

TEXTOUR

Social Innovation and **TE**chnologies for sustainable growth through participative cultural **TOUR**ism

WP6 Deliverable D 6.3

Business Plan Model



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1 Technical description

1.1 About the project

Grant Agreement number	101004687
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Call	SOCIOECONOMIC AND CULTURAL TRANSFORMATIONS IN THE CONTEXT OF THE FOURTH INDUSTRIAL REVOLUTION (H2020-SC6-TRANSFORMATIONS-2018-2019-2020)
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- VAROSKUTATAS (METROPOLITAN RESEARCH INSTITUTE)
KFT **MRI**
- NETZ·MEDIEN UND GESELLSCHAFT EV **NETZ**
- ISTRAZIVACKI CENTAR ZA PROSTOR **CSR**
- GAIA-HERITAGE **GAIA**
- **CULTURE AND TOURISM DEPARTMENT OF RIVNE REGIONAL STATE ADMINISTRATION**
- CÔA PARQUE· FUNDACAO PARA A SALVAGUARDA E VALORIZACAO DO VALE DE CÔA **CÔA PARQUE**
- ALMA MATER STUDIORUM • UNIVERSITA DI BOLOGNA
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- FONDAZIONE ICONS **ICONS**

1.2 Document information

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PU	Public	X

CO Confidential, only for members of the consortium (including the Commission Services)

CI Classified, as referred to in Commission Decision 2001/844/EC

1.4 Document history

Version	Date	Authors	Description
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4	17/02/2025	Elena Bussolati (UCL)	Final document

1.5 Disclaimer

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1.6 List of abbreviations and acronyms used

Acronym	Description
DPO	Data Protection Officer

EC	European Commission
EU	European Union
FSMLR	Fundación Santa María La Real
G.A.	Grant Agreement
GDPR	General Data Protection Regulation
IA	Innovation Action
POPD	Protection of Personal Data
WP	Work Package
CT	Cultural Tourism
BPM	Business Plan Model

2 Executive summary

The aim of the Business Plan Model is to create the conditions by which every Pilot site in the Project can define the market analysis and the customized marketing strategy for the actions they decided to implement during the project.

In October 2022, a business plan template has been shared with all the pilot sites during the General Assembly, assigning them the task to compile the Business plan for all the actions financed directly or indirectly by the project.

In the following months, bilateral meetings have been scheduled to help them review the Business Plans, and the process of shared review has been going on up to the final draft of the 26 Business Plans in November 2023.

The huge work to define strong economic sustainability for the actions – even after the end of TEXTOUR project - has been carried on along with aspects of social and environmental sustainability (according to the methodological guidelines defined in WP3). The development of the actions, alongside with the monitoring process foreseen in WP5, has enhanced the process of enforcing the financial health of the initiatives. In general the development of the business plans has been strongly influenced by and is intertwined with the work done in others WP.

This methodology has also been shared with the Scalable territories also singled out in WP6.

3 Chapter

3.1 Methodology

3.1.1 The Background

In WP3 pilot sites defined the Actions they wanted to develop during the Project, using a participative methodology. These actions were defined using a bottom-up strategy, that allowed a fresh approach to the needs of the pilots and the surrounding area, aimed at promoting and enhancing cultural tourism, not necessarily keeping into account the immediate or medium-term economic return on investment. This has been done according with the WP3 co-creative methodology (that insisted not only in economic impact but also on social innovation, inclusion, environmental impact).

During WP3 the pilot sites were provided with a reviewed Business Model Canvas (that included, along with economic and commercial information, social, environmental, cultural, and economic impacts on the territory). These aspects have been developed also in the BPM as tools for long-term empowerment and not only a classical BPM.

Anyway, as it will be detailed in the next paragraph, all the classical Business Plan Models have been defined, plus some additional economical analysis.

Furthermore, in WP5 the pilot sites have been encouraged to work on funding strategies, to have clearer visibility into the 'financial health' expected from each plan, including possible expected additional funding.

3.1.2 The business plan template

In October 2022, a new business plan template has been shared with all the pilot sites during the General Assembly, assigning them the task to compile the Business plan for all the actions financed directly or indirectly by the project.

The business plan template capitalized the information collected in WP3, giving the pilot sites the opportunity to review the chosen Actions once more, but was created adding new fields of analysis.

The Business Plan represents a fundamental tool to start up a business project. It is aimed at describing, in a quantitative and qualitative way, future strategies and actions to be taken to convert the opportunities identified into an actual business project. In the document, businesses opportunities, or businesses already underway, are described and analysed according to their technical, economic, and financial feasibility. The research of market opportunities will be accompanied by a marketing analysis aimed at identifying competitors and potential strategic partners for collaboration.

To this purpose, in the business model template were included an analysis about synergies and/or distances), Business plan and Marketing Strategy (including Resources, SWOT Analysis) to better define the economic feasibility and sustainability in time of the actions. Given the specificities and variety of the actions and pilots the questions chosen for the Business Plan are formulated in a general way to allow the Pilot sites to investigate all the aspects in a way fitting to their specific situation. The index of the Business Plan goes as follow:

- Who: description of the organization(s) involved. Place of the project in partner's ongoing strategy
- What: the service offered
- Potential customers/users and needs analysis
- Problem solution fit (value proposition)
- Value ecosystem (suppliers, partners...)
- Product/market fit (Business model canvas)
- Market landscape (SWOT Analysis, market relevance, competitive landscape)
- Business viability and pricing scheme (customers acquisition, potential impacts)

- Costs
- Pricing strategy
- Revenue forecast.

The business model template is attached in the document (annex 1).

3.1.3 Compiling and sharing

In the following months bilateral meetings have been scheduled between Unioncamere Lombardia (UCL), Fondazione LINKS (as partner responsible for WP6) and the pilot sites, to help them review the Business Plans. After these meetings, a first draft of the business plans was ready in July 2023, and the process of shared review has been going on up to the final draft of the Business Plans in November 2023, allowing the pilot sites to review the documents according to the development of Actions.

The process highlighted that some of the Actions defined by the pilots are not commercial in a strict manner (for example the Permanent Table for Cultural Tourism in Crespi d'Adda has been done more for creating better relationship between the stakeholders, or CÔA Ambassadors are more to sensitize the population and tourists about the richness of the heritage). However, the business plan template allowed the pilot sites to explore the possibility of creating more sustainable actions (working on the sources of income/resources), to better satisfy the needs of tourists and inhabitants, to explore potential competitors and to at least evaluate the potential for a revenue. It also propelled them to think about the continuation of the Actions after the end of the Project.

This methodology has also been shared during the monthly meetings with the Scalable territories also singled out in WP6.

3.2 The business plans

3.2.1 Crespi d'Adda

The business plans were written for three out of four Actions. As said before, the Permanent Table for Cultural Tourism has been defined more to create a director's table to create strategies for the area, than to define an economic impact on the territory, even though it is possible that the stakeholders that participate to the Table will be more prone to activate partnerships in order to participate to public calls, assuring a better flow of resources (and a more coordinated use) on the territory.

The other three Actions (Green and Blue routes, Vademecum for development of consciousness in citizens and tourists, Digital services for Cultural tourism) aim at connecting Crespi d'Adda with the culturally rich area surrounding it, and in fostering a conscious exploitation use of the territory for cultural purposes (the Vademecum provides info and suggestions to reduce the impact of tourism, the digital service helps the municipality to better know and manage the touristic flows).

As indicated at point 6 of the three business plans, a wide variety of subjects were involved in the definition and realization of the actions: Capriate San Gervasio Municipality, Crespi d'Adda Association, Regione Lombardia, Chamber of Commerce of Bergamo, Aria (formerly Explora), Visit Bergamo, Promoisola, ANMIC, Parco Adda Nord, Edison, Ecomuseo Adda di Leonardo, Bergamo Municipality, touristic guides.

Aria (formerly Explora) and Visit Bergamo **are DMOs**, dedicated respectively to the promotion of the tourism in the Lombardy region and Bergamo province.

Promoisola, who is not formally a DMO, yet promotes the tourism in a smaller area of the Bergamo Province called Isola Bergamasca. All three of them actively participated in the Working Tables that co-created the Project Actions, participated in the Permanent Table and supported the promotion of the outputs.

The Chamber of Commerce of Bergamo, and other institutions such as Regione Lombardia and Bergamo Municipality, participated to the Working Tables that co-created the Project Actions. participated in the Permanent Table, were informed of the outputs of the project. The Chamber of Commerce of Bergamo also financed the realization of the signage for the Green and Blue Routes.

In all three cases the **leadership** of the action, after the end of TExTOUR project, will shift from Unioncamere Lombardia and Fondazione LINKS to the Municipality of Capriate San Gervasio (Crespi d'Adda is a hamlet included in Capriate boundaries) and the local cultural association Crespi d'Adda, who manages the largest part of cultural and touristic activities. [Promoisola, Visit Bergamo and Ecomuseo Adda di Leonardo signed a letter of endorsement about the prosecution of the Permanent Table for Cultural Tourism.](#)

The **nature of the Actions** is more institutional than commercial, but an effort has been made to define potential customers, value proposition, market relevance, SWOT analysis and costs evaluation (for now and after the end of the project). In any case, the Green and Blue Routes has the higher potential in this sense: it could be exploited by the local stakeholders using the map of the routes and all the information collected about the POIs (Point of Interests) to implement a website about the cultural tourism in the area and promoting local services (guides, accommodations, ...).

Given the nature of the Actions, the **customers/users** are not actually paying for the services: the Green and Blue Routes will be made available freely for tourists, schools and residents on the TExTOUR platform, the Vademecum will be distributed in the visitor centre and downloadable in the websites of the stakeholders, the digital services will be available to the public stakeholders in charge of the management of touristic flows.

Anyway, an **esteem of the resources needed for the development** of the Actions after the end of the Project has been made, so that the local stakeholders could program in advance their take over.

3.2.2 Anfeh

Three business plans were written for all the Actions carried on by Gaia Heritage, plus an additional one about a joint Action with Fikardou (that has been written by both Pilots).

Action#1 aims at creating a label for local products, helping local producers to promote and sell their goods, Action#2 consists in creating thematic visit paths for tourists in the area, Action#3 creates an Art residency program for local and international artists and an Art Exhibitions and artistic events for residents and visitors. In addition to these, a joint action with Fikardou is a roadmap to define a long-term sustainable cooperation around cultural heritage and tourism between Fikardou and Anfeh, supported by the signing of 2 Memorandum of Understanding, and a series of workshops.

As pointed out at point 6 of the three Business plans a wide range of subjects were involved in the Actions: GAIA-Heritage, HIMA Anfeh, GAIA Municipality of Anfeh, Majaz Gallery, Visit Anfeh, Experience Anfeh, SPNL, Ministry of Tourism, Fair Trade Lebanon, Balamand University NGO MA'AN AKWA, Scouts, Marine Fishermen group, Oceanus (Diving school and Center), The Two Resorts, UOB Archeology department, Experience Anfeh, Guest houses and restaurants.

Anfeh doesn't have a formally constituted DMO but the municipality of Anfeh /HIMA Anfeh along with GAIA-heritage were involved in the promotion of all project actions. They registered the label Made in Anfeh at the ministry of Economy and trade (and do the follow up with producers) and promoted all activities done within TExTOUR project. Also, the Chamber of commerce supported the municipality in registering the label and provided workshop on marketing local products for producers and people from Anfeh. We received support from local NGO and the university of Balamand to develop the visit paths.

In all the three Actions (#1, #2 and #3) the **leadership** of the Action, after the end of TExTOUR project, will shift from GAIA-Heritage to HIMA Anfeh, that will also cooperate with local stakeholders to carry on the Actions. The leadership of the joint action will remain in CUT and Gaia Heritage joined by HIMA Anfeh, Municipality of Anfeh, University of Balamand. A MOU - Memorandum of Understanding was signed between Fikardou and Anfeh municipality, and also a MoU between GAIA-heritage and CUT.

The **nature of the actions** is both institutional and commercial (in the sense that they can generate revenues but also, they are promotional ones), a pricing strategy

has been defined for all of three. The joint action between Fikardou and Anfeh has a potential in this sense since it foresees summer schools and annual cultural events.

Customers/users are tourists (also expat Lebanese people) and residents, and for Action #2 and 3 also schools are a target. The actions cover a variety of touristic products – linked with a cultural common thread – that goes from foodies to nature and art lovers.

An **esteem of the resources needed for the development** of the Actions after the end of the Project has been made (for Action#2 it's not necessary) and potential customers, value proposition, market relevance, SWOT analysis has been prepared so that the local stakeholders could program in advance their take over.

3.2.3 Fikardou

The business plans were written for all three of the Actions, among them one is shared with Anfeh. Two of the Actions capitalize the experience of CUT in digitalization and advanced technologies for the promotion of the territory (Action #1 - Holistic Digitization and virtual presentation of Fikardou Village and Action #2 - Digitalization of bicycle and walking routes and experiences, Cyprus) and that responds to the aim of promoting the cultural tourism in Fikardou and preserving the cultural heritage and at the same time.

The third action is a roadmap to define a long-term sustainable cooperation around cultural heritage and tourism between Fikardou and Anfeh, supported by the signing of 2 Memorandum of Understanding, and a series of workshops.

Besides CUT, a wide variety of subjects were involved in the definition and realization of the Actions (as pointed out at point 6 of the Business Plans): Community Council of Fikardou, Department of Antiquities, ICOMOS Cyprus, Deputy Ministry of Tourism, Cyprus Food Museum, Visit Cyprus Commission for UNESCO, Limassol/Nicosia/Troodos Tourism Development Boards, Bank of Cyprus Cultural Foundation, Metropolis Tamasou, Commission for Administration and the Protection of Human Rights (in its capacity as the competent authority for the protection and

inclusion of persons with disabilities), Guides Association, Cyprus Cycling Federation/Agios Mnason Cyclist Club/Cyprus Strollers, GAIA Heritage, HIMA Anfeh, Municipality of Anfeh, University of Balamand.

There is not a formally constituted DMO but CUT promoted the project activities, as well as Village platform within the entire village: The remarkable results with more than 100 K visitors at the 2023 and 2024 Christmas village festivities confirms the high impact of our results on a national level (more than 75K hits on our platform www.efikardou.eu). Besides, all the work and tasks were in full coordination and cooperation with the local partners such as the Deputy Ministry of Tourism, the Nicosia Promotion and Development Organisation as well as with the Commissioner of the mountain Areas of Troodos.

In all three cases the **leadership** of the actions will remain in CUT's hands, joined by the Community Council of Fikardou and the Department of Antiquities for the actions dedicated to the digitization and by Gaia Heritage, Hima HIMA Anfeh, Municipality of Anfeh, University of Balamand for the Road map for cooperation. A MoU - Memorandum of Understanding between Fikardou and Anfeh municipality, and a MoU between GAIA-heritage and the UNESCO Chair @CUT as well as between the Fikardou Community Council and the UNESCO Chair @CUT has been signed.

About continuing the work on the platform, Fikardou received a Stipend fellowship from the village of Chandria and from the Union of Occupied Villages and Municipalities of the District of Famagusta.

The **nature of the Actions** is more institutional than commercial, but an effort has been made to define potential customers, value proposition, market relevance, SWOT analysis and costs evaluation (in terms of categories of costs more than amounts). In any case, the joint action between Fikardou and Anfeh has the higher potential in this sense since it foreseen summer schools and annual cultural events.

Given the nature of the Actions, the **customers/users** are not actually paying for the services of the actions of digitization (that benefits a large group composed of tourists, culture and nature lovers, schools, and residents) while the third action

broadens its audience to also stakeholders, scholars, artists and local producers, and could benefit economically.

An **esteem of the resources needed for the development** of the Actions (more details were given specifically about the Road Map for cooperation) has been made, so that the local stakeholders could program in advance their take over to carry on after the end of the Project.

3.2.4 CÔA

The business plans were written for both the Actions (Action#1 - The Stone Route-Meet Côa and Siega Verde and Action#2 - Ambassador Côa) reflecting either a spirit of innovation (The Stone route creates a digitalized map with the representation of geographical points and regions from Vila Nova de Foz Côa to Siega Verde, with possibility of interactive with digital resources in promotion of cultural heritage) and the timeless storytelling that is based on the experience of people living in the area (Ambassador CÔA).

This second actions could in time generate new jobs, for people that initially start as volunteers.

A wide variety of subjects were involved in the definition and realization of the actions: COA Park Foundation, the municipalities (Vila Nova de FozCôa, Mêda, Figueira de Castelo Rodrigo, Pinhel, Almeida, Torre de Moncorvo and Ciudad Rodrigo), Associations (sport, natural, cultural), Local producers, Restaurants/Accommodation, Local population, Parish councils, Local schools, Local associations, Museum guides, Local wine/cheese producers.

There aren't formally constituted DMOs but there are government institutions such as Turismo do Porto e Norte de Portugal E.R and Turismo Centro de Portugal (since the territory covers the centre and north of Portugal).

In both cases CÔA foresees a change in the **leadership** of the actions: the leader will be the local municipality for Ambassador CÔA and CÔA Park Foundation for the stone route).

The **nature of the Actions** is more institutional than commercial, but an effort has been made to define potential customers, value proposition, market relevance, SWOT analysis and costs evaluation (even if only during the life of TExTOUR project) but it is not possible now to make an estimate of potential incomes.

The **customers/users** are tourists and residents, and they are not actually paying for the services offered by the actions but both actions could generate an income for accommodations, producers of local goods and providers of touristic services if a network is skilfully created. As said, the Ambassador CÔA could also become an opportunity to generate new jobs.

An **esteem of the costs** to carry on the actions during the TExTOUR project has been made, so it will be possible for the local stakeholders that will take over the Actions, to make programs in advance.

3.2.5 Narva

The business plans have been written for all three of the Actions that promote cultural tourism in the former textile factory and district of Kreenholm, all of three with a distinctive trait in using advanced technology to promote heritage: Action#1 Light installation creates a light show to display the history of the factory on the same walls, Action#2 Virtual tour on Kreenholm area use technology to introduce this heritage site and its narratives to the wider public, nationally and internationally, via different web sites, Action #3 Thematic tours on the district of Kreenholm will use QR codes displayed along the routes in Kreenholm area to provide touristic information.

As pointed out at point 6 of the business plans many subjects were involved in the creation and realization of Actions: Narva Gate OU, Narva city, Narva Municipality specialists, Narva Museum, Narva Art Residence, local guides, Ida-Viru Creative cluster, Ida-Viru Tourism Cluster and external experts; Tourist Information Centre; Heritage protection specialist; Narva college of Tartu University, Mayor of Narva.

The first **regional DMO** was registered only in 2024 and was later involved to support the promotion of project actions. The local actor, responsible for tourism development, Ida-Viru Tourism Cluster (Ida-Viru Enterprise Centre), has been actively involved in the project from the very beginning. Cluster members participated in all project work packages, including the stakeholder engagement phase, interviews, workshops for developing the creative tourism (CT) strategy, the creation of CT lab products, testing, and disseminating project results. Moreover, the Ida-Viru Tourism Cluster utilized one of Narva's pilot actions, Kreenholm Thematic Tour with QR-codes, as an example to create aa additional thematic tour with QR codes. Currently, Old Narva route is tailored for Finnish tourists and is available exclusively in Finnish.

The tourism representatives involved were Ida-Viru Tourism Cluster, Virumaa DMO, Ida-Viru Creative Industry Cluster, Narva Linna Arendus Foundation, Narva Tourism Information Centre. They contributed by participating in Pilot action development and promoting the project results at both local and regional levels.

In all three actions the **leadership** will be maintained, after the end of TExTOUR project, by the same subject that carried it on during the project, that is Narva City for Thematic tours and Virtual tours and Narva Gate OU for Light Installation, making it simpler to ensure the continuation of the actions.

Narva Municipality, Department for Development and Economy, will continue work with the platform.

The **nature of the Actions** is more institutional than commercial, but an effort has been made to define potential customers, value proposition, market relevance, SWOT analysis, competitors, costs evaluation. The Light installation has the potential to generate incomes, since the visit will be paired with the visit of the Museum, with an additional cost, so a pricing strategy has been established.

The **customers/users** are not actually paying for the services of the actions of Virtual Tours and Thematic tours. For these two actions a public of tourists and residents is foreseen, while Virtual Tours could also involve people with disabilities and cultural managers. The Light installation action could benefit from the fact that

the Museum is already visited by residents and tourists, and they could request to add this new attraction to their visit.

An **esteem of the costs** to carry on the actions during the TExTOUR project has been made and in addition, also an esteem of the costs needed to carry on the Actions after the end of TExTOUR has been provided.

3.2.6 Tarkowskie Góry

The business plans have been completed for all the three actions that promote cultural tourism in the Historic Silver Mine in Tarnowskie Gory. Action#1 Development of educational paths is dedicated to creating educational tours for children in primary schools in the UNESCO heritage (Tarnowskie Góry, Zbrośławice and Bytom), Action#2 Integration and information about open-air events and artistic events promotes an agenda of cultural events in the Historic Silver Mine in Tarnowskie Góry and communes covered by the UNESCO heritage, Action#3 Improving accessibility of tourism infrastructure creates a digital map that promotes integration in touristic information about industrial heritage (Historic Silver Mine in Tarnowskie Góry), cultural/urban heritage (Tarnowskie Góry city), and natural heritage (e.g. the Nature Reserve "Segiet" in Bytom).

A great range of subjects were involved in the creation and realization of the Actions: IETU and Tarnowskie Góry Land Lovers Association, Local Tourist Organization of the City of Gwarków; Tarnowskie Góry Cultural Center, TGLLA, Historic Silver Mine.

There's not a DMO but all the subjects contributed to the realization of actions and its promotion.

After the end of TExTOUR, the **leadership** of the Actions will shift from IETU to other stakeholders: IETU carried on Action#1 and Action#3 in cooperation with Tarnowskie Góry Land Lovers Association. This Association that will take over on the Action after the end of TExTOUR, assuring continuity, with the Local Tourist Organization of the City of Gwarków. Action#2 will be carried on by the Local Tourist Organization of the City of Gwarków.

An agreement with Local Tourist Organisation was signed during the project. Cooperation with Regional Methodological Centre for Teachers was established. No new collaborations are currently in place after the end of the project.

The **nature of the actions** is more institutional than commercial, but an effort has been made to define potential customers, value proposition, market relevance, SWOT analysis, competitors, costs evaluation. Action#1 Development of educational path has the most relevant potential to generate revenues from the purchase of tickets from schools (even if the price must be determined yet).

The **customers/users** are not actually paying for the services of the actions, specifically Action#2 and #3 are thought as free services, to attract a wider public of tourists in the area.

An **esteem of the costs** to carry on the actions during the TExTOUR project has been made and in addition, also an esteem of the costs needed to carry on the Actions after the end of TExTOUR has been provided.

3.2.7 Trebinje

The business plans have been completed for all the three actions that promote cultural tourism in the urban area of Trebinje and the surrounding area. The actions promote an increase of touristic flows, through events and participation of local population: Action#1 creates a workshop model for young people in Trebinje interested in slow food gastronomy of the region and contributes to their strategic capacitation as well as cultural tourism promotion, involving local food producers as well. Action#2 creates a digital tool to promote 3 thematic routes in the surroundings of Trebinje, with also touristic information available with QR codes. Action#3 promotes the creation of a cultural events (in cooperation with the local community of artists) also redefining the space for such event redesigning it.

A great range of subjects were involved in the creation and realization of the Actions: Slow Food Trebinje and CSR, College for Tourism and High school Association of Trebinje, Tourist organization of Trebinje and Herzog House, City of Trebinje, Museum of Herzegovina, Hiking, cycling and speleological association, service

providers, marketing agencies, Faculty of Architecture, Civil Engineering and Geodesy, University of Banjaluka, House of the Youth, Academy of fine arts Banja Luka, Placa Collective Dubrovnik and Kana Podgorica, Youth organisations, "The sun is we have in common", "Vasila", "Small Things").

Tourist Organization of Trebinje supported the Actions.

Museum of Herzegovina, Slow Food Trebinje, Faculty of Architecture, Civil Engineering and Geodesy from the University of Banjaluka were directly involved in the Actions development and implementation

After the end of the project the **leadership** of the Actions will shift to other subject: CSR and Slow food Trebinje carried on the action#1 during TExTOUR, and Slow food Trebinje will take over after the end of the project. Tourist Organization Trebinje will take over Action #2 from Museum of Herzegovina, and the same Tourist Organization Trebinje will take over Action #3 from Faculty of Architecture, Civil Engineering and Geodesy, University of Banjaluka, ensuring that local associations take care and responsibility for the promotion and valorisation of the area. [A MOU - Memorandum of Understanding with the Museum of Herzegovina, and MoU with Tourist Organization of Trebinje and Agreement with the Slow Food Trebinje.](#)

The **nature of the actions** is mixed between institutional than commercial, but an effort has been made to define potential customers, value proposition, market relevance, SWOT analysis, competitors, costs evaluation. Action#1 Workshop for slow food gastronomy has the most relevant potential to generate revenues from the purchase of experiences for tourists (also a pricing has been defined). Action #3 is also potentially economically relevant, with the purchase of tickets for cultural events (the price must be defined) and sponsoring and funding by local associations, public bodies, and other stakeholders.

The **customers/users** involve a variety of subjects as tourists, residents, local householders, producers, small business owners, artists, with a relevant approach in involving young people in the actions (especially in Action#1 and #3).

An **esteem of the costs** to carry on the actions during the TExTOUR project has been made and in addition, also an esteem of the costs needed to carry on the Actions after the end of TExTOUR has been provided.

3.2.8 Umgebingeland

The business plans have been completed for all the three actions, strengthening the local identity and the connection to the Umgebindehouses as the main cultural heritage in the tri-national area. Action#1 creates a rich offer of touristic services (events, Guided tours, workshops, Wellness offers, individual packages), Action#2 develops a professional tourist management system and network on an international scale between Poland, Czech Republic and Germany, creating regular guided tours, Action#3 creates a database to provide information about Umgebindehouses (private building, public building, inhabited, vacant).

As pointed out at point 6 of the business plans many subjects were involved in the creation and realization of Actions: Arbeitsgemeinschaft Deutsche Fachwerkstädte e.V. (ADF) and the Zittauer Stadtentwicklungsgesellschaft (ZSG), MEDA, Mittelherwigsdorf, Stiftung Umgebindehaus, local providers, local associations, local ambassadors for Umgebinde, University of Zittau/Görlitz.

Of them, ADF and ZSG **are DMOs** and actively involved in the project and follow up activities. Both have mobilised the local stakeholder networks, workshops and events and will promote TexTour products.

After the end of TExTOUR, the **leadership** of the Actions will shift from ADF, who carried them on during the project, to local stakeholders (also involving local municipalities for Action#2). Local stakeholders have a commitment to meet annually to prepare next years work program. ADF and ZSG and the following municipalities have manifested interest in working on the platform: Großschönau, Ebersbach-Neugersdorf, Seifhennersdorf, Großschönau, Mittelherwigsdorf, Oderwitz, Herrnhut, Kottmar.

In this case, all the Actions have commercial **nature**, two of them addressing tourist while action#3 is aimed more at private market players, creating a tool that did not exist beforehand, and can create business opportunities. This is a particularly good

achievement by TExTOUR, because all three of the actions have a strong economic sustainability and this can promote a long-term success for the area.

The **customers/users** are tourists and the regional community for the actions that creates cultural tourism flows (Action #1 and 2) while Action#3 given its different nature involves house owners, researchers and real estate agencies.

An **esteem of the costs** to carry on the actions during the TExTOUR project has been made and in addition, also an esteem of the costs needed to carry on the Actions after the end of TExTOUR has been provided.

3.2.9 Via Regia

The business plans have been completed for all the three actions aiming to promote Ostroh Region. Despite the geopolitical situation in Ukraine, the business plans show a vital effort in promoting the area and create optimal conditions for cultural tourism in future. Action#1 creates an all-round touristic offer (excursions, accommodations, food, and beverages), Action#2 is to revive the tradition of fairs held near Dubno Castle, creating a huge annual event, Action#3 promotes activities with and for refugees, residents that combine nature, art, crafts.

A great number of subjects were involved in the creation and realization of the Actions: Rivne regional state administration, Ostroh State Historical and Cultural Reserve, Ostroh Town Council, National University of "Ostroh Academy", Rivne Local Lore Museum, Dubno State Historical and Cultural Reserve, Ukrainian Society of the Blind, Ukrainian Society of the Deaf, Derman-Ostroh National Park, Dubno Town Council, Local entrepreneurs as participants in Creative Cluster Development, Local historians and teacher, Local communities, National University of Water and Environmental Management, NGOs dealing with IDPs, Rivne State Regional Administration.

Rivne Regional State Administration was the core implementor of the TExTOUR project (represented by the Culture and Tourism Department of Rivne Regional State Administration). Dubno and Ostroh City Councils, which are managing two core

territories involved in the project, were also involved in the very first stages - workshops on planning activities and designing Via Regia Brand strategy. They also provided support in conducting project events in Ostroh and Dubno, informing and engaging stakeholders in the project's activities.

Besides local municipalities, there was closely cooperating with local culture and tourism institutions - local museums in Rivne, Ostroh, and Dubno, Derman-Ostroh National Nature Park, and representatives of local communities' councils. Two universities were also engaged- NU "Ostroh Academy" and The National University of Water and Environmental Engineering, which provided scientific support within the project and provided sharing the information on project's results. Now the universities are going to incorporate project results in the educational process to equip future tourism managers with skills and knowledge on developing cultural routes, including Via Regia and others existing in the region. Three NGOs were also involved: 'Triada" (developing Via Regia Brand Strategy and support in conducting events), "Generation of Successful Action" (adaptation of routes to the needs of disabled people), and "Lionest" (creating 3D video). To engage refugees, cooperation with local associations was put in place, which are representing the interests of internally displaced people. Also, small entrepreneurs were involved in the project's activities.

After the end of TExTOUR project the **leadership** of the Actions will shift from Rivne regional state administration to Ostroh State Historical and Cultural Reserve, Ostroh Town Council (for Action#1), Dubno State Historical and Cultural Reserve (for Action#2) and Derman-Ostroh National Nature Park (for Action#3) but a rich participation by local NGO's, institutions and local communities is expected and has been detailed in the business plans.

There are no memorandum of understandings but a stable partnerships with NGOs 'Triada", "Generation of Successful Action", "Lionest", which were involved in TExTOUR activities and continue working on developing the Via Regia route. In 2024 this partnership resulted in one implemented project from the Ukrainin Culture Foundation "Via Regia by touch" (<https://www.facebook.com/profile.php?id=61561375119246>). Today, NGO 'Triada" and NGO "Generation of Successful Action" supported by Culture and Tourism

department of Rivne Regional state Administration are designing new project on developing Via Regia route to be implemented in 2025.

Three of the partners involved expressed interest in the platform.

All the Actions have a commercial **nature** and a pricing for services has been estimated. This is exceptionally good, because it ensures an economical sustainability for the Actions and for the Area as well, provided that geopolitical issues would solve in time.

The **customers/users** are tourists, residents (that include refugees), local businesses, scholars/pupils, and NGO's. Also training activities could benefit the personnel of touristic attractions and local businesses.

An **esteem of the costs** to carry on the actions during the TExTOUR project has been made, in addition to a rich SWOT Analysis, Market relevance and potential impact.

3.3 Conclusions

The bottom down process (described in WP3) that allowed Pilot sites to define the Actions has brought as a positive result the involvement of local communities. In most cases, the leadership of the actions will shift from the partners of TExTOUR to local Associations, Institutions, Organizations and Universities that participated to the process of co-creation and in doing so, are more knowledgeable to carry them on. A significative exception it CUT (Fikardou) that will assure even after the end of the project the technological expertise required to develop and maintain the actions in time.

The business plan redaction for each action has been conducted thoroughly exploding the actions and necessities in the short, medium, and long terms, defining all the qualitative and quantitative aspects of convert the opportunities identified into an actual business project. At the same time not all the Actions will necessarily generate revenues, since many of them has been thought as "institutional Actions": this means that local institutions will pay for the services provided (instead of tourists or other

categories of customers). This is not necessarily a negative thing provided that the local communities made known the increased value generated by the actions.

The benefits generated by the actions involve not only tourists and residents (in which fragile categories are included) but a large variety of people such as local business, employees, nature and food lovers, Ngo's, researchers, real estate agencies, house owners (and may others) creating a ripple effect throughout the territories.

An overall number of 26 Business plans were developed of which:

- 20 were concerning digital services at different levels: ie. use of QR code, production of 360° videos, digital contents, platforms and so on. In any case, all pilots and actions are supported by the services provided by the Platform developed in WP4 (for example for the promotion of events)
- all actions promoted cultural tourism in the pilot and in the surrounding area, or in case of bi or tri national pilots, also in surrounding countries
- in exploring the competitive landscape, in some few cases it was difficult to define competitors from which draw experience and ideas; this can be for the uniqueness of the pilot or the predicament (geopolitical situation) or maybe because the pilot concentrate its view in the immediate surroundings
- all partners defined the costs for the actions after the end of the project (or they plan to be involved in the direct development even after the end of the project) indicating a strong willingness to ensure a stability and financial strength even after the end of TExTOUR
- in 14 business plans it could not possible to define a revenue forecast. It could be because the product is given for free or because the local stakeholders are going to bear the costs; in some cases it seems a bit premature because the action starts as an experimental one, and the revenues seems to be defined according to the prosecution of activities;

The experience developed in the project TExTOUR can be treasured by the subjects that will carry on the actions after the end of the project. To this end, a list of suggestions has been defined for them:

- the plans could be furtherly detailed with financial projections and specific funding strategies. This would provide clearer visibility into the 'financial health', including possible expected additional funding (where is has not been already done, for example in Crespi d'Adda an additional funding has been made available by the Bergamo Chamber of Commerce);
- given the diverse nature of the actions and their varying geographic and cultural contexts, it could be beneficial for each business plan identifying potential risks (financial, operational, environmental, etc.) and the strategies to mitigate these risks;
- it should be very useful to specify performance metrics and milestones to measure the success of each action over time (even after the end of TExTOUR project) to aid in continuous evaluation and adjustments as necessary;
- a further alignment with local CT policies and a contribution to shaping these policies to foster a supportive environment for CT could be developed over time.

3.4 Annexes

3.4.1 Business plan template

Business Plan

Template for business plan: Name of the Action

1. WHO: Description of the organisation(s) involved

Leader organization of the action:

Please also describe other organizations involved and their role in the development of the Action and how the Action is coherent with their policies/projects

2. WHAT: The service offered (short description of the main offering)

3. Potential customers / users *Target customers: Describe the customers you are targeting*

Customers' needs analysis

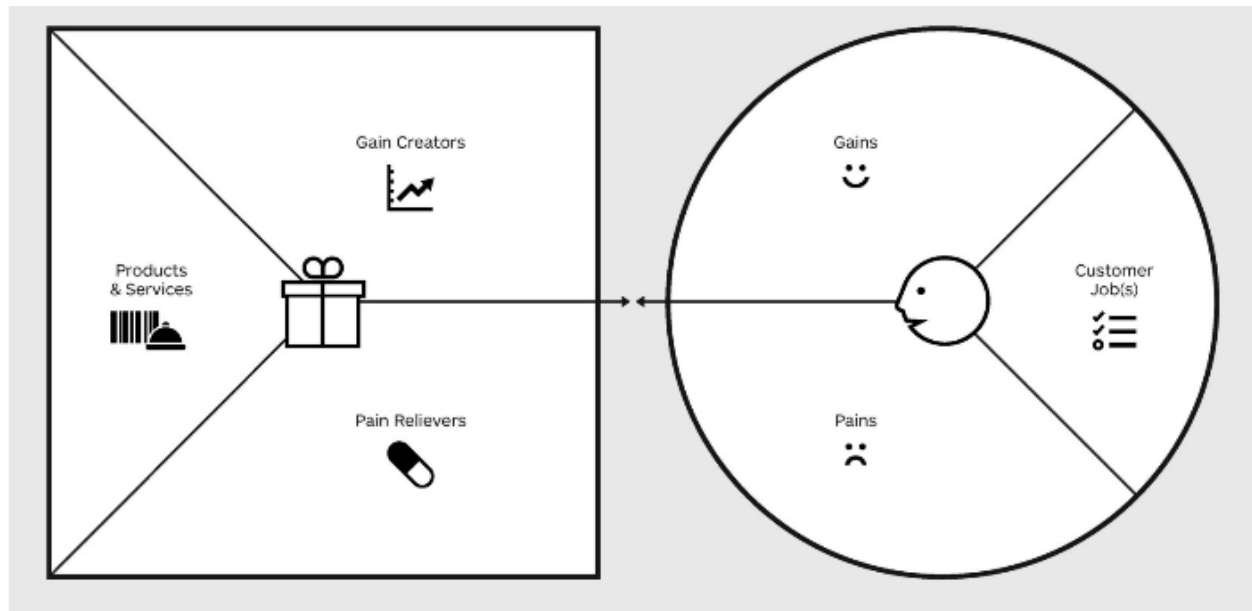
Specify which are customers' needs (this analysis is helpful for the design of the value proposition canvas – next step)

4. Problem solution fit (value proposition) *The value proposition design aims to ascertain that the commercial offering solves problems and satisfies needs expressed by target customers. As part of the problem-solution fit analysis, the Value Proposition Canvasⁱ allows observing and codifying a set of customers' characteristics for designing a value proposition that meets needs and wants of target segments. This process can require identifying and rank pains (i.e., risks and bad outcomes), gains (i.e., benefits and good outcomes) and jobs (i.e., needs and problems to be solved) of the potential end-users and to put a set of preferences and priorities for final users.*

Provide the following information for filling the value proposition canvas (below)

Customer	To which customers are you addressing?	•
Customer jobs	What jobs are you helping your customer get done? (functional, social, need to be satisfied)	• •
Gains	Which benefits your customer will expect? (Outcomes, savings, is he satisfied by existing solutions?)	•

Pains	Which negative situations, undesired costs, risks the customer could experience while the job is done	•
Product and services	List the product / services your value proposition in built up	•
Gain creators	Describe how your product create customer gains	•
Pain relievers	Describe how your product alleviate customers pains	•



5. Value ecosystem

Describe which are the actors involved in the development, commercialisation, and usage of the product

Leader of the action:

Stakeholder	Description / role
Suppliers	•
Partners	•
Paying customers	•
End users (if are not the paying customers)	•
Others (specify)	•

6. Product – market fit (Business model canvas)

Complete the business model canvas for the Action

9. Competitive Landscape

Competitor ___/ similar initiatives	Description	Benchmark product with

Specify in brief which are the source of competitive advantage of product with respect to the principal competitors:

10. Business viability and pricing scheme

Customers acquisition

Define the marketing strategy, refer to the AARRR funnel:

Acquisition	<i>How do you reach customers?</i>	
Activation	<i>How do customer give you an expression of interest?</i>	
Retention	<i>How do you keep the customer engaged?</i>	
Revenue	<i>How do you monetize your work?</i>	
Referral	<i>Does the customer promote the product?</i>	

Potential impacts

Fill the following table referring to social, cultural, environmental and economic impact:

	Social	Cultural	Environmental	Economic
Stakeholders	<u>Positive:</u>	<u>Positive:</u>	<u>Positive:</u>	<u>Positive:</u>
	<u>Negative:</u>	<u>Negative:</u>	<u>Negative:</u>	<u>Negative:</u>

Costs

Describe your cost structure to deliver your promise (FTE, hardware, software, and etc. costs)

During the set up of the Action

	€
Personnel cost (FTE x cost FTE) of the people involved	.

Hardware	•
Software	•
other	•

after the set up of the action

	€
Personnel cost (FTE x cost FTE) of the people involved	•
Hardware	•
Software	•
other	•

Pricing strategy

- *How much will you charge for your products? (make a concrete example or a hypothetical scenario)*
- *Are there existing price expectations or limitations?*
- *How do you price your product relative to your competitors?*
- *Is there a way to create a competitive advantage with your pricing model?*

Revenues forecasts

When do you plan to commercialise the product?

Y1 = 202?

Fill the following table making reference to Y1 = first year of commercialisation of the product

	Y1	Y2	Y3
Potential customers			
Expressions of interest			
Sales			

3.4.2 Business Plans of Pilot Sites

1_Crespi d'Adda:

- Action#1 Green and Blue Routes
- Action#3 Developing consciousness of citizens and tourists -Vademecum
- Action#4 Digital Services for Cultural Tourism

2_Anfeh:

- Action#1 Label Made in Anfeh
- Action#2 Designing thematic Visit Paths through multimedia and digital storytelling
- Action#3 Preparation for and first stages of implementation of an Art Residency

3_Fikardou:

- Action#1 Holistic digitization and virtual presentation of Fikardou village (tangible and intangible cultural heritage)
- Action#2 Digitization of cycling/hiking routes and experiences in Fikardou
- Action#3 Designing and setting up a roadmap for the development of a long-term sustainable cooperation around cultural heritage and tourism between Fikardou and Anfeh

4_Coa:

- Action#1 Stone route -Meet COA and Siega Verde
- Action#2 Ambassadors for COA

5_Narva:

- Action#1 Light Installation in the building of Kreenholm Joala factory

- Action#2 Virtual Tour of Kreenholm area
- Action#3 Kreenholm thematic tours with QR codes

6_Tarnowskie Gory

- Action#1 Development of educational paths related to the cultural landscape in Tarnowskie Góry and communes covered by the UNESCO heritage
- Action#2 Integration and information about open-air events and artistic events – the Historic Silver Mine in Tarnowskie Góry and communes covered by the UNESCO heritage
- Action#3 Improving accessibility of tourism infrastructure by enhancing information on cultural attractions, tourism-related sites and their accessibility

7_Trebinje

- Action#1 Small school of gastronomy
- Action#2 Magic of Trebinje Villages
- Action#3 StartArt! Fest

8_ Umgebingeland

- Action#1 Activities in and around the Umgebindehouse
- Action#2 Tri-national Umgebindehouseroad
- Action#3 Umgebingehouse database

9_Via Regia

- Action#1 Creating a holistic tourist offer 'Via Regia: Ostroh'
- Action #2: Dubno town: recovery of fair traditions

- Action #3 Creative Cluster in Derman-Ostroh National Nature Park to strength inclusion of internal refugees in local communities