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EUROPEAN CULTURAL HERITAGE

ENTERPRISE

Policy Paper



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EUROPEAN CULTURAL HERITAGE ENTERPRISE

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CASS

The Centre for Applied Social Sciences (CASS) was established in the University of Tartu in 2007. The fundamental goal of CASS is to offer society high-quality applied research and analyses in social sciences..

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INTRODUCTION

Currently, in the European Union, over 300 000 people are employed in the cultural heritage (CH) sector. It has been estimated that about 90% of jobs will require digital skills in the future (EU2020). Thus, education and training institutions need to adjust to the changing environment and provide training for improving digital skills and knowledge.

This Policy Paper will discuss the key challenges of the field, share the knowledge gained from various project activities, elaborate on the tools and materials developed over the course of the project and provide some policy recommendations based on them.

KEY CHALLENGES IN THE FIELD OF CULTURAL HERITAGE ENTERPRISE

Framing the Scope of the Matter

Cultural Heritage Enterprise is a fragile area that lies in the intersection between entrepreneurship and cultural heritage. Cultural Heritage Enterprise cannot exist with either of those components missing. Therefore, in order to identify something as Cultural Heritage Enterprise, the heritage needs to already exist or it has to be discovered or revitalized. Similarly, a viable business model needs to be applied to the cultural heritage in order to monetize it sustainably. Therefore, traditional means of promoting the field and engaging youth in the domain may fall short, because they do not focus on the two preconditions at the same time.

While traditional business development advice is certainly useful in the field of Cultural Heritage Enterprise, it often proves difficult to tie the learnt skills and knowledge to actionable insights in the cultural heritage domain. For example, a concept like outsourcing tends not to be applicable when it comes to products or services that are heavily reliant on local history, culture and raw materials. In some cases, concepts like optimization and streamlining may even be in direct conflict with the desired product or service, because they incentivize trading authenticity for lower costs. Given that cultural heritage products and services rely heavily on emotions and less on rational cost-benefit analysis, such advice may actually affect the business negatively. At the same time, the cultural heritage domain often focuses heavily on the craft and history, but neglects the monetization aspect.

This means that it is difficult to become proficient in Cultural Heritage Enterprise simply by observing and following advice from the two aforementioned domains in isolation. Rather, the methods of instruction should seek to integrate the two fields.

Identifying Viable Business Strategies

Cultural Heritage Enterprise is a field that presents unique opportunities that cannot be found elsewhere, such as one of a kind traditions, but also severely limits the scope of opportunities. Generally speaking, ventures that are dependent on cultural heritage, need to adhere at least to an extent to some standards set by a given cultural domain. For example, traditional food has to remain somewhat traditional in order to qualify as a subject for Cultural Heritage Enterprise and reap the benefits of it in terms of the value proposition for the potential customer. Furthermore, entrepreneurship in the field of cultural heritage demands some existing skills, knowledge or at least tangible heritage in the form of historic architecture or other landmarks. Therefore, an aspiring cultural heritage entrepreneur needs to be able to identify the potential area they could monetize.

Finding a suitable subject for Cultural Heritage Enterprise may prove to be difficult in many instances. Not all geographical areas have historic landmarks and not all people have the necessary skills and knowledge to monetize their intangible cultural heritage. Furthermore, in many cases the most appealing parts of a given culture are already being exploited by larger entities such as museums, tour companies or restaurants.

In some cases, there is still plenty of unutilized cultural heritage that can be monetized, but in other cases, aspiring cultural heritage entrepreneurs should seek ways to compete with more established players in less traditional ways. For example, having a student enterprise can be formulated into a marketing argument. Similarly, a less polished product or service can be pitched as something much more novel, unique and authentic than offerings from large tour companies, museums or restaurants. Finding a viable

business strategy in the domain of cultural heritage may also require innovation, which sets the cultural heritage as a starting point, but adds something more modern or non-traditional on top of that. For example, the food industry lends itself to more relaxed interpretations of cultural heritage. While the dishes may be traditional, the production techniques can reap the benefits of modern machinery.

LESSONS LEARNT OVER THE COURSE OF THE PROJECT INITIATIVES

Training Event “Best Practices of Cultural Heritage Entrepreneurship from Estonia and Beyond”

The project consortium held a week-long Training Event in Tartu from 07.07.2019 to 13.07.2019 that was coordinated by the University of Tartu’s Centre for Applied Social Sciences. The event was a multi-faceted experience focused on sparking new ideas and communicating best practices in the field of Cultural Heritage Enterprise.

Cultural Heritage enterprise is a field that combines elements from culture, history, entrepreneurship and innovation. In order to be successful in it, one needs to excel in its subroutines, but also be able to make tradeoffs between them. Monetizing cultural heritage often requires simplifying it in order to make it more accessible and attractive. At the same time, one needs to know the areas where sacrifices must not be made in order to maintain quality and authenticity. Therefore, it is worthwhile showcasing positive examples of Cultural Heritage Enterprise, but also exploring each individual component in isolation. The overall layout of the training followed this principle. By consulting with the experts of each subfield, we were able to best communicate knowledge and experience of maximum quality. The training covered case studies, interactive workshops, lectures and more.

The Training Event agenda covered a case study of an Estonian Student Enterprise, which developed, designed and produced their own traditional Estonian sweets, with a modern

and premium twist. Representatives of the student company were present at the event to share the lessons they learned over the journey from idea to final product. They also explained the broader infrastructure that other Student Enterprises can make use of. Since the Student Enterprise network (Junior Achievement) is global, the lessons from this case study can be applied anywhere. The key takeaways from the case study were that firstly, given proper guidance and support infrastructure, every high school student is able to create a functioning and profitable business with very little upfront investment. This is crucial when trying to mobilize young people to start their own enterprises. If their first experience with entrepreneurship is a positive one, it is much more likely that they will also engage in the field later in their life. Secondly, the case study proved that cultural heritage is a field people are not only interested in, but it can also be successfully monetized. The representatives of the company explained that consumers are willing to support products that have their roots in the local culture and are even willing to pay a premium to support young entrepreneurs.

Representatives from the Estonian Unemployment Insurance Fund were also present at the event and gave an overview of the activities they are undertaking to mobilize unemployed youth. The key takeaway from this presentation was that state and local governments can make a significant impact if their resources are pooled into a central body with the sole goal of converting unemployed youth into working professionals or entrepreneurs.

The participants of the event visited the Estonian National Museum where a workshop was given by the Head of Public and Foreign Relations of the museum. The workshop proved that with adequate strategy, national cultural heritage can be successfully monetized, exported and used to attract foreign visitors. The museum demonstrated a high capability in reaching people previously not interested in cultural heritage. At the same time, it became apparent that traditional museums are rather inaccessible for individuals, especially for a target group that is not highly educated and lacks resources. The key takeaway from the workshop was that although government mandated cultural

heritage initiatives can be highly successful, they are not the proper means for mobilizing youth in the field of Cultural Heritage Enterprise. Although, they can function as hubs for generating interest and lobbying for cultural heritage in general, which may have a spillover effect for young cultural heritage entrepreneurs.

The participants also visited the Widget Factory, which is a creative hub situated in Tartu, where dozens of small businesses and restaurants coexist. A local garment studio showcased their design and participants were able to ask questions. Creative hubs like the Widget Factory can function as a meeting point and a source of inspiration for youth interested in the field of cultural heritage enterprise.

The most in-depth look at the cultural heritage sector took place when the participants of the Training Event took a field trip to a small Estonian town Viljandi, which is considered to be one of the more important regions in terms of cultural heritage in Estonia. The local Creative Industry Center gave the participants an elaborate tour and presented the activities they were undertaking, as well as demonstrated the infrastructure they have built in cooperation with the local municipality, University of Tartu and private industry. The Viljandi Creative Industry Center was hosting a large-scale training event in regional crafts with participants from all over the world. This served as an important lesson and proved that local culture can be of high interest for foreigners. The participants were able to also take part in a practical metal working workshop, which gave them the first hand experience of what it is like to be mentored. The main takeaway from the field trip was that guidance by experts and proper infrastructure is a crucial part of mobilizing youth in the field of cultural heritage. Since many techniques in crafts require some upfront investment for machinery and materials, a centralized hub, especially when publicly funded and made accessible for all, can be a great starting point for young cultural heritage entrepreneurs. Another point the field trip proved was that the private sector can be interested in supporting creative hubs if they manage to see the long term benefit of their help.

Towards the end of the Training Event, participants paid a visit to the Idea Lab of the University of Tartu where they underwent a practical workshop on turning ideas into reality. Several concepts were explored and tested, including ideation, differentiation and marketing. The Idea Lab shared best practices of engaging youth in the field on entrepreneurship and explained the various activities they were undertaking to promote that. It was a great learning opportunity for all participants and similar hubs can be easily set up in other countries.

Finally the participants toured SPARK Demo, which is an expo of South-Estonian businesses, many of which are focused on cultural heritage products by using local raw materials. The Demo center featured a MakerLab where students, some still in primary school, can freely experiment with crafts and learn about ICT, woodworking and more. The representative of the Demo center explained that many schools regularly visit the MakerLab with students as a part of the curriculum.

Overall, the most common pattern that emerged from many of the places visited during the Training Event was that supporting infrastructure and specialist guidance in the field is the easiest and most profound way to promote young people to engage in the field of Cultural Heritage Enterprise. Such support can be established by volunteer initiatives as well, but government support can further enable youth. Such support networks not only provide tools, equipment and materials, but they often organically develop vast knowledge and skill bases, foster entrepreneurial thinking and form social networks of like-minded people. If such support infrastructure is in place, it becomes very easy to kickstart a business.

Multiplier Events

The ECHE project realized 3 Multiplier Events:

E1 "Lets be the architect of our lives" in Cyprus

E2 "Become a cultural heritage entrepreneur" in Italy

E3 "The meeting point of cultural heritage entrepreneurship" in Greece

The main aim of the events was to disseminate the results of the project in order to facilitate a dialogue, a learning experience among target groups on the project with the support of innovative tools, to give a faster method to tap into professional world, to get news and info that matter for the professional day, a daily brief on what's happening in your network, and a quick way to reach out and keep in touch.

Specifically, they was use to disseminate the Intellectual Outputs of the project:

- GAME Be the architect of your life
- ECHE MOB APP
- POLICY PAPER – LESSONS LEARNED AND USAGE GUIDELINES

The multiplier events involved more than 90 local participants invited by the partnership.

National institutions, regional and local authorities, schools, teachers, civil society organizations, media and social networks was invite to contribute actively to engaging them in a constructive dialogue with the partnership.

The partners was present via skype at the multiplier events in order to present in detail all the implementation phases of the IOs and to initiate a knowledge of the social fabric of the host organization and stakeholders, increase the impact of the event through the transnationality of the participants.

The events were public and consisted of the presentation of the IOs together with all related activities, up to that time and will be accompanied by an appropriate promotional campaign that will be developed through the channels described in the dissemination plan (for example, press conferences or releases in local media, etc.) and a final evaluation of the impact produced.

The aim of this Multiplier event is to:

- Increase awareness and promote on the intellectual outputs of the project to engage more persons and to learn more on the subject
- To help participants understand the importance of entrepreneurship in the cultural sector
- Equip participants with skills on how to use diverse learning activities
- Take stock of the feedback and observation from the participants with sessions of questions and a questionnaire to be provided;
- Identify the priorities for further strengthening of the results given the current existing needs and the achievements.
- Provide conditions for the exploitation and use of the project result.
- Empower participants how to help youth and youths with fewer opportunities or of foreign background.

ACTIONABLE TOOLS DEVELOPED OVER THE COURSE OF THE PROJECT

All of the following tools and materials are free to use and can be implemented in schools or youth centers. They can be utilized to generate interest in the CHE field and explain the core concepts.

Interactive Game “Be the Architect of Your Life”

The project partners designed an online game with the goal of making learning about Cultural Heritage Enterprise an interactive and fun experience. The game features

multiple levels in which a player-controlled character has to explore their surroundings, collect hints about various topics related to Cultural Heritage Enterprise and answer questions correctly to advance to further levels of the game. The game can be found at:

<https://eche.erasmus.site/game/>.



Figure 1: Screenshot of the game

Mobile Application

Considering the ambitious goals of our project and the desire that the achievement of these can reach a large number of people, it seemed natural to think of an IO that is easy to access and use especially for young people.

Hence the idea of developing a mobile application.

ECHE Mob App has been designed in order to bring innovative elements to a large number of people, because a mobile app is easy to use, allows the user to access

content, save preferences, share on social networks and perform actions with a simple click.

ECHE Mob App is a candidate to be a vehicle for the dissemination of educational contents in the field of Cultural Heritage entrepreneurship. The online app will also include the following features:

- compiles and provide information on upcoming trainings in the area
- current updates of local events, related to the project happening around the areas where the partners work

The IO be structured in 4 main sections:

1. ECHE area
2. Youth workers area
3. Youth Area
4. Area Stakeholders

1. It contain an overview of the project.

By accessing this area it is possible to view information on the project, on the partners, on the scheduled events organized by the partnership and number, it is possible to view or download all the tangible results of the project.

Thanks to this area every user is able to understand the essence of the project and its usefulness.

2. This is a formative and informative section, addressed to the Youth workers that allow them to access OER open educational resources.

It is divided into 3 macro areas:

- how to relate with young people. Thanks to this area the YW have the opportunity to learn techniques, methodologies and tools useful for working with young people,

especially unemployed young people in order to improve, update and exchange good practices of approach to young people.

- technical skills. The YW explore issues related to new ICT tools, communication techniques, business development in the cultural field, in order to acquire transferable skills to the young people they work with.

- information on issues addressed in the project. It is possible to view for example links, institutional links, articles, connection with ECHE GAME in order to update and inform about all news of the sector and with the ambition to become a useful working tool for YW and to test the acquired skills.

3. This is a formative and informative section, addressed to the Youth that allow them to access OER open educational resources.

It is divided into 3 macro areas:

- reactivation of youth. Here young people find informative materials, coaching paths and testimonies useful to activate paths of exit from discomfort situations.

- technical skills. In this area users will find all the specific technical knowledge and tools in ICT and business development in the cultural sector, useful for entering the labor market.

- information on issues addressed in the project. It is possible to view for example links, institutional links, articles, connection with ECHE GAME in order to update and inform on all the news of the sector and with the ambition to become a window on the CHE sector useful for Youth and to test the competences acquired.

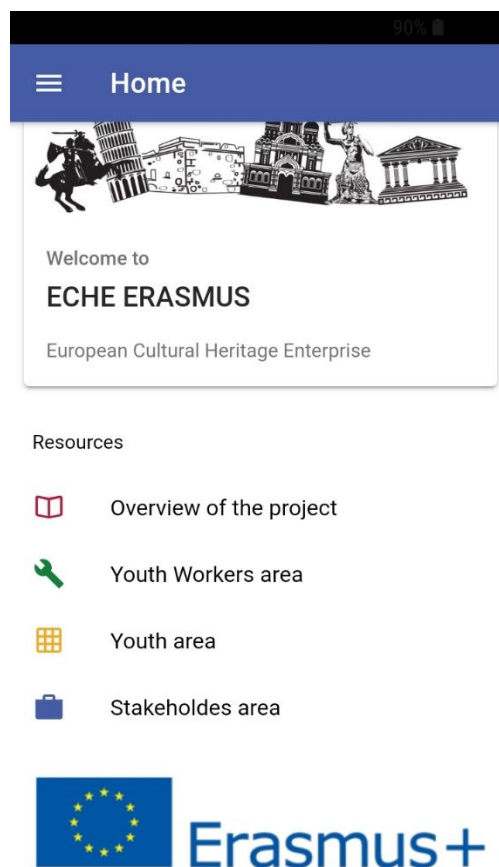
4. This is an informative section, addressed to the stakeholders of all the territorial levels that will allow them to access information about issues addressed in the project. The APP allow you to download information freely.

It consist of a blog where stakeholders have the opportunity to compare, get information and exchange good practices on how to integrate, help and support unemployed young people, how to enhance their territory and support youth cultural entrepreneurship. The partnership collect this material to implement the IO2.

All the materials loaded on the app are of various types: eg texts, videos, interviews, role plays, quizzes etc.

The choice to use a mobile app to transmit the objectives and results of the project, it arises from the potential of transferability and diffusion that it contains in itself.

Each partner will have access to update their information on mob app aim is to share resources and information.



Internet Safety Checklist

The Internet Safety Checklist combines 12 useful reminders for maintaining privacy and safety when working online. These tips are easy to understand and clear to implement. The Checklist was shared on the project's Facebook page to disseminate it.

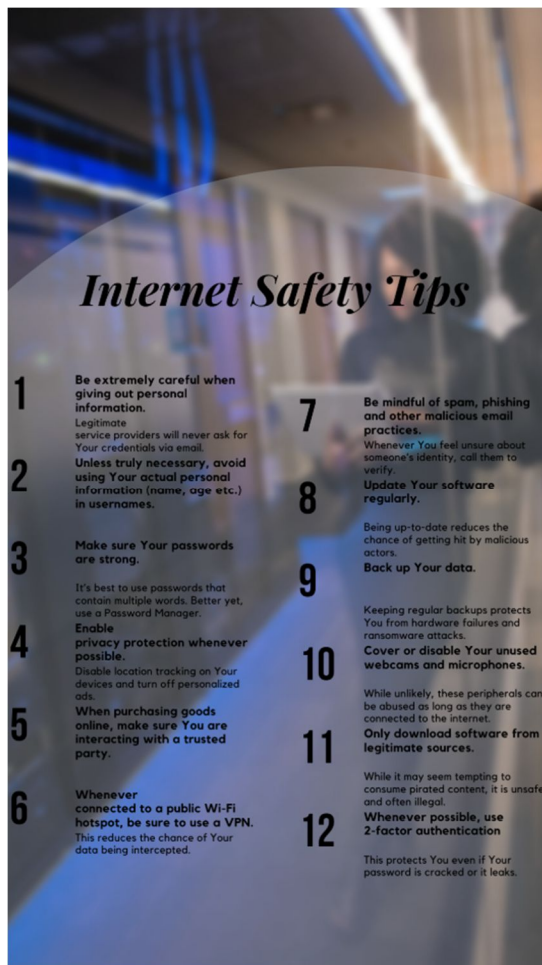


Figure 2: Internet Safety Checklist

E-book

Community Videos

Several videos were produced in which young people shared their perspectives on topics such as "Green Economy" and "World in 2036". The videos can be found at: <https://eche.erasmus.site/results/>.



Figure 3: Video "Green Economy"

FURTHER POLICY RECOMMENDATIONS IN THE FIELD OF CULTURAL HERITAGE ENTERPRISE

Based on the experiences gathered during various project activities, some clear policy recommendations can be outlined:

1. Local and state governments should support the establishment of Creative Hubs, in which young people are able to learn about Cultural Heritage Enterprise, test their ideas and receive adequate mentoring.
 - 1.1. Such facilities should be freely accessible for youth. The establishment of these Hubs should not be viewed as a standalone initiative, but rather as complementing and further developing existing public institutions such as schools, universities and youth centers. By integrating existing public institutions, participants can be attracted organically and cooperation will be more natural.
 - 1.2. Creative Hubs should not only feature experts, materials and equipment, but also serve as promoters of their field in the local area. Training events, Hackathons and MakerLabs could be organized to attract youth and generate interest in the Cultural Heritage Enterprise field.
2. The field of Cultural Heritage Enterprise should be actively integrated with the concept of Student Enterprise.
 - 2.1. Given the relatively high difficulty of generating ideas in the Cultural Heritage space that are unique, attractive and have a potential for making a profit, local stakeholders interested in preservation and revival of Cultural Heritage ought to make an effort to reduce the entry barriers for students' entry into the field. These stakeholders can be local or national pressure groups, trade unions or local or national governments.
 - 2.2. Student Enterprises are a low-cost and low-risk option for experimenting with Cultural Heritage businesses, but in order to be successful, they need adequate mentoring and support from experts.
 - 2.3. The Student Enterprise concept has been developed to great extent all over the world, mostly by the Junior Achievement¹ organization and thus the support

¹ <https://www.juniorachievement.org/web/ja-set-old/home>

networks for fostering student-managed businesses are already in place in most European countries. If that knowledge base would be combined with the field of Cultural Heritage, youth would be more likely to start their Cultural Heritage ventures.

