



# Co-developed cultural tourism: Seven-steps guideline

## TeXTOUR



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## **What your community can achieve through the TExTOUR Cultural Tourism guidelines?**

### **What can be expected from these guidelines?**

This is a step-by-step guide to achieve sustainable cultural tourism. This guidance is useful for any local community interested in developing their tourism sector through own heritage resources. Based on the TExTOUR methodology there are six different steps developed. The first one is to establish contact with the local community while the second till fifth step is to co-develop strategies and an action plan related to cultural tourism development. These first steps are estimated to take 6 months. The final step within this guide is the implementation of the co-developed action plan itself.

By following this guidance, you can expect to have a ready action plan on how to boost your cultural tourism based on local heritage resources.

### **What does TExTOUR mean with action plan?**

A cultural tourism-led action plan aims consists of number of actions that will together achieve a greater strategy for the local community. TExTOUR encourages a valorisation and use of cultural and natural heritage as the resources in each action. Each Replicator is expected to learn, replicate, and tailor actions from other good practices of cultural tourism.

### **What are Milestones?**

The milestones (#M) are achievements on the Replicator's journeys to reenergize their territories and are necessary steps to build their cultural tourism-led action plans.



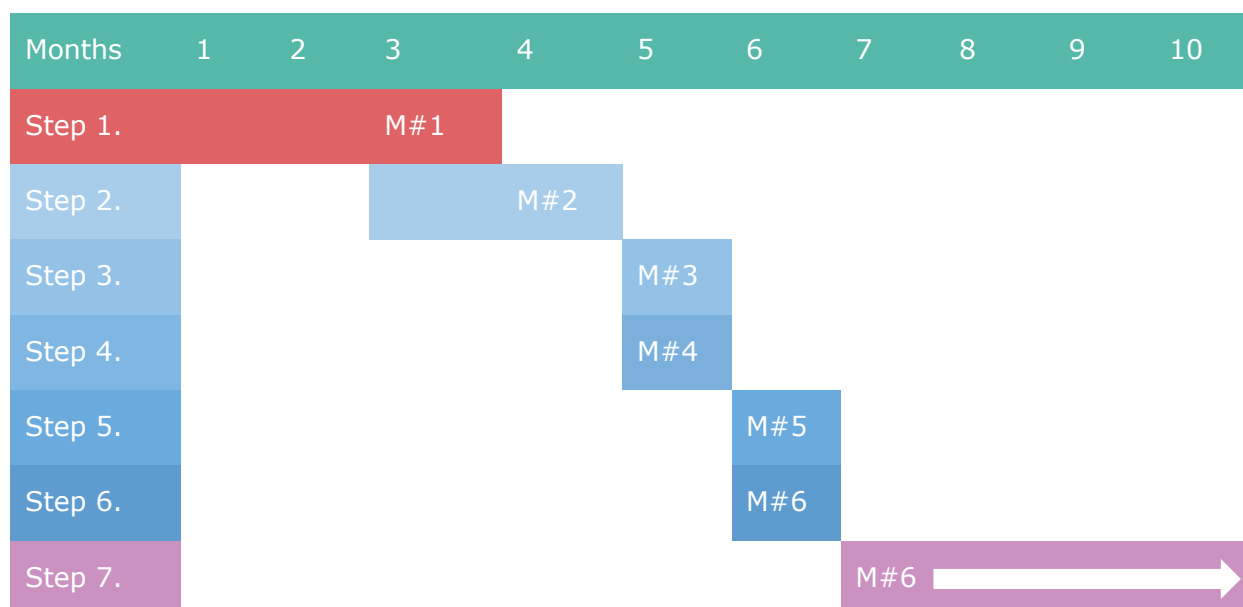
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It is considered necessary to achieve the milestones in the right order to be able to move forward to the next step. Below you will find an overview of the upcoming year's steps and milestones for Replicators. You will get a better insight to each step in section 3.

### How much time does it take to follow all step of this guidance?

This guidance is supposed to support the establishment of a sustainable cultural tourism and does not take the time that is put into implementation of strategies and actions into account. There are six different steps within the TExTOUR step-by-step methodology: 1) Establish a community of involved stakeholders; 2) Identify your strengths and heritage resources; 3) Establish relevant actions; 4) Define a sustainable business model; 5) Establish a way to follow-up and self-evaluate the action plan; 6) Define final action plan; 7) Implement activities. Each step is illustrated in section 3.3.

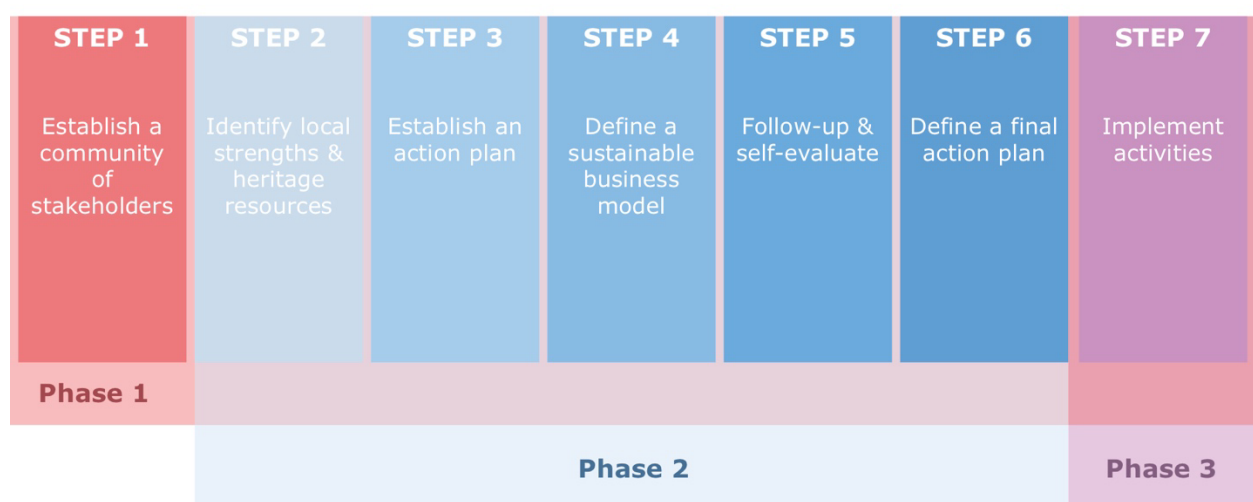
The figure (1) below illustrates the estimated timeline from start to finish establishing an action plan.



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# Steps to achieve sustainable Cultural Tourism development

TExTOUR has developed a 6-step model for achieving a sustainable cultural tourism development. By following each step Additional Replicators will achieve the foreseen milestones. This guidance contains the six steps in developing cultural tourism in your local territory.



These six steps are divided into three phases.

- Participatory phase: This phase contains the first step about engaging local stakeholders. It introduces you to understand who, why and how to engage local inhabitants.
- Co-defining cultural tourism strategies phase: This second phase contains four different steps. Each step has an associated workshop. The first three workshops focus on a co-development of strategies and actions for developing local cultural tourism: Workshop 1: co-map strengths and heritage; Workshop 2: Based on workshop one, this workshop focuses on co-developing actions; Workshop 3: The actions are run through a business-canvas model workshop that defines prospects of actions based on economic availability; the fourth and



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last Workshop (4): initiators define targets and goals to achieve through this action plan.

- Implementation phase: Although this is the last phase and step (6) of the guidelines it is also the beginning in the sense that actions will be initiated.

Each step of the phases is explained following the order below.

<b>Participatory phase</b>
<b>Step 1: Establish a community of involved stakeholders</b>
<b>Co-defining cultural tourism strategies phase</b>
<b>Step 2: Identify local strengths and heritage resources</b>
<b>Step 3: Establish relevant actions</b>
<b>Step 4: Define a sustainable business model</b>
<b>Step 5: Establish a way to follow-up and self-evaluate the action plan</b>
<b>Step 6: Define final action plan</b>
<b>Implementation phase</b>
<b>Step 7: Implement strategies and action plan</b>



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## Participatory establishment

### Step 1. Establish a community of involved stakeholders

Time estimation: One month

Milestone #1: Established a stakeholder community

This step is based on D1.2 Stakeholder engagement plan. Stakeholders included in four diverse types: public organization, private business, civic sector, mixed organizations. Non-governmental organisations (NGOs) are special type of stakeholders, as they can represent different governance arrangements (public-civic, public-private, private-civic). Thus, they should be considered as a “mixed” type. Stakeholders are subsequently divided according to their field of activity: Public administration, financial sector, Culture, Education, Commerce, Research, Tourism, Gastronomy, etc.

For the purposes of the TExTOUR engagement plan the most suitable and encompassing definition of stakeholders for sustainable tourism has been given by Waligo, Clarke and Hawkings (2013, pp. 343). It is very broad – thus easily applicable – and puts the emphasis on impact. Based on this:

*“stakeholders are identified as groups or individuals who are associated with sustainable tourism development initiatives and therefore can affect or be affected by the decisions and activities concerning those initiatives.”*



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Inclusivity is key. The end-users must be part of the decision-making phase. Their input will be invaluable. In this way you have a perfect recycle where the benefactors are also the beneficiaries of the results.

Orestis Rizopoulos (Fikardou, Cyprus)



Note that this step does not end with Milestone #1 but is a continues task throughout and beyond this guidance.

### **How to engage stakeholders?**

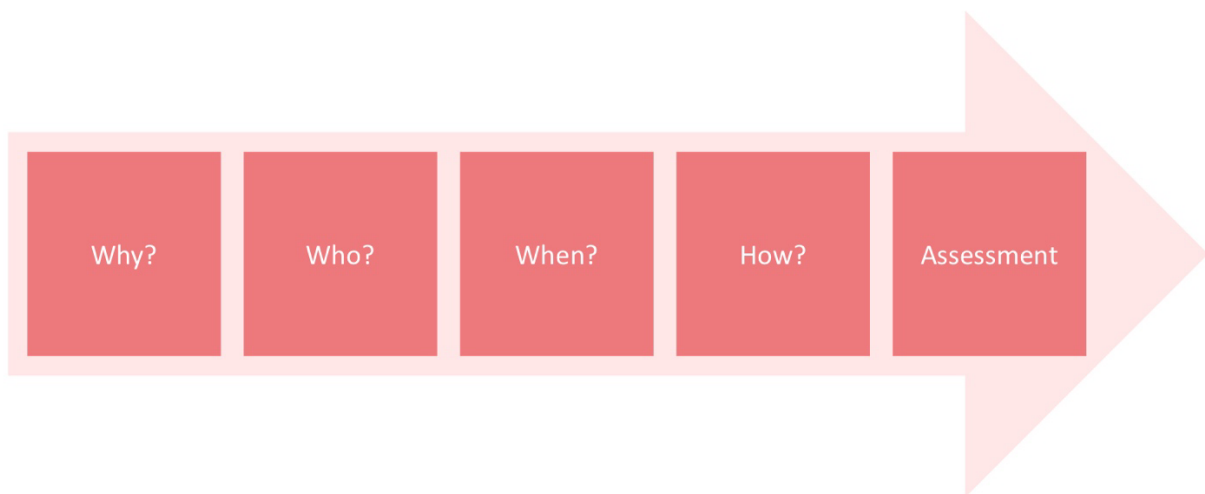
Stakeholder engagement can be defined as an umbrella term that covers the full range of organizational efforts to understand and involve stakeholders and communities in activities and decisions. It can help organizations meet tactical and strategic needs, improve transparency, and build the trust of the individuals or groups whose support is critical to the long-term success of the project. Different levels of stakeholder engagement can be identified, depending on the aims of the project and the managing organization

Even before stakeholder engagement begins, it is necessary to define the purpose of the engagement: why is it necessary to engage the people, what is the common goal we want to achieve? Once these questions are answered can the stakeholder



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engagement start with the process of identification. It is a process that requires a structured approach, consisting of the consecutive actions that enable a successful mapping of interested stakeholder and community groups, as well as the best methods to reach them.



The process always includes an assessment for monitoring purposes, putting a feedback loop in place. This means to be precise:

- Identifying the stakeholders and community to be involved: who are to be involved? (This phase includes assessing, analysing, prioritising, and understanding the different incentives)
- Identifying the best times to engage with stakeholders and community: when should the outreach activities begin and how long should they last?
- Choosing the best methods for engagement: how can the target groups be best reached, what are the most effective methods? Is it necessary to innovate methodologically?
- Assessing the engagement process: the last step allows a post-engagement review of the processes, including the possibility of both qualitative and quantitative monitoring and a chance for improvement.



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## Co-defining cultural tourism strategies phase

Within this phase there are four recommended workshops. General advice and recommendations that should be considered for each workshop can be found in Annex 1.

Get to know the local community. If you learn to care about them, they will care about you, and will gladly help to expedite the entire process. This will also help you to care more about the Project.



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(Fikardou, Cyprus)

### Step 2. Identify local strengths and heritage resources

Time estimation: Two weeks

Milestone #2: Map of strengths and resources in territory



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This step contains a workshop called Co-mapping. The first of the four workshops on co-creating strategies to implement participative cultural tourism focuses on the process of co-mapping the existing local heritage resources and the values and expectations of both local communities and stakeholders.

The aim of the first workshop is to both define a vision shared by the participants as a group and to help them identify both heritage and social resources they could involve in the process.



During workshops, emphasize on facilitating communication between different types of stakeholders (institutions, local community,...) who might have different understandings of things.

Maria Mounzer (Anfeh, Lebanon)



Co-mapping will support you to engage the community, through an identify of existing local heritage resources as well as to define their hopes, values, and goals regarding their area.

The workshop consisted of two different parts:

- From Individual to Shared Goals: The first part of the workshop will allow participants to explore the reasons behind their choice in participating to these



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workshops and the overall engagement with the activities of TExTOUR, creating and understanding a shared purpose beyond the personal motivations.

- Co-Mapping Local Heritage Resources: In the second part participants operated on a map of the area identified by the pilot partners and marked on it their perceived local heritage resources and assessed them in terms of use and exploitation.

While the first activity focused on gathering general ideas from the participants in terms of shared values, hopes and goals for their local areas, the second activity targeted the core part of the workshop with the co-mapping of the local resources and their assessment in respect to tourism. In addition to heritage resources, participants are also asked to identify possible local community groups/stakeholders on the maps that are not included in the participatory process yet but having potentials to participate to the following workshops.

#### Essential material

- General workshop recommendations found in Annex I
- Workshop guidelines found in Annex II
- Action cards found via the TExTOUR website ([here](#))
- Action cards proposed by pilots found in Annex III

### Step 3. Establish an action plan

Time estimation: Two weeks

Milestone #3: A collection of suggested actions

The third step of constitutes of a workshop aiming to define actions. This is inspired by good practices in heritage-based tourism, coming from various parts of the world, learning about ICT services applied to tourism, the pilot coordinators and the



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participants are asked to select and/or create a set of actions that would be based on the goals expressed in the previous workshop.

At the end of the second workshop, your territory will collect actions or create completely new ones. The aim is to highlight and steer reflections on the themes at the core of TExTOUR (social innovation, technological innovation, sustainability, and inclusion), to ensure those will be used to further select and develop 3 to 6 actions that will be brought to workshop three.

It is recommended that the workshop hosts consider the feasibility of the selected action cards. They should reflection on the selected cards from a sustainability and inclusion aspect. A shortlist number of actions are suggested for the next coming workshop.

Familiarize the stakeholders with the project and its actions. Involve the most competent authorities respectively to give credibility and status to the entire process of action implementation.

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#### Essential material

- Workshop guidelines found in Annex III
- Action plan template found in Annex IX



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## Step 4. Define a sustainable business model

Time estimation: Two weeks

Milestone #4: A feasible business model

The fourth step of these stages contains an implementation built on the traditional Business Model Canvas (BMC) tool, expanding the scope of the BMC to introduce the concepts of inclusion, ICT, social innovation, impact, and sustainability into the Canvas template. This activity can support your territory in creating a coherent and realistic action plan.

The core activity of the third workshop builds on the traditional Business Model Canvas tool and adapt it to the needs of sustainable and smart cultural tourism development. A 'Business Model' is a common phrase used to explain how the different elements of an 'enterprise' work together to deliver value to the end-user or customer. It describes the rationale of how an organisation creates, delivers, and captures value, in economic, social, cultural, or other contexts. It also describes how 'profit' is made from this 'value proposition'.

You should think about money way before this point. Start thinking about funding and economic resources from the beginning.

Elena Bussolati  
(Crespi d'Adda, Italy)



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A 'Business Model Canvas' is simply a tool to capture a visual format of a Business, centred around the Value Proposition. The original Business Model Canvas consists of three key elements:

- Value proposition: what the customer or end-user wants?
- Value creation and delivery: What is needed to create and deliver the value proposition (Key partners, Activities, Resources, Customers, Channels, etc.)?
- Value capture: This includes an analysis of the proposed Cost Structure and the Revenue Streams, i.e., how much will it cost to deliver the value proposition and how to generate income from the product or service that is delivered?

Within TExTOUR, the Business Model Canvas is adapted to focus on the specific aspects at the core of the project and pivotal to a smart, sustainable, and inclusive development of cultural tourism.



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## Essential material

- Workshop guidelines found in Annex IV
- A printable version of the TExTOUR Business Model Canvas found in Annex VI

## Step 5: Establish a way to follow-up and self-evaluate the action plan

Time estimation: Two weeks

Milestone #5: A set of targets to achieve through the action plan

At the end of the fourth workshop, there should be a set of targets used for evaluating the impact of the action plan. Such targets are meant to be achieved within the foreseen time of the actions.

The workshop will support your territory in defining feasible and relevant targets that can be achieved through the proposed actions. Once the types of targets are defined, measurable figures are assigned to each target.

Do risk assessment and management ahead, and always have a Plan B. This will help you to avoid missing hard deadlines while being flexible enough to avoid frustrations.

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#### Essential material

- Workshop guidelines found in Annex VII
- List of targets and KPIs found in Annex VIII

### **Step 6: Define a final action plan**

Time estimation: One week

Milestone #6: A finalised action plan

This step summarises all information gathered at previous stages within the co-development phase. This step can give your territory a finalised action plan with detailed actions. It is suggested that the people/person that has hosted the workshop will put together the final action plan.

#### Essential material

- The action plan template found in Annex IX

## **Implementation phase**

### **Step 7. Implement activities**

Time estimation:

Milestone #6: Start the implementation of the action plan

Keep a constant eye on the process allows adjustment in between the different steps that will help keep the goals of inclusion and diversity in the participatory process on track, will assess the level of engagement and awareness among local communities



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and stakeholders and hopefully will provide a clearer idea of the success and criticalities of the TExTOUR methodology.

New collaborations will arise during the implementation. There will also be new challenges coming along.

Maria Mounzer  
(Anfeh, Lebanon)



Two main tools are used for these goals: a reporting system, which allows pilot partners to collect both evidence and reflections on each of the workshops' activities and results, and a survey for each workshop directly targeting the participants to collect their impressions and evaluations on the experiences.

Revisit older implemented actions. There's always room to improve. You must plan ahead and implement Actions early in order to give yourself time to revisit them at a later stage and polish your work for high caliber results.



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