



VALORIZATION STRATEGY

D.T1.4.2

(WP T1, ACTIVITY A.T1.4)

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INDEX

1. Introduction: Conditions for making ICH an asset for regional development
2. Strategies for Valorizing ICH
3. Resourcing for ICH
4. Financing models for ICH
5. Marketing Tools / Strategies
6. Guideline for setting up processes for making ICH an asset for regional development

Annexes

- Crowdfunding as financing model for ICH (PP13)
- Best practices of financing ICH (PP8)
- Benchmarking report/ Financing models for ICH (PP3)



1. Introduction: Conditions for making ICH an asset for regional development

The starting position for developing a valorization strategy ICH with a focus on sustainable financing and marketing concepts is to understand ICH in its specific regional or even local context. Moreover, the people, who are the bearers of ICH, must be taken prominently into account. This includes a closer look not only into isolated financing models but also into the variety of cultural traditions in a broad range from oral traditions and expressions, performing arts, social practices, rituals and festive events, knowledge and practices concerning nature and universe to traditional craftsmanship. Each ICH is particular in respect to know-how, mastery and expertise, which are the core to be maintained. Once the knowledge is lost, money cannot bring it back. Financial models need to start with an analyses of sustainability issues rather than with the implementation of tools. Moreover, the project has come to speak about resourcing ICH rather than financing, because of the non-monetary investments into ICH by volunteering, by providing spaces or and material resources, by considering it in the routines of public administrative or private organisational work have turned out to be at least as important as monetary finances for the local sustainable development in CE regions.

Unfortunately, there is no secret recipe or a standard model, which can easily be adapted for resourcing and financing ICH in every region and for every type of ICH. The conditions are particular and manifold, because ICH is not a commodity as others are. ICH is highly interconnected with people and groups, embedded in historical grown social contexts and entangled with the local environmental circumstances, thus demand specific, individually knit, financing solutions. A toolbox and a best-practices-collection is therefore a much more appropriate format, which facilitates different approaches and, if connected to the specific regional conditions, can help to foster a regional development under the light of including ICH as an important indicator. Toolbox is meant as a range of different valorization approaches, resourcing and financial models and marketing plans, which are summarized in chapters 2-5.

The strategy with its diverse elements in the toolbox will be continuously developed and needs to be updated continuously when changes occur. There is no final version at this time, the beginning of the project, because the project will learn more models for financing and valorizing ICH while it works with the bearers and citizens together as well with financial actors. An important part of the project is the development of sustainable regional networks of different stakeholders to start exchange and learning processes. This has just the begun.

As a first element Chapter 2 will show strategies focussing important super-ordinate factors, like pointed out in this introduction. In Chapter 3, particularly non-monetary



means of resourcing are shown. Chapters 4 and 5 will sum up relevant financing models and marketing approaches, which can be useful while valorizing ICH sustainable. The last chapter will show a step by step introduction for understanding local characteristic in connection with financial aspects. As sharing experiences, also failures and bad examples, is useful to learn, the best practice research, which was conducted during the WP T1, is attached to the strategy. It will give some examples how to proceed successfully and help to collect further tools. Furthermore, a benchmarking report of existing financial models for ICH by PP3 as well as a detailed elaboration of crowdfunding as financial model for ICH by PP13 (ISN) can be found as annexes.

The strategy is based on - among other things such as the interviews, research and mapping, which have been conducted - inputs and discussions during a 2-day transnational experts workshop in February 2018 in Hamburg. The valuable expertise of Jasmin Vogel, Head of Marketing at the Dortmund U, Dr. Thomas Overdick, Ministry of Culture and Media of the Free and Hanseatic city of Hamburg and Georg Stark, Blaudruckerei Jever (Indigo blue-dying) as well as the contributions to the discussions from all Project Partners and Associated Partners of the ARTISTIC project are to be mentioned beforehand.



2. Strategies for Valorizing ICH

Acknowledging immaterial and symbolic values is an important first step for a sustainable valorization of ICH. The broader the acknowledgement is embedded in the region the better it is for sustainable resourcing of ICH. In general, valorization of ICH may be achieved in different approaches:

Labeling and predicatisation as ICH

For one thing, an official labeling as ICH either through a national association or the UNESCO raises awareness for something, then again it must not be only the naming on an official list, but it can also be a regional commitment to an ICH. Once the region officially understands a practice, craft or so as ICH, the citizens will pay more attention to it, and the people involved with it will feel appreciated and recognized, which might conclude in wider knowledge of the ICH and more support. For example, a letter of intent will help finding regional sponsors. Official labels can be used for advertising and facilitate the visibility of the ICH beyond the local context. Furthermore the label is helpful for building communities of practice and knowledge networks.

(Re)presenting and reappraisal in museums (and other professional and public contexts)

Publicity and presentation in museums as well as gaining of knowledge about the ICH through research and collection of stories and objects will raise more awareness, visibility and continuity in the community and beyond: the ICH is indeed recognized by a larger audience as something conservation-worthy. Moreover, museums do not just simply exhibit ICH, but put in larger contexts, are contact partners for research, for preserving, telling and re-writing the stories connected to the ICH. This will facilitate the relevance of the ICH and maintaining the knowledge for preservation.

Sustainable involvement of different stakeholders

It became quite obvious that networks with actors and stakeholder of different fields are enormously important. In most cases, a basis network already exists of the people who are involved with ICH: ICH bearers, volunteers and citizens, who frequently deal with an ICH or are generally interested in cultural activities. Beyond those actors, other stakeholders should be involved more offensive: political actors and policy makers, scientists and intermediaries, financial operators and businesses. In this way, different perspectives can be captured, interest can be build up as well as relationships among different people but most important to the ICH, its practices and history itself. An identification to the ICH and all connected strings must be established.



3. Resourcing for ICH

The best practice research, the presentations and discussions with the experts as well as the interviews of the project partners showed clearly, that non-monetary means of resourcing matter enormously. Resourcing therefore is not meant as only monetary, but beyond; it includes the often called “soft factors” such as engagement, practice and creativity driven by passion of the people involved with ICH, which are often the basis for ICH. These factors should be guaranteed just the same as stabile financing plans.

Volunteer Work

With a view to the interviews and research that have been conducted, it is quite clear, that volunteer work and personal commitment are the most important factors for maintaining and valorizing ICH. Without the engagement of heart’s blooded people no ICH will be preserved. Therefore, a strategy must include ways to strengthen and foster the voluntary work of citizens and to find ways and to support programs which involve more citizens (in case it is not happening yet). Attached some of the best practices, such as “Schwäbisch-Allemannische Fastnacht”, can be understood and consulted as examples when it comes to including voluntary work; from this example we also can learn that organization structures with strong functionaries may demotivate volunteering practices and endanger people’s identification with the ICH. If voluntary programs are initiated, the time spent by citizens and actors should never be taken for granted. So-called “Helper’s-parties” or the visibility of all people being involved in the process will help to strengthen the connection to the ICH and motivate the volunteers to keep investing time into the ICH.

Time and Space

Recognizing time and money is important also in another respect. “Time is money”, and even if this is just some saying, the recognition of the time is extremely relevant. Beyond volunteers, the provision of time and also of space is extremely important. Places for celebration festivals, for storing costumes or other materials, for meeting and practicing ICH may be more or less costly available. The option for getting holidays for doing ICH volunteer or the possibility to support ICH work to some extend during work time for example in public administrations but also private organizations may be important resources and also a signal of acknowledging ICH as an important issue for the municipality or the region.

Preserving and passing on know how

ICH is understood as living traditions, this must not be forgotten. The process of “doing ICH”, of actually manufacturing and “doing” it, is the essential factor. Therefore, practices and activities are important knowledge. If it is forgotten or lost,



the ICH is dying. Different forms and ways of preserving knowledge can be, like pointed out before, the reconditioning of the ICH in museums and research institutions. On a smaller scale, the documentation by the bearers of the ICH is important and the listening to stories being told by the elderly generations. Passing on the knowledge includes a cross-generational approach: how can the current ICH bearers and younger audiences - potential ICH bearers themselves - be brought together so they can learn from each other? Volunteer programs can be helpful, as well as including schools and kindergarten in ICH related activities. Those important educational institutions should be integrated in ICH cooperation, and thus can be understood as resources for knowledge transfer of ICH related knowledge. Also, interest for ICH is aroused by early childhood experiences through own families, which shows that personal/family relationships play a very important role.

Mastery

Knowledge about ICH ranges from amateurs to experts, but also artists: the larger the basis of amateurs is, the basis for artistic debates rises and therefore receives more visibility, which might lead to more commercial use. On a professional level, know how about the production and performance of ICH is often merged in specific persons. It is helpful to identify those "masters" of an ICH and include them in the regional networks. Their knowledge and mastery is often an important link. Not everyone, who is aware of the importance of safeguarding and valorizing ICH, is an expert of ICH.

Undoing heritage

At the same time, once an ICH is acknowledged and understood as ICH, the risk of commodification occurs. This can happen when the ICH is isolated from its origin (manufacturing) processes and used for tourist purposes only: the bearers of the ICH then are not the beneficiaries but tourist associations or even companies. External marketing might involve the risk to foster the image revaluation of a whole region or town more than the visibility or incomes of the creators or the bearers of an ICH. Commercialized products and staged rooms of production can come to the fore, which is detached from the ICH and its community. Of course, external marketing and commercializing do not necessary entail the risk of commodification, but the greater the gap to the bearers and creators, the greater this risk becomes.



4. Financing models for ICH (by Daniela Adler and Conny Weber)

Existing financing models for ICH have been mapped and researched by all project partners within the Activity A.T1.1 (ICH financing benchmarks). Furthermore, a best practice research has been conducted by PP8/UHAM. As already pointed out in the chapter before, resourcing for ICH goes beyond monetary means and includes important factors such as volunteering, knowledge transfer as well as time spent for ICH. Nonetheless, the question of financing remains.

The attached benchmarking report by PP3/ Vulkanland (Daniela Adler) gives an overview of existing financing models for ICH.

Furthermore, special attention has been paid to crowdfunding as a potential financial model for ICH. The attached detailed elaboration by PP13/ISN (Conny Weber) gives more insight into this.



5. Marketing Tools / Strategies¹

Marketing is often confused with advertisement, an even if good marketing has the effect of advertisement, the intention in the first place is not the same. Marketing in a wider sense must be understood as the engagement of citizens and different actors on a local level. To achieve this goal, the first questions, which must be asked, are: what are the needs of the local community? Who is part of the community? How can a conversation be started? How can you reach the target group? The focus of a marketing campaign, however in turns out to be in detail, should be on interaction of both sides rather than a one-way-communication.

A first step should be the internal clarification about what should be communicated: What is the key message and who will be the voice to reach the target group / community. The mentioned understanding of the structure and the needs of the local community will help to find strategies of communication and moreover to find influencers, which is quite important.

One of the specific characteristics of ICH is that it builds upon local structures, local historic contexts and people. Sometimes, the knowledge about this and the contemporary links are lost or missing. Therefore, it is important to reestablish this connection or, if it is still there, to prioritize it. Marketing is a helpful instrument for this, on condition that it is not understood as advertisement. If the community and the values of the ICH are emphasized, there is a good chance that a sustainable effect can be achieved. Important is also to connect them to more current trends, issues and news and best to make them part of the trends.

Tools and strategies

a) "Traditional" marketing

First of all, printed media are (still) quite important when it comes to marketing: cooperation with local and regional print media for example by organizing press trips or regularly giving interviews can give a personal and emotional insight about the specific ICH and its practices and bearers. The importance of print media campaigns is still existing, furthermore, it strengthens local cooperation.

Local and regional media websites, such as city portals or portals addressing tourists, play an important role in the context of marketing. They have become more important since many citizens do not actually buy printed papers anymore. The visibility on tourist portals can also reach target groups on a non-regional level.

¹ This chapter has been drafted with involvement of Jasmin Vogel, Head of Marketing at the Dortmunder U.



Newsletters spread via email are used in order to directly contact (potentially) interested people and/or keep in touch with them. It is a good tool to inform citizens and tourists about events and new insights and is already used by many ICH bearers.

b) Social Media Marketing

Social Media comes in many different forms and the term goes beyond Facebook and co. It includes blogs, sites, forums and Social Networks, under which Facebook can be listed. The use of Social Media in the context of ICH is still in the development phase: The traditional channels described above are still considered more important, even if the consciousness about the importance and coverage of social media is emerging. An awareness about the importance of storytelling formats is arising - which is best done by social media (see more about storytelling further on in the text, section c.).

Social Media Marketing aims to reach out to audiences via digital tools, such as blogs, Social Networks and so-called Micro Blogging such as Twitter, where a very limited space for the message is given. Different target groups can be reached with different tools, a characteristic for Social Networks is the high number of younger audiences. Therefore, the use of Social Networks works well to reach target groups, which do not react to classical marketing campaigns.

A very important issue about the use of Social Media is maintenance on a regularly basis, which includes layout, but more important content. The communication (like posts and tweets) must be targeted and catchy (knowing that this is a very wide term) and the understanding of the community / target group of stakeholders is a basic prerequisite. Many companies, public institutions, non-profit organisations but also persons of interests have own Social Media teams, who are responsible for the maintenance of the different channels. All this, of course, costs money, which is often tight for ICH bearers and cultural projects. Hence many try to use Social Media Marketing alongside. This can work, but mostly there is not enough time or knowledge to build up a good Social Media campaign. If there is not budget for a professional Social Media manager, strategies could be:

- Focussing on one or maybe two channels instead of trying to feed all networks half-heartedly.
- As with all other marketing activities, the key message, the target group and community must be identified and clarified.
- Networks and blogs must be kept up-to-date, inputs and posts should appear on a regularly basis. This must not be every day, but weekly the least.

c) Storytelling

Storytelling has become important in the context of digital as well as print marketing in the past years. Basic line is to develop a story related to the key message AND the



target group, so the connection can be established already during the consumption of the marketing. The audience is integrated in the story and can easier feel related to the product/event/process. The existing stories can be made visible via different voices (Polyphony). Requirements of a storytelling development are a concrete strategy of the content (what is the story?) and an implementation of a content management (workflows, storylines, production for different channels and platforms).

Guideline for developing a specific marketing strategy for local ICH

- User centred approach
 - Identification of the community: target group, stakeholders, influencer, persons responsible (latter should be trained in the specific marketing tools)
 - Change of perspective: not only my view of things is important but also the perspective of the community
 - Development with the community rather than for the community
 - Prototyping: developing a plan for a small scale project / idea will help to understand the different steps. If it works, it can be used on a larger scale
- Central questions
 - What is the solution of the problem?
 - Who is the voice (about this story)?
 - What is the key message?
 - What could be challenges?
 - Implementation of the contents and storytelling strategy
 - Timeline for realisation



6. Guideline for setting up processes for making ICH an asset for regional development

As stressed before, the most important factor for the sustainable valorization of ICH is the identificatory potential, which ICH has for people. This must be taken into account while setting up an individual strategy for each region and every single ICH.

The valorization approaches, resourcing, financial models and marketing plans presented in the chapters before are the basis for the development of the individual strategy. They can be understood as a toolbox - not every tool will function for every ICH. It must be checked, which models and approaches are suitable and efficient. Therefore, every ICH must be analyzed individually to determine which approaches of valorization could be useful. How can new trends and developments be connected to existing knowledge about valorization ICH is another important question, which should be kept in mind. To work with the toolbox, the following 6-point-plan has been developed.

6-point-implementation-plan

1. Identification of regional ICH (see CCC Manual and report of A.T1.1 for more details)
2. State of the Art
 - a. Network: Identification of the bearers and involved people and understanding of the mindset of all involved actors
 - b. Financial and resourcing situation: Identification and analysis of the current financial situation, strength and basis, on which the ICH relies
 - c. Visibility: Examination of the knowledge of the ICH. How well is it established in the region? Do people know about it?
3. Development of an individual strategy of valorization
 - a. Content-based concept
 - b. Strategic collaboration
 - c. Sources of acquisition/financing
 - d. Methods of acquisition and marketing
4. Implementation of the strategy
 - a. Exploration of the feasibility
 - b. Discussion and involvement of the ICH bearers and other actors (such as volunteers)



5. Periodically evaluation and network meetings
 - a. Self-reflection: Which tools were useful - and which are not?
 - b. How can the financing be improved?
 - c. Are all actors involved and how can the collaboration be strengthen?

6. Development of a vision beyond financing
 - a. After the successful financing of the ICH, a common vision is needed in order to continue with the project. Cooperation with museums or other institutions can take the ICH to the next level.

Relevant aspects for PP/mediators when identifying an investment strategy:

- Establishing a connection between the past and the present within the frame of ICH is a chance and a challenge. The ICH needs to stay relevant to people but at the same time modification is to be critically reviewed
- Building tolerance for change of ICH among ICH bearers is important. A mediation between generations is needed and should be covered by the mediators
- Self-reflection should be strategically included: Why should ICH be passed on to a younger generation? One reason could be the spreading of values connected to the ICH
- Sustainability has to be striven for not only economic aspects but can serve as a concept when all pillars - social, environmental and economic - are taken into account
- The most important resource for ICH and its valorization is voluntary work and engagement: peoples heart blood and passion
- The best way to valorize ICH is to promote the community connected to it
- Investors need a reason for investing in ICH: There needs to be a win-win situation for them (understanding economic motivations must be considered in the mentoring system). The challenge is to communicate an idea or strategy that demonstrates reasons and/or benefits for investing
- Regional specificities need to be kept in mind. When discussing tools such as crowdfunding for example, it might only be possible to consider on rather wealthy regions or countries.
- Motivation and conditions of the bearers differ from place to place and from individual to individual. Flexible and pragmatic solutions are needed.
- A network among PPs and the mediators should be established: Sharing ideas, experiences and recommendations.



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