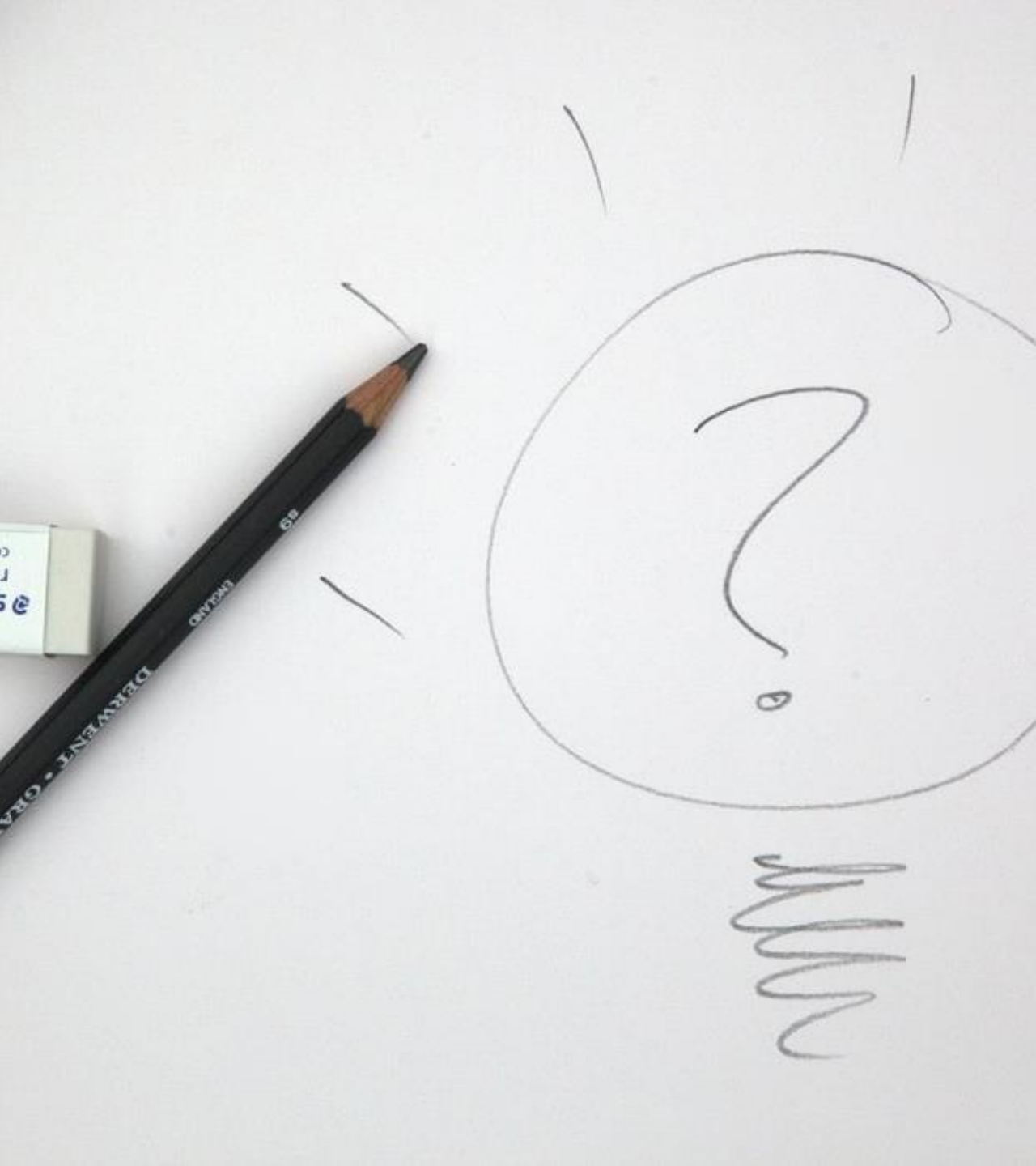
- **A collaborative climate** - co-workers helping each other succeed
- **Milestones** - reference points to mark stages of accomplishment
- **Celebrations** - occasions to share enjoyment of milestones
- **Access to customers** - interactions with those who use what we've produced
- **Measurement of improvement** - a way to see if performance gets better



Organising a meeting with local community

- ✓ **Before the meeting** remember:
 - ✓ To invite all potential local actors
 - ✓ To explain the objective of the meeting
 - ✓ To choose a neutral and comfortable place
 - ✓ To set tables in a way that will facilitate discussion
- ✓ **During the meeting** remember:
 - ✓ To welcome everybody and present the meeting programme
 - ✓ To set rules of discussion (a contract)
 - ✓ To respect everybody and maintain culture of discussion
 - ✓ To take visible notes (on a flipchart / screen)
- ✓ **After the meeting** remember:
 - ✓ To thank all the participants
 - ✓ To send minutes / results to all participants





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Discuss:
**How can you engage local
community in your activity?**

- ✓ What will be your benefits of this cooperation?
- ✓ What benefits would they get?
- ✓ What common goals can you achieve?
- ✓ How can they contribute?
- ✓ What are the risks?

- ✓ **MAKE A PLAN!**



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Conclusion



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1. Your enterprise will act in a local environment – you must identify your stakeholders and create links with the local community
2. Stakeholders are of different types, their impact on your activity can be small or great. Map and analyse them!
3. You can search for inspiration in good practices from other regions and countries. However, don't copy everything, be creative!
4. You need local community engagement to build a sustainable business activity in culture sector. Remember what are the key factors of engagement and make sure they are fulfilled.



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Glossary



TERM	DEFINITION
Stakeholder	A person, group or organization that has interest or concern in an organization/ project .
Map of stakeholders	A stakeholder map is a visual, four-quadrant influence-interest matrix used to identify stakeholders and categorize them in terms of their influence and interest in the project. A stakeholder map is the first step towards stakeholder management in that it defines the stakeholder's relationship to the project. It will inform almost every decision a project manager makes in regard to their stakeholders, including the frequency of their meetings and how much information they are given about the project.
Good practice	Good practices are all those methods of operation that exceed commonly used solutions. Most often, we define a good practice as an activity that contains a certain potential for innovation, but is permanent and repeatable.
Community engagement	Community engagement is people working together to affect positive change.



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- <https://adaptivesag.com/en/115-employee-engagement-programs.html>
- Intrinsic Motivation at Work (W. Thomas Kenneth)



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Module Scenario



PIWNICZNA-ZDRÓJ scenario

Sophia is passionate about the region of Piwniczna-Zdrój where she lives. It's a region of *Poprad Highlanders* with their special cultural heritage. She admires its history, culture, local customs and handicraft, especially local gloves and winter hats made of special black sheep wool. In Piwniczna-Zdrój there's a local culture centre that documents regional heritage. They prepare an application to put the wool gloves and hats on the national list of immaterial heritage. She is planning to establish a company that would promote this cultural heritage and sell local products, including the unique gloves and hats.

Sophia knows some handicrafters, she is also a talented photographer but she is still not sure what to start with. In order to plan everything, she decided to create a map of local stakeholders of her enterprise. She would like to develop co-operation with local community and producers. A good idea would be also to look for some inspiration, new ideas, to make her company unique and attractive on the market. Maybe a study visit to find out about good practices from other places? That would probably require some help from other organisations. She needs support.

Taking into account that she is not a hand crafter herself but she wants to promote regional cultural heritage, she understands how important it is to involve local community in her actions. She knows she should analyse different factors of involvement in order to be able to encourage local community to co-operate with her. There is a series of questions that she should answer in order to plan her actions in the best possible way.



ASSESSMENT QUESTIONS:

1. What type of stakeholders for Sophia are the handicrafters who produce gloves and winter hats?
 - a) primary stakeholders
 - b) secondary stakeholders
 - c) excluded stakeholders
2. Where Sophia should place the culture centre in Piwniczna-Zdrój on her map of stakeholders?
 - a) In low interest & low power zone
 - b) In low interest & high power zone
 - c) In high interest & low power zone
 - d) In high interest & high power zone
3. Sophia has heard that in Łącko there's a company producing and selling juices made of local apples. Would this be a valuable good practice for Sophia? Justify your answer.
4. Sophia is planning to organise a meeting for local stakeholders in order to tell them about her idea for business and to involve them in co-operation. What should she do in order to ensure that meeting's participants will engage in her idea? Think of the key factors of engagement.
5. What should Sophia remember about during the meeting with stakeholders?



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