



# Be.CULTOUR

Beyond cultural tourism

**Final pitching session:  
Pilot Heritage Site: Bač, Sremski Karlovci  
and Irig in Vojvodina Region, Serbia**

**Innovative circular cultural tourism solutions  
Be.CULTOUR hackathon and acceleration training**

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*ICHEC Brussels Management School, Belgium*



This project has received funding from  
the European Union's Horizon 2020  
research and innovation programme  
under grant agreement No 101004627

**ICHEC**  
BRUSSELS MANAGEMENT SCHOOL



1

What is H2020 project Be.CULTOUR and what are the urban cultural tourism trends it aims to tackle?

2

Participatory entrepreneurial process towards developing innovative circular cultural tourism solutions

3

Acceleration period: implementation and next steps





1

What is H2020 project Be.CULTOUR and what are the urban cultural tourism trends it aims to tackle?

3

**Be.CULTOUR** Beyond cultural tourism



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Call: H2020-SC6-TRANSFORMATIONS-2020 – Type of action: IA (Innovation action)

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# Be.CULTOUR project

Call: H2020-SC6-TRANSFORMATIONS-2020

Type of Action: IA Grant number: 101004627

Duration: **36 months** (01 Feb 2021-31 Jan 2024)

EUROPEAN RESEARCH EXECUTIVE AGENCY (REA)

Budget: **€3,993,328.75**

Be.CULTOUR stands for “Beyond CULTural TOURism: heritage innovation networks as drivers of Europeanisation towards a human-centred and circular tourism economy”.

It expresses the goal to move **beyond tourism** through a longer-term **human-centred development perspective**, enhancing **cultural heritage** and landscape values.

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# Our goal

The overarching goal of Be.CULTOUR is to:

Co-create and test **sustainable human-centred innovations**

for **circular cultural tourism**

through **collaborative innovation networks/methodologies**

and improved **investments strategies.**

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# The Be.CULTOUR approach

Targeting **deprived, remote, peripheral or deindustrialized areas** and **cultural landscapes** as well as **over-exploited areas**, local **Heritage innovation networks** will co-develop a long-term heritage-led development project in the areas involved enhancing **inclusive economic growth, communities' wellbeing and resilience, nature regeneration** as well as **effective cooperation at cross-border, regional and local level.**

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To build a **Community of Practice** of 6 pilot regional ecosystems and a **Community of Interest** with 12 “mirror ecosystems” in EU and non-EU countries actively engaged in knowledge-sharing and exploitation of Be.CULTOUR’s approach, methodology, tools, and innovative solutions for sustainable and circular cultural tourism.

To co-develop, prototype and test **human-centred and place-specific product, process and service innovations** for sustainable and circular cultural tourism in pilot heritage sites.

To contribute to deepen **cultural Europeanisation** through information and educational activities focused on the European history, identity and culture expressed in tangible and intangible cultural heritage and cultural landscapes, developing **European Cultural Routes and European Heritage Labels in pilot heritage sites**.

OBJECTIVE

1

OBJECTIVE

2

OBJECTIVE

3

OBJECTIVE

4

OBJECTIVE

5

OBJECTIVE

6

7

To assess the **impacts and market potential** of sustainable and circular cultural tourism at national, regional and local level through multidimensional **quantitative and qualitative indicators**, innovative **statistical methods** and advanced **smart data management systems**.

To co-develop **6 Action Plans for sustainable and circular cultural tourism** by establishing collaborative **“Heritage innovation networks”** in 6 pilot regions in Northern-Central and Southern Europe, the Balkans, the Eastern neighbourhood and the Mediterranean.

To provide **policy recommendations for more effective use of European Structural Investment Funds (ESIFs)** and other EU funds to support cultural tourism innovation ecosystems in pilot and mirror regions, and develop a proposal of **evolution of ESIFs** through synergies with other public funds.

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# Be.CULTOUR Transversal innovation approaches

**Circular Tourism:** related to the efforts of **reducing wastes and natural resources consumption** (energy, water, soil, biodiversity), **enhancement of green transport means, recycling and reuse of materials and products**, as well as the **promotion of locally based food and craft products**. Moreover, circular models are related to the **reduction of tourism pressure on over-exploited territories, overcoming mass tourism, seasonality and “stop-and-go” tourism, promoting less-known and less-crowded destinations**, but also overcoming tourism dependency by **diversifying the local economy** avoiding focusing on only one economic sector or tourism typology.

1

**Cultural Europeanisation:** Shared sense of belonging based on the common history and cultures expressed in **European tangible and intangible cultural heritage and landscapes. European Cultural Routes and European Heritage Labels.**

2

**Human-centred, Fair and Responsible Tourism:** **Services and products** are generally linked to placing ‘real’ needs of people and communities at the centre of the design process, overcoming extreme standardisation and providing diverse, tailor-made experiences, considering the special needs of the person. **Human capital** including skills and the **entrepreneurial capacity, empowering local communities** to take advantage of the benefit of a sustainable tourism and enhancing local entrepreneurial innovation ecosystems through cultural tourism. **Tourism service providers**, human-centred businesses are committed to **respect human rights** paying attention to tourism workers’ rights and avoiding any exploitative measure of people in tourism-related activities. **Point of view of the visitor**, the human-centred tourism is linked to **fair and responsible tourism behaviour**, paying attention to contribute to places sustainable development and avoiding exploitative behaviours.

3

**Smart Destination Management:** ICT, AI, 5G and IoT systems can be used for **better tourism flow management to avoid overcrowding**, enhance **accessibility and safety**, and foster **evidence-based policies** to enhance **local communities’ wellbeing**, as well as the **visitor experience**. This includes the development of applications for enhanced travel experience, for example to visit less-known and less-crowded places, discovering ‘hidden treasures’ or accessing creative and unconventional guides to places

+



# Be.CULTOUR Innovation Areas

1

**Rural Co-Living:** the promotion of authentic rural experiences in traditional cultural landscapes through homestay, participation in agricultural and landscape maintenance, crafts, etc.

2

**Sensorial Heritage Experience:** enjoying and learning about intangible cultural heritage, such as local gastronomy, wine, craft, music, language, history and traditional skills.

3

**Contemporary Meaning of Heritage:** interpretation of cultural heritage through artistic creation including through digital tools.

4

**Spiritual Travel Experience:** religious heritage appreciation, including pilgrimage routes, spiritual retreats, and other diverse ways to promote the value of Europe's religious heritage.

5

**Nature as Heritage:** explore the meanings and values of natural areas, their "genius loci", local biodiversity, eco-tourism, trekking, sports, and adventure.

6

**Industrial Heritage Experience:** generate innovative experiences in industrial heritage sites as iconic architecture places and "modern cathedrals" telling the history of European flourishing manufacturing which profoundly influenced local culture and history.

**Transformative travel:** learning and educational experiences, self-reflection, self discovery or re-discovery, and integrates the experiences enjoyed during the trip into the visitor's daily life back home.

1

**Remote Working Destinations:** allows people to break the routine of their lives, regenerate physically and psychologically and experience different lifestyles closer to nature or "slow living." Moreover, for some creative professions, such an environment could offer new perspectives and inspiration.

2

## Emerging trends in Cultural Tourism

**Proximity Travel:** also known as "**staycation**" is a practice that consists in travelling close-by to one's daily environment. Citizens re-discover nearby cultural and natural sites, becoming tourists at home.

3

**Post-Cultural Tourism:** people seeking to explore different forms of alternative travel which aim to discover authentic '**unusual**', "**un-exceptional**", **ordinary / 'daily life' places**, which are **not included in conventional cultural tourism itineraries**, but can be representative of the authentic, '**real**' **cultural life of places**, also discovering particular places **in which social and cultural innovation is developed** by active local organizations, artists and innovators, turning visitors into '**temporary residents**'

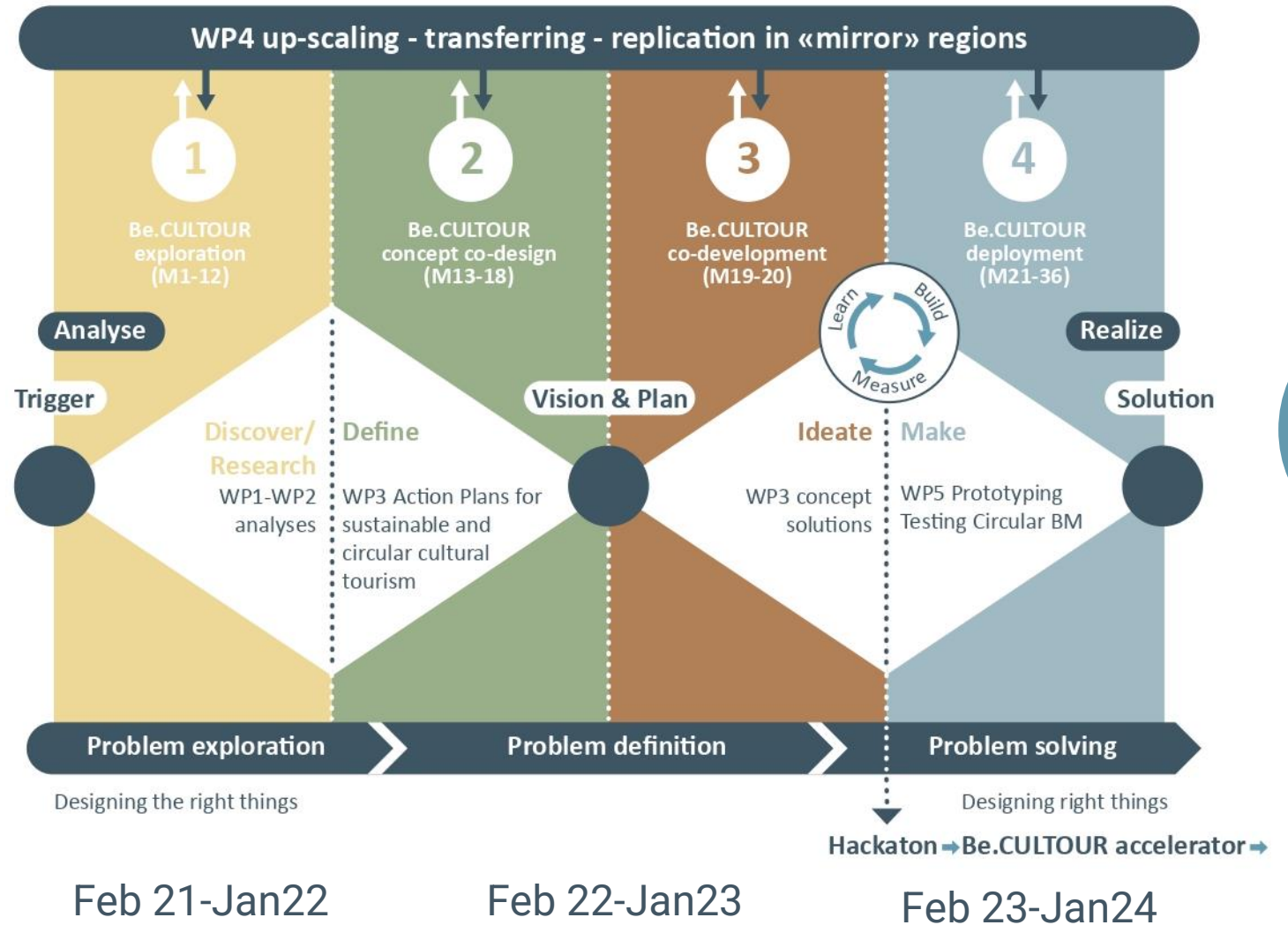
4

# How?

## Our methodology

The methodology of the project will follow four main steps, reflecting the general articulation of the design process:

1. **Exploration phase** (M1-12);
2. Action Plans and Concepts **co-design phase** (M13-18);
3. **Co-development phase** (M19-20);
4. **Deployment phase** (M21-36).











# Who?

## The Community of Practice

6 Pilot Heritage Sites:

-  BASILICATA REGION, ITALY
-  LARNACA, CYPRUS
-  ARAGON-TERUEL, SPAIN
-  VÄSTRA GÖTALAND REGION, SWEDEN
-  VOJVODINA, SERBIA
-  NORTH-EAST ROMANIA – MOLDOVA (CROSS-BORDER PILOT)



# Who?

## The Community of Interest Peer-learning & Knowledge exchange

16 Mirror Ecosystems:

- Regional Governments:**
  - Veneto Region (IT)
  - Thessaly Region (GR)
  - Stadregio Parkstad Limburg (NL)
- Municipalities and Local Governments:**
  - Municipality of Leuwaarden (NL)
  - Municipality of Kuldiga District (LV)
  - Cyngor Gwynedd Council (UK)
  - Timis County Council (RO)
- Development Agencies:**
  - N-W Regional Development Agency (RO)
  - SviluppoUmbria (IT)
  - Srem Regional Development Agency (SRB)
  - Savolinn Development Service Ltd. (FI)
- Tourism Agencies:**
  - Greater Poland Tourism Organisation (PL)
  - Nicosia Tourism Board (CY)
- Civil Society/Academia:**
  - Saltaire Inspired (UK)
  - Museo Diffuso dei 5 Sensi Sciacca (IT)
  - University of Algarve (PT)

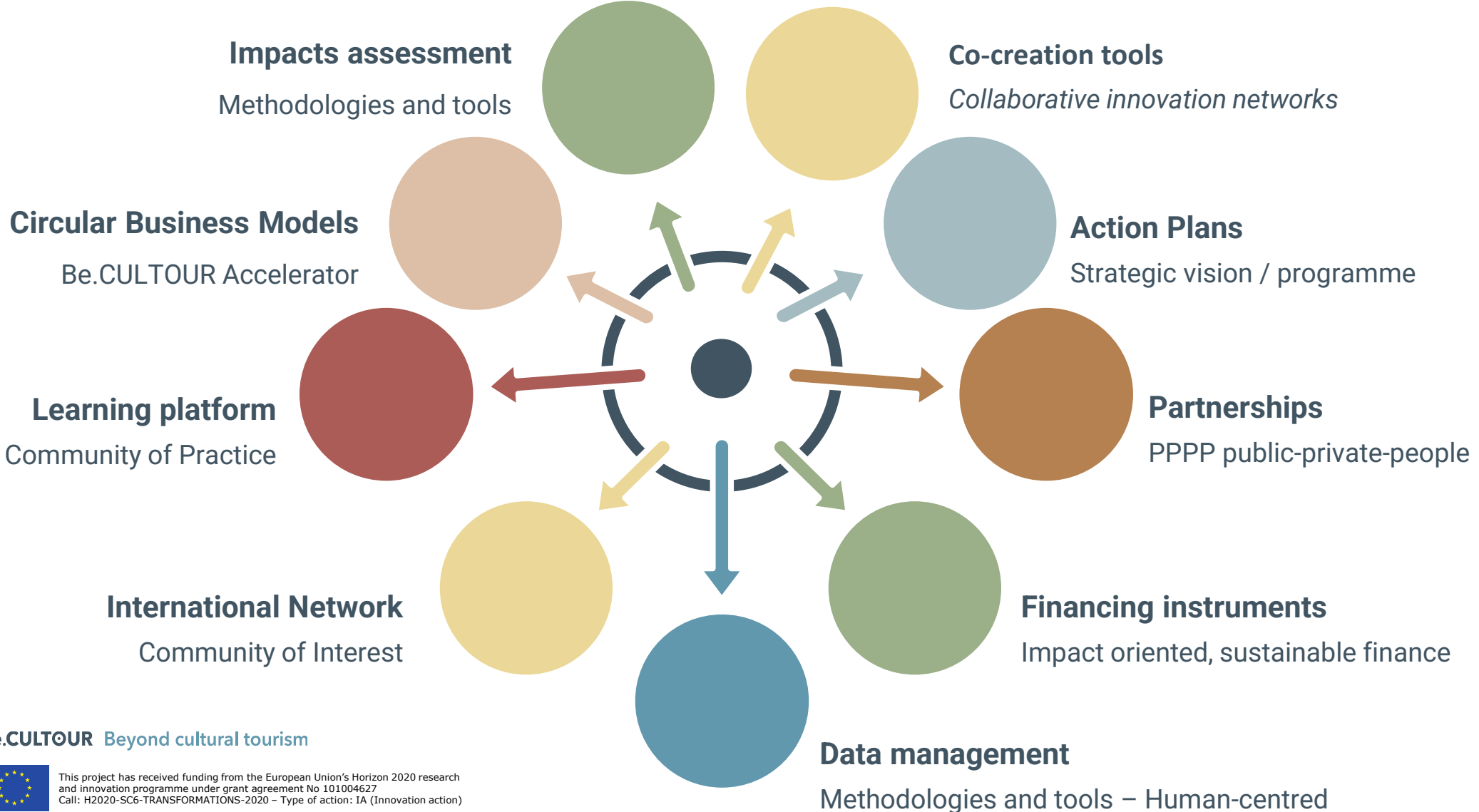


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# Be.CULTOUR added value



# Be.CULTOUR Project Partners

## 4 Academic institutions



## 2 Networks



## 1 SME



## 1 NGO



## 6 Pilot Heritage Sites



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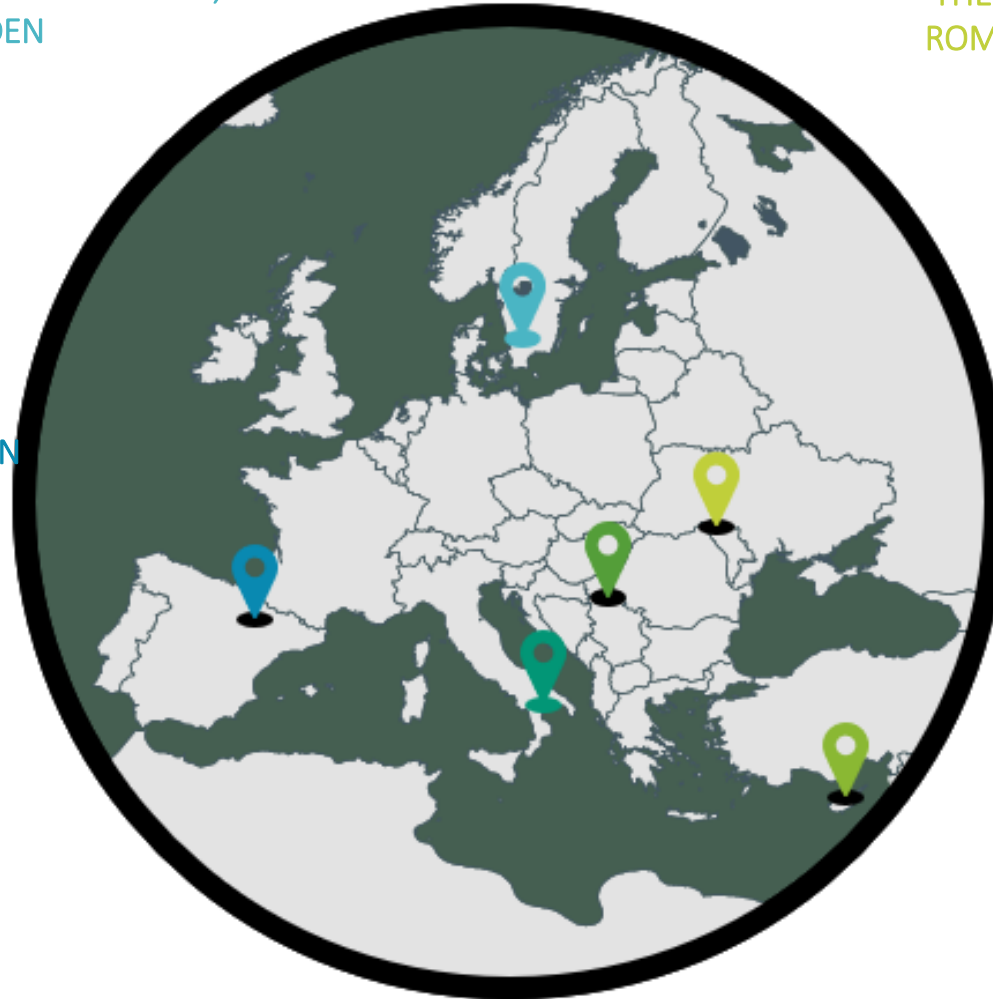




# PHS: Challenges, heritage type, specific site and innovation area

FORSVIK AND RYDAL INDUSTRIAL HERITAGE SITES,  
VÄSTRA GÖTALAND REGION, SWEDEN

THE ROUTE OF STEPHAN THE GREAT AND SAINT,  
NORTH-EAST ROMANIA – MOLDOVA



THE CULTURAL PARK OF RIO MARTIN  
ARAGON REGION, SPAIN

BAČ, SREMSKI KARLOVCI AND IRIG,  
VOJVODINA, SERBIA

VULTURE -ALTO BRADANO AREA  
BASILICATA REGION, ITALY

LARNACA RURAL CULTURAL LANDSCAPE,  
CYPRUS





# Basilicata, Italy

Vulture -Alto Bradano area

- **Challenge:** Abandonment and depopulation of rural areas
- **Heritage type:** Archaeological and rural heritage
- **Innovation area:** Contemporary Meaning of Heritage, Remote Working Destination, Sensorial Heritage Experience, Nature As Heritage, Proximity Travel

*“[Matera] was the most successful experience for the European Capital of Culture initiative, [...] in terms of the rate of growth for tourism [arrivals]”*





# Larnaca, Cyprus

Rural cultural landscape of Larnaca



- **Challenge:** Over-exploitation of high-demand areas
- **Heritage type:** Terraced rural landscape
- **Innovation area:** Rural Co-Living, Spiritual travel ,
- Nature as heritage, Sensorial heritage experience

*“A golden-green leaf thrown into the Sea”*





# Aragon-Teruel, Spain

The Cultural Park Of The Río Martín, Province of Teruel In Aragon

- **Challenge:** Accessibility of remote areas and depopulation of rural areas
- **Heritage type:** Natural heritage

**Innovation area:** Nature as Heritage, Rural co-living, Spiritual travel  
Transformative travel

*“Rural territories are really dynamic and host the majority of the heritage but they [rural communities] have to fight against a strategy that has not been tested in rural proofing”*



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# Västra Götaland, Sweden

## Forsvik And Rydal Industrial Heritage Sites

- **Challenge:** Deprived and polluted industrial heritage sites
- **Heritage type:** Industrial heritage
- **Innovation area:** Industrial Heritage Experience, Rural co-living, Sensorial heritage, Contemporary meanings of heritage, Nature as heritage & Remote working destination

*“We see a trend that some young well-educated people choose to move to the countryside to have a richer life than in the big city. This means a great resilience in strengthening the power of innovation in rural areas.”*





# Vojvodina, Serbia

Bač, Sremski Karlovci And Irig In Vojvodina

- **Challenge:** Concentration in one site (such as ECoC) and lack of communication and synergetic action towards joint potentials
- **Heritage type:** Intangible heritage (e.g. wine making), Cultural, Religious and Natural heritage
- **Innovation area:** Sensorial Heritage Experience, Nature as heritage, Spiritual travel experience  
Contemporary meanings of Heritage, Rural co-living

*“Vojvodina is truly multi[cultural] and intercultural! [...] And it is important to mention, you can get education in [...] six languages. Even in high schools. [...] So... these six languages are not just official languages, they really live there and you have neighbours of all these six languages and minorities”*





# Romania-Moldova, Cross-Border Region



The Route Of Stephan The Great And Saint, No  
East Romania – Moldova Cross-Border Area

- **Challenge:** Abandonment and depopulation of rural areas
- **Heritage type:** Religious heritage and Natural reserve
- **Innovation area:** Spiritual Travel Experience, Nature as heritage

*“The Stephen the Great cultural route reconnects impressive historical, cultural and natural treasures from Eastern Europe, and tells the story of the great ruler.”*

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# Innovative circular tourism solutions: Hackathon and acceleration opportunity

## Call for Innovative Solutions

In the frame of the Horizon 2020 funded project 'Beyond Cultural Tourism (Be.CULTOUR)', ICHEC Brussels Management School opened a call for passionate innovators to shape the future of cultural tourism through innovative services and/or products in the following Be.CULTOUR Pilot Heritage Sites:

- Vulture-Alto Bradano area, Basilicata Region, Italy
- The cultural park of Rio Martin, Teruel province, Aragon region, Spain
- Larnaca rural cultural landscape, Larnaca Region, Cyprus
- Forsvik and Rydal Industrial Heritage Sites, Västra Götaland Region, Sweden
- Bač, Sremski Karlovci and Irig in Vojvodina Region, Serbia
- The Route of Stephan the Great and Saint, North-East Romania – Moldova cross-border area

Each Be.CULTOUR Pilot Heritage Site (PHS) invited between 8-13 people to act as jury members. Each jury was composed of knowledgeable professionals about the needs of their PHS representing a multiplicity of stakeholders including public & private sectors, civil society organisations and minorities. Gender equality was also taken into consideration. Each team had the opportunity to pitch for 10 minutes before its jury. Each jury member used a grading out of 100 points based on the evaluation criteria which was published in the open call.



**2 March – 19 May 2022**  
**EU Survey**





### Call for proposals

**Innovative circular cultural tourism solutions  
Hackathon and acceleration opportunity**

**Reference: Be.CULTOUR-2022- The Standing Conference of  
Towns and Municipalities of Serbia (SCTM/SKGO - Stalna  
konferencija gradova i opština)**

**Be.CULTOUR Pilot Heritage Site:  
Bač, Sremski Karlovci and Irig in Vojvodina Region, Serbia**

**Innovation areas:  
Sensorial Heritage  
Nature as heritage  
Spiritual travel experience  
Contemporary meanings of Heritage  
Rural co-living**

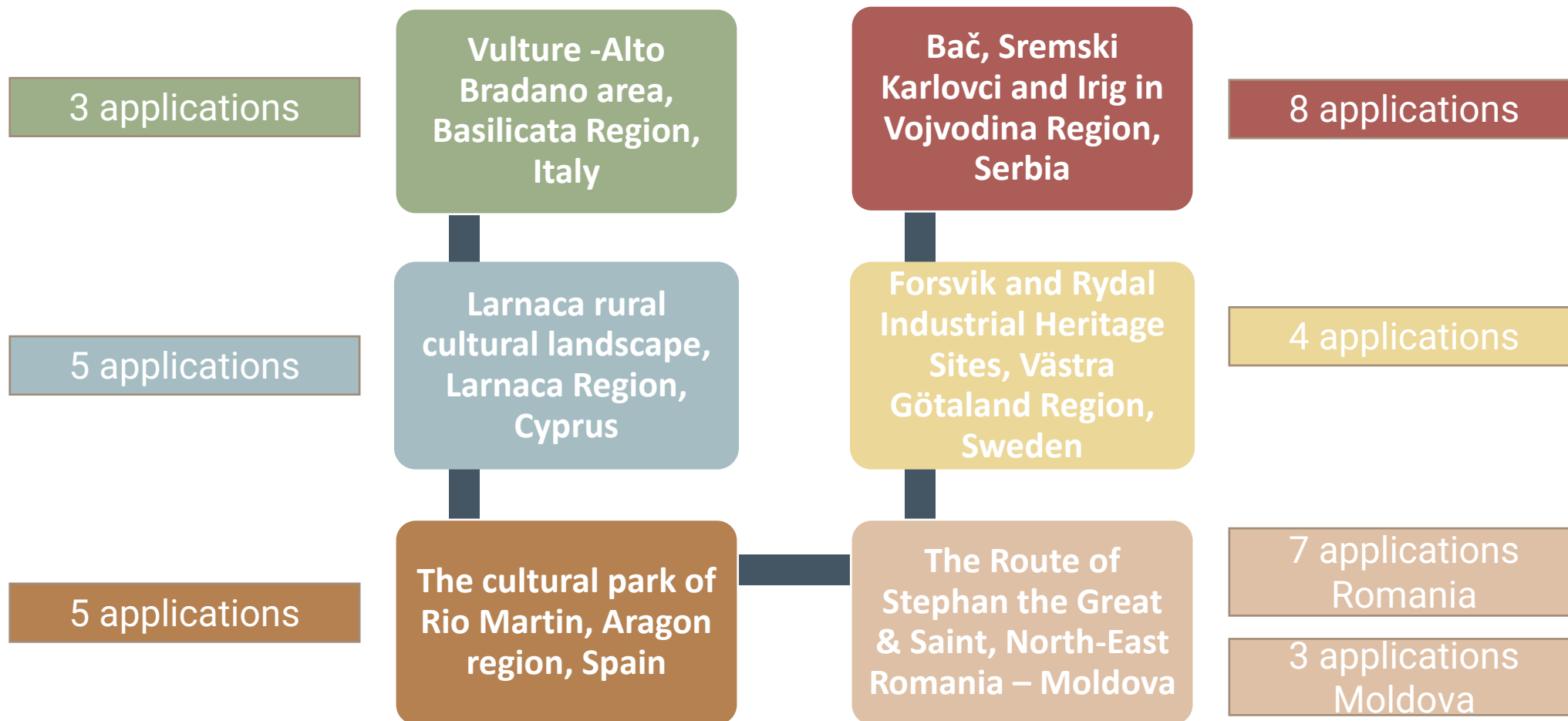
**Deadline for submission of application:  
May 19<sup>th</sup> 2022 at 18:00 (CET)**

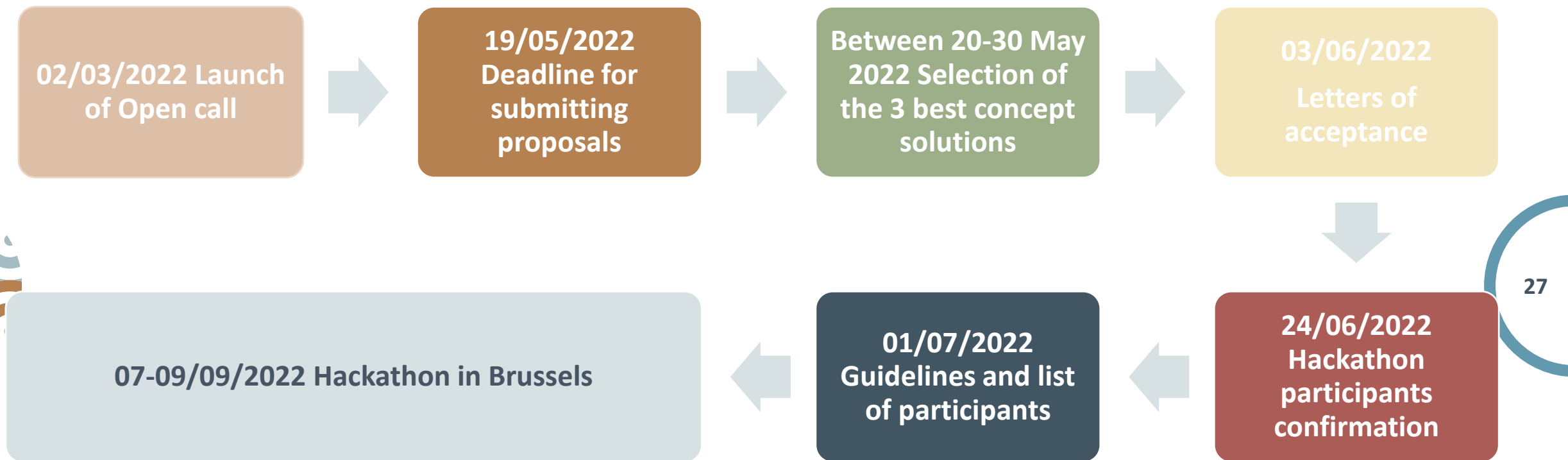
### SUMMARY

1. INTRODUCTION
  - 1.1. BACKGROUND
  - 1.2. OBJECTIVES OF Be.CULTOUR CALL FOR PROPOSALS
2. RULES FOR THIS CALL FOR PROPOSALS
  - 2.1. ORGANIZER
  - 2.2. ELIGIBILITY CRITERIA
    - 2.2.1. APPLICANT
    - 2.2.2. INNOVATIVE SOLUTIONS
3. LOCAL PARTICIPATORY WORKSHOPS
4. SELECTION PROCESS
  - 4.1. STEP 1 - PITCH SESSION
  - 4.2. STEP 2 - HACKATHON
5. AWARD
6. WHERE AND HOW TO SEND APPLICATIONS
7. EVALUATION AND SELECTION OF APPLICATIONS
8. FURTHER DEVELOPMENT OF THE INNOVATIVE SOLUTIONS
9. ACCEPTANCE OF TERMS AND CONDITIONS
10. INTELLECTUAL PROPERTY
11. CONFIDENTIALITY
12. ADVERTISING BY FINALISTS AND WINNERS
13. PRIVACY AND DATA PROTECTION POLICY
14. PUBLICITY
15. MODIFICATIONS AND CANCELLATIONS
16. LAW AND JURISDICTION

# Submitted innovative circular tourism solutions

## Be.CULTOUR open call





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Be.CULTOUR  
 Beyond cultural tourism

# 19 innovative circular tourism solutions Accepted to Be.CULTOUR hackathon

Cammino Lucano  
Fly On Tour Immersivo  
Triple L tourism Leave, Learn, Live

Kalosorisete  
Needle Festivals  
Sensory Bee Nature Trail

Aridscape the wide as heritage  
Eco glamping  
La chica cabeza de bosque

Vulture -Alto Bradano area, Basilicata Region, Italy

Larnaca rural cultural landscape, Larnaca Region, Cyprus

The cultural park of Rio Martin, Aragon region, Spain

Bač, Sremski Karlovci and Irig in Vojvodina Region, Serbia

Forsvik and Rydal Industrial Heritage Sites, Västra Götaland Region, Sweden

The Route of Stephan the Great & Saint, North-East Romania – Moldova

Bač By Touch  
Cultural overload – Irig road

Frušking 8x4x4

Create, Design & Engage

Forsviks Chalice

Prova-Bo long-term rentals

E-cool tour

Stephan route update

Digital Nomads Platform DNP

The Bison Land's Heritage



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Beyond cultural tourism

# Be.CULTOUR Hackathon structure

During the hackathon you will go through the following stages:

## Day 1: 7 September 2022

**Understanding my heritage site and circular cultural tourism**

Mapping the context, value chain and empathizing with key target stakeholders

## Day 2: 8 September 2022

**Building desirable, feasible circular cultural tourism solutions**

Ideation, prototyping and testing

## Day 3: 9 September 2022

**Building desirable, feasible, viable and resilient circular cultural tourism solutions**

Monetization and impact



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ion's Horizon 2020 research  
101004627  
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Team Area

Project & Team

MAP THE CO... EMPATHIZE

IDEATE TEST

MONETIZE

Societal Impact Canvas

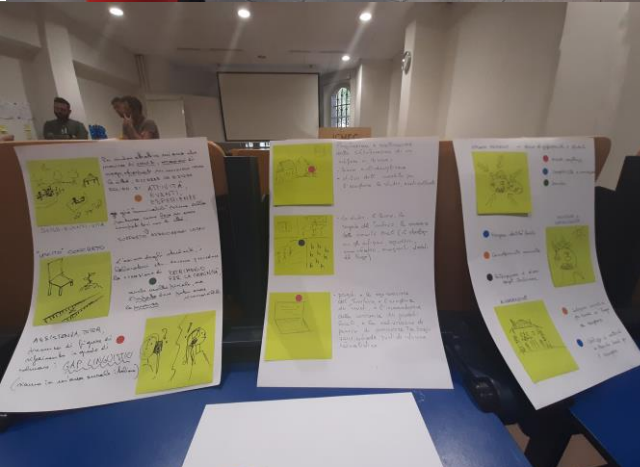
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	<b>Basilicata region</b> Group session - Room 201	
	<b>Aragon region</b> Group session - Room 211	
	<b>Larnaca region</b> Group session - Room 221	
	<b>Västtra Götaland region</b> Group session - Room 222	
	<b>Vojvodina region</b> Group session - Room 231	
	<b>North-East Romania Moldova cross-border area</b> Group session - Room 232	
	<b>Cafeteria</b> Lunch	
	<b>Terrace</b> Coffee break	



# Be.CULTOUR Hackathon in figures

155 participants



24 Jurors'



28 European regions



19 videos



3 days



5 additional awards



38 hours



2083 votes



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# Be.CULTOUR Hackathon

## innovative circular cultural solutions

**#14 Cultural overload - Irig road**

The digital map of Irig will provide potential and on-site tourists with information about natural and cultural heritage, stories, photos, videos about the sights, with elements to increase their engagement. This will be a personal tour guide available 24/7.

Bač, Sremski Karlovczi and Irij in Vojvodina Region, Serbia

### #14 - Cultural overload - Irig road

The digital map of Irig will provide potential and on-site tourists with information about natural and cultural heritage, stories, photos, videos about the sights, with elements to increase their engagement. This will be a personal tour guide available 24/7. It involves creation of new tourism product - selection of attractions which would be the part of digital map of area and education of suppliers to be the part of tourism product.

- Selected suppliers will be educated to offer standardized product.
- Attractions will be described.
- Each visit will be personal and memorable with customized welcome and exit messages.
- The platform will have option to send Push notifications to all visitors in destination to alert visitors to a special point of interests, event or promotion.
- Digital map will offer location based interactive games that visitors can play, ensuring a new opportunity for further bringing of groups for team buildings, to attract new segments during workdays.
- Every visitor will leave the area with a shareable video moment of their visit incorporating destination branding. This is automatically generated from the pictures and videos that the visitor takes during their time in destination.
- The platform will allow tourism policy makers to see the location of the visitors in area at any given moment. This will help control crowding and see what points are the most popular and how long they keep visitors on the spot. Besides that, this will be an easy opportunity to get feedback from the visitors. This will be an important trigger for the tourism policy makers for future steps - which points are the key attractions.
- This application will have the opportunity for tourists for social responsibility information for fundraising for cultural heritage.
- There is a possibility of generating more revenue by booking tickets and accommodation offered via platform.

<https://becultour.eu/hackathon>

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**#13 FRUŠKING 8x4x4**

Walking, biking and hiking across Fruška Gora. Mystery boxes with 32 stories about 32 places, 32 wines of Fruška Gora and 32 historical figures. When humans are deep down in the forest, they connect with the primordial and realize that they are not and cannot be guests in nature.

Bač, Sremski Karlovczi and Irij in Vojvodina Region, Serbia

### #13 - FRUŠKING 8x4x4

Walking, biking and hiking across Fruška Gora. Mystery boxes with 32 stories about 32 places, 32 wines of Fruška Gora and 32 historical figures. When humans are deep down in the forest, they connect with the primordial and realize that they are not and cannot be guests in nature.

What is Frušking 8x4x4?  
Frušking is a new word in the Serbian language, which we invented for the need of the project within the Be.CULTOUR competition. The first part of our neologism comes from the adjective fruški - which means belonging to Fruška Gora. Additionally, the term represents flirting with English because it is associated with English words ending in -ing, such as: walking, biking, hiking... When you add everything together you get walking, biking and hiking across Fruška Gora. Besides addition, there is also multiplication: 8x4x4. These are the dimensions of the mystery box which the tourist will get when they visit us. When the box is opened out there are 32 stories inside about 32 places, 32 wines of Fruška Gora and 32 historic figures. All this in such a small box? Yes, and there is also room for one more thing and a few more possibilities: a map facing the east (because the word orientation originated from the word orient and also Tolkien wrote that dwarves made maps in this way); a possibility to travel by luck and one more possibility - to determine the route after a thorough research and by one's own choice. And what if the choice is happiness? Then you are on the right track. Frušking is a remedy for frustration and a stress reliever. When a human is deep down in the forest they connect with the primordial and realize that they are not and cannot be a guest in nature. Following the map facing the east the tourist reconnects with one's self.

**#15 BAČ BY TOUCH**

An interactive touch-screen display, which would contain various programs and solutions in the form of one digital environment that would include virtual and sensorial experience, promotion of cultural heritage, local enterprises, households, rural tourism, and nature preservation.

Bač, Sremski Karlovczi and Irij in Vojvodina Region, Serbia

### #15 - BAČ BY TOUCH

After years of experience of working and volunteering in cultural institution, heritage sites, travel and youth organisations, we have thought of this project as a proper implementation of contemporary experience for tourists who seek modern solutions in tourism. During the COVID pandemics, all of us have noticed the increased need of remote and digital solutions in tourism and cultural preservation. In the aspect of digital technologies, in the recent years, especially in the smartphone industry, "touch" technology has been widely used and especially viable in the younger population.

We have come up with an idea to make an interactive touch screen display, which would contain various programs and solutions in the form of one digital environment, that would contain virtual and sensorial experience, promotion of cultural heritage, local enterprises, households, rural tourism, and nature preservation. In regard to virtual and sensorial experience, our plan has been to make virtual environment where it would be possible to experience many aspects of medieval life at the Bač Fortress, which also contains 3D dynamic audio, characters that will be responsive to a set of questions about the Bač area, in the form of multiple choice dialogues. The environment would also contain the entire medieval fortress, natural wildlife, possible random events at a chosen date, and a virtual councillor tour guide for adults and youth.

Moreover, our team would create a website that would offer promotion of all the aforementioned goals, and in addition to that, it would contain the whole experience in an Android application that would be available for downloading at several app stores.

The expected outcome of this project is to raise interest in tourism and cultural heritage in the younger population, connect the enterprises, to make the information easily accessible and internationally available in several languages, to save time needed for tourists to get to know the place, etc.



1

What is H2020 project Be.CULTOUR and what are the urban cultural tourism trends it aims to tackle?

2

Participatory entrepreneurial process towards developing innovative circular cultural tourism solutions

3

Acceleration period: implementation and next steps



# Be.CULTOUR accelerator timeline and structure

**25 October 2022**  
09:00-12:00

- Project structuring (virtual)

**15 November 2022**  
09:00-12:00

- Pretotyping and Marketing Strategy (virtual)

**13 December 2022**  
09:00-12:00

- Financial Plan, Societal impact & Roadmapping (virtual)

**24 jan-28 Feb 2023**

- Viability & Pitching (in person)

**Be.CULTOUR** Beyond cultural tourism

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H2020-ERC-IA-2020 - Type of action: IA (Innovation action)

**ICHEC**  
BRUSSELS MANAGEMENT SCHOOL



**Be.CULTOUR**  
Beyond cultural tourism

BE.CULTOUR - 25/10/2022

Frame 4

SKETCH THE SOLUTION - FINAL VERSION

TEST ASSUMPTIONS

PLAN ASSUMPTION TESTS

Frame 5

PROJECT ROADMAP

Value Stream / Work Stream	Now (Year 1)				Next (Year 2)	Later (Year 3)
	Q1	Q2	Q3	Q4		
Customer Journey						
Business Model						
Marketing						
Operations						
Finance						
Legal						
HR						
IT						

BUSINESS PLAN

BE.CULTOUR PROJECT BUSINESS PLAN TEMPLATE  
[ TITLE OF YOUR PROJECT ]

Frame 7

TEAM ZONE

OUR ACTION PLAN TILL NEXT WORKSHOP

	Objective	Issue	Urgency	Who's involved	Zone

Session 1: 55 participants  
(44 innovators, 3 ICHEC coaches, partners 8)

Session 1: Project structuring, 25  
October 2022 from 09:00-12:00

Fine-tune your solution features and components

Identify your riskiest assumptions and select the ones to be tested

Set up a solution roadmap based on a set of "value streams"

Get acquainted with the content of a "Business" plan

Plan the first iteration to be executed

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TEAM ZONE

**TEAM PURPOSE**  
 1. Everything is going great! The project is running smoothly and is on schedule.  
 2. The product is working fine and users are happy to use it.  
 3. The product is meeting demand and we are growing. There are no major issues.  
 4. The project is reaching its goals and we are happy to see it.

**TEAM AVAILABILITY**  
 Objectives for the project are clear and everyone is committed to it.

Participant	Project / Week
Daniilo	8
Milan	10
Zaria	4
<b>Total</b>	

**TEAM REFLECTION**  
 What did you do well on?  
 What did you learn?  
 What are you going to do next time?

**LESS OF** (Starfish points outwards)

**KEEP** (Starfish points inwards)

**MORE OF** (Starfish points outwards)

**DROP** (Starfish points inwards)

**ADD** (Starfish points outwards)

➔ **1.2 METHODS TO IMPROVE OUR WAYS OF WORKING**  
 More frequent meetings  
 Seeking volunteers

OUR ACTION PLAN TILL NEXT WORKSHOP

#	Objectives	To Do	Ongoing	Idled / Blocked	Done
1	team meetings	organise meeting			
2	contact the local companies	Do a market research			
3	attend the local fairs	Try to animate the local population			
4	contact the local government	arrange the meeting with the mayor			
5	education of the local students	make joint classes			

PRETOTYPING

Visuals of various prototyping tools and wireframes.

**YOUR LANDING PAGE PROJECT**  
 One page project here (WordPress, Gove, Joomla, html page, ...)

**USER / CUSTOMER JOURNEY STORYBOARD**

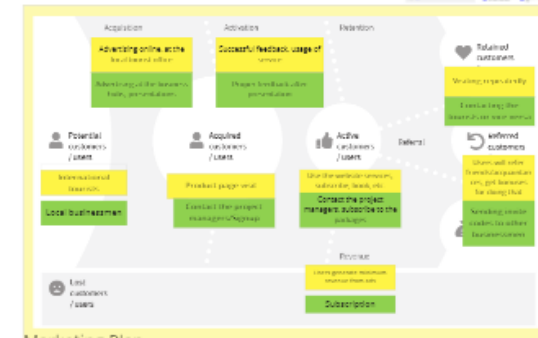
**YOUR APPS TALKS PRESENTATION**

Write your Plan/Proposal here

MARKETING STRATEGY



AARRR Marketing Strategy



Marketing Plan

Before the campaign							After the campaign		
Advert	Target	Channel	Message	Call to Action	Duration	Cost	Success factor	Results	Learning/Decision

Session 2: 60 participants  
 (50 innovators, 3 ICHEC coaches, partners 7)

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Session 2: Pretotyping and Marketing Strategy, 15 November 2022 from 09:00-12:00

- Retrospective on what has been achieved
- Design prototypes (eg : landing page, storyboard)
- Set up a marketing strategy
- Plan the 2nd iteration to be executed



**TEAM ZONE**

**TEAM OBJECTIVES**

**TEAM RESPONSIBILITIES**

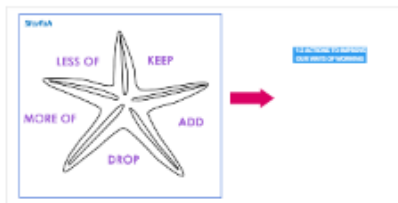
**TEAM COACHES**

**TEAM SUPPORT**

**TEAM BUDGET**

**TEAM RISK**

**TEAM COMMUNICATION**



**OUR ACTION PLAN TILL NEXT WORKSHOP**

#	Objectives	To Do	Ongoing	Missed / Blocked	Done

**BUSINESS MODEL**

**Variable costs**  
Unit cost + quantity  
Year 1 Year 2 Year 3

**Fixed costs**  
Unit cost + quantity  
Year 1 Year 2 Year 3

**Investments**  
Total Amortization period  
Year 1 Year 2 Year 3

**Total outgoing flows**

**Revenues (offer types / target segments)**  
Price / unit  
Risk of default / sales per year  
Year 1 Year 2 Year 3

**Findings**  
Product / Service / Activity based  
Year 1 Year 2 Year 3

**Funding 1**  
Year 1 Year 2 Year 3

**Funding 2**  
Year 1 Year 2 Year 3

**Funding 3**  
Year 1 Year 2 Year 3

**Total Revenues**  
**Total Findings**  
**Total Funding**

Revenues	Year 1	Year 2	Year 3
Revenue Stream 1			
Revenue Stream 2			
Revenue Stream 3			
<b>Total Revenues</b>			
Fundings	Year 1	Year 2	Year 3
Funding 1			
Funding 2			
Funding 3			
<b>Total fundings</b>			
Incoming Flows - IN	Year 1	Year 2	Year 3
Fixed Costs			
Variable Costs			
Investments and Amortization			
<b>Outgoing Flows - OUT</b>			
<b>Results (Δ In-Out)</b>			

**POSITIVE SOCIETAL IMPACTS**

**Value Stream**

**Goal / Outcome / Sub**

**Who / How / When?**

**Why / How / When?**

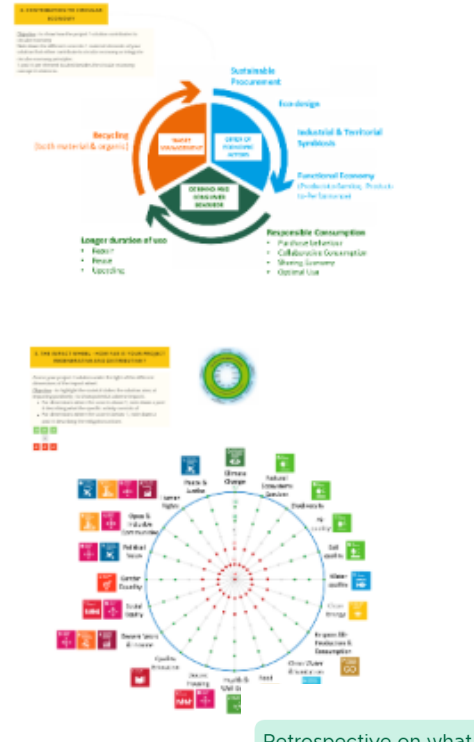
**How / How / When?**

**What / How / When?**

**How / How / When?**

**How / How / When?**

**How / How / When?**



**OUR ROADMAP - HOW WE PAVE THE WAY**

Value / Main stream	Goal / Outcome / Sub	(Now) Year 1				(Next) Year 2	(Later) Year 3
		Q3	Q2	Q3	Q4		

**SPRINT : FROM ROADMAP TO OPERATIONS**  
(usually 3-4 weeks workcycle)

Value Stream	Sprint Goal / Outcome / D/D	To Do	Ongoing	Missed / Blocked	Done

Session 3: 40 participants  
(33 innovators,  
3 ICHEC coaches, partners 4)

Retrospective on what has been achieved at the end of iteration 2

Define the financial model

Identify and evaluate societal impacts

Prepare your Business Plan

Plan the 3rd iteration to be executed

Session 3 - Financial Plan, Societal impact & Roadmapping, 13 December 2022 from 09:00-12:00



# Session 4, part I: 37 participants (29 innovators, 2 ICHEC coaches, partners 6)

## Session 4

- Session 4, part I  
Fine-tuning financial figures and pitch creation on  
Monday 16 January 2023 13:30-15:00 (CET)
- Session 4, part II  
Pitch challenge through dry runs:  
Thursday 19 January 2023 13:30-15:05 (CET)  
VGR & LAR
- Friday 27 January 2023 14:30-16:05 (CET)  
BAS & TER
- Tuesday 31 January 2023 14:00-15:50 (CET)  
VOJ & ROM+MD

## Session 4, part II Pitch challenge through dry runs

### Thursday 19 January 2023 13:30-15:05 (CET) VGR & LAR (on-line)

- 13:30-13:35 Welcome and pitching rules
- 13:35-13:45 Forsviks CHAICE
- 13:45-13:55 Sensory Bee Nature Trail
- 13:55-14:05 Q&As
- 14:05-14:15 Prova-Bo long-term rentals
- 14:15-14:25 Needle Festivals
- 14:25-14:35 Q&As
- 14:35-14:45 Create, Design & Engage
- 14:45-14:55 Kalosorisete
- 14:55-15:05 Q&As

### Friday 27 January 2023 14:30-16:05 (CET) BAS & TER (online)

- 14:30-14:35 Welcome and pitching rules
- 14:35-14:45 Cammino Lucano in Vulture
- 14:45-14:55 Eco glamping under the stars
- 14:55-15:05 Q&As
- 15:05-15:15 Triple L tourism: Leave, Learn, Live
- 15:15-15:25 AridScape The wide as heritage
- 15:25-15:35 Q&As
- 15:35-15:45 Fly On Tour Immersivo
- 15:45-15:55 La chica cabeza de bosque
- 15:55-16:05 Q&As

### Tuesday 31 January 2023 14:00-15:50 (CET) VOJ & ROM+MD (online)

- 14:00-14:05 Welcome and pitching rules
- 14:05-14:15 Digital Nomads Platform
- 14:15-14:25 FRUŠKING 8x4x4
- 14:25-14:35 Q&As
- 14:35-14:45 ECoolTour
- 15:45-14:55 Cultural overload - Irig road
- 14:55-15:05 Q&As
- 15:05-15:15 Stephen's route site update
- 15:15-15:25 BAČ BY TOUCH
- 15:25-15:35 Q&As
- 15:35-15:45 The Bison Land's Heritage
- 15:45-15:50 Q&As

# Session 4, part II: 17 participants (13 innovators, 2 ICHEC coaches, partners 2)

# Pitching sessions program

**Tuesday 24 and Wednesday 25 January 2023 (in person)**  
**Forsvik and Rydal Industrial Heritage Sites, Västra Götaland Region, Sweden**

**Thursday 02 February 2023 (in person)**  
**The cultural park of Rio Martin, Teruel province, Aragon region, Spain**

**Wednesday 15 February 2023, 09:00-12:00 (on-line)**  
**The Route of Stephan the Great and Saint, North-East Romania – Moldova cross-border area**

**Wednesday 22 February 2023, Novi Sad (in person)**  
**Bač, Sremski Karlovci and Irig in Vojvodina Region, Serbia**

**Tuesday 28 February 2023, 09:00-12:00 (on-line)**  
**Vulture-Alto Bradano area, Basilicata Region, Italy**

**Thursday 02 March 2023 (in person)**  
**Larnaca rural cultural landscape, Larnaca Region, Cyprus**

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**Thank you!**

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