



1191R4

European Cultural Routes
Transferring Experiences,
Sharing Solutions



Mod. 5B-CRT-5

GOOD PRACTICE FORM

*This Good Practice has been documented by CERTESS Partner
and it has been given the reference code*

P7

6A-GP-P7-2

1. GENERAL INFORMATION

1.1. Name of the practice

KIRA – Establishing/Promoting Cultural Tourism in the Heilbronn-Franken region

1.2. Organisation/s carrying out the practice

Culture and Work e.V. (Kultur und Arbeit e.V.)

1.3. Contact person/s

Name of contact person: Dr. Karin Drda-Kuehn
E-mail: kira@kultur-und-arbeit.de

1.4. Location

Country: Germany
Region: Baden-Wuerttemberg
Area: Heilbronn-Franken region (peripheral region)

1.5. Classification according to the component targeted primarily of a route development process (see Application Form, sect. 3.3.2)

- Route identification, reconnaissance and mapping
- Route physical infrastructure
- 2 Promotion of route enterprises and products
- 1 Development of instruments and services (e.g. media, ICTs, other fruition tools such as tourist pass/cards)

If more than one classification type is chosen, please use 1 for primary category, 2 for second category.



1191R4

European Cultural Routes
Transferring Experiences,
Sharing Solutions



Mod. 5B-CRT-5

GOOD PRACTICE FORM

2. DESCRIPTION OF THE PRACTICE

2.1. General definition of the practice

<i>Main activity</i>	<p>KIRA is a cultural tourism network which was founded with the intention to build and establish an efficient interconnection/ interlinking of tourism, culture, economy, administration and tourism affine institutions in the Heilbronn-Franken region in the North of Baden-Wuerttemberg. It is developed by the project's initiator "Kultur und Arbeit e.V." in collaboration with stakeholders of the relevant branches. KIRA is an ongoing project but can be regarded as a new and innovative approach to interlink various representatives from culture, tourism, economy and administration as well as tourists and citizens for the purpose of jointly (not as counterparties but as partners) promoting products and offers in the field of cultural heritage.</p> <p>The project's intention is shaped by the region's cultural touristic potential. KIRA does not intend to simply collect data of cultural offers in the region but aims to transfer the cultural potential of the region into tourism cultural products and services of high quality in close cooperation with local touristic institutions. In this sense, locals are additionally integrated into the project as ambassadors of the region's cultural touristic potential to communicate the newly developed products and services via social web as an appropriate communication medium.</p>
<i>Main objective</i>	<p>In order to promote the cultural tourism in the peripheral Heilbronn-Franken region, the project's main objective is to resolve the isolation of actors of the creative and/or tourism industry and to break down structures of competition or isolation between them. In the long term the exposure of the region's manifold cultural touristic potential is intended by creating new tourism products and services through the inclusion of citizens' and tourist's experiences.</p> <p>In summary, the project could serve as a good practice to the following EU 2020 tourist destination/Cultural Route targets: Development of Public-Private-Partnerships; development of coordinated promotional strategies and brand images; development of co-creation spheres e.g. co-creation of experiences, narratives and dreams (interactive, intangible experiences)</p>

2.2. Time-span

<i>Started on</i>	2011
<i>Completed on</i>	2013
<i>Ongoing</i>	until 2013



2.3. Main objectives of the practice

KIRA centrally aims at the resolution of isolation and structures of competitiveness between actors of cultural tourism in the Heilbronn-Franken region as well as the establishment of multi-stakeholder cooperative working models and structures of partnership. This objective is shaped in order to reach the following accompanied target: the combination of various kinds of knowledge coming from various actors should facilitate the creation of specific multi-optional and experience-orientated offers. Therefore local citizens' knowledge will be integrated - through their qualification as ambassadors only. In addition to this the practice aims to gain market relevance on its concepts and offers through corporate marketing strategies.

2.4. Achieved results

Describe both qualitative and quantitative results of the practice:

Quantitative results

The project has already attracted 150 institutions and establishments that act in the field of culture or tourism. Furthermore a platform was established to promote cultural products and services and to facilitate the exchange between institutions, local people and tourists about cultural offers in the peripheral region of Heilbronn-Franken.

Qualitative results

The project is supported by the state of Baden-Wuerttemberg due to the fact that the state is highly interested in the project results and strategies order to transfer to project to other regions. Additionally, among more than 440 touristic proposals, KIRA was selected by the German Federal Ministry of Economics and Technology' to be a pioneer project in the field of enhancing the tourism in rural areas. The initiative was called 'Tourism Perspectives in Periphery Regions'.

2.5. Partnership

List of partners involved in the practice: The partnerships consists of 150 partners. The partners described below are part of the 'core group' of KIRA (as per October 2012)

Partner 1

<i>Name of Institution</i>	Kultur und Arbeit e.V.
<i>Description</i>	<i>Kultur und Arbeit e.V. is a non-profit organization that offers services for the creative industry. The association supports the qualification of people working in the creative industry and it also provides support in establishing and managing projects on the regional, national and EU level.</i>
<i>Contact Person</i>	<i>Dr. Drda-Kühn</i>
<i>E-Mail:</i>	<i>info@kulurundarbeit.de</i>
<i>Role in the practice</i>	<i>Initiator, lead partner, coordinator of the practice</i>



Partner 2

<i>Name of Institution</i>	Deutschordensmuseums GmbH Bad Mergentheim
<i>Description</i>	The Deutschordensmuseum is a museum located in the city castle of Bad Mergentheim. It is open to the interested public and examines the history of a German medieval order called 'The Order of Brothers of the German House of Saint Mary in Jerusalem'.
<i>Contact Person</i>	
<i>E-Mail:</i>	info@deutschordensmuseum.de
<i>Role in the practice</i>	Partner within the core group

Partner 3

<i>Name of Institution</i>	Glasmuseum Wertheim
<i>Description</i>	The Glasmuseum in Wertheim is a museum led by an association and provides knowledge about the material 'glass', its history, purpose and use.
<i>Contact Person</i>	
<i>E-Mail:</i>	info@glasmuseum-wertheim.de
<i>Role in the practice</i>	Partner within the core group

Partner 4

<i>Name of Institution</i>	Grafschaftsmuseum Wertheim
<i>Description</i>	The Grafschaftsmuseum in Wertheim is a museum to inform about the county of Wertheim, its history and cultural heritage.
<i>Contact Person</i>	
<i>E-Mail:</i>	Grafschaftsmuseum@t-online.de
<i>Role in the practice</i>	Partner within the core group

Partner 5

<i>Name of Institution</i>	Municipality Bad Mergentheim
<i>Description</i>	Tourism agency of the municipality Bad Mergentheim
<i>Contact Person</i>	
<i>E-Mail:</i>	info@bad-mergentheim.de
<i>Role in the practice</i>	Partner within the core group

Partner 6

<i>Name of Institution</i>	Municipality Schwäbisch Hall
<i>Description</i>	Tourism agency of the municipality Schwäbisch Hall



Contact Person

E-Mail:

Role in the practice Partner within the core group

Partner 7

Name of Institution Touristikgemeinschaft HeilbronnerLand e. V.

Description Tourism agency

Contact Person Tanja Seegelke

E-Mail: service@heilbronnerland.de

Role in the practice Partner within the core group

Partner 8

Name of Institution diekulturwirtschaft gmbh

Description Consulting company for creative industries

Contact Person

E-Mail: marschall@kiratour.de

Role in the practice Technical partner

2.6. Target groups

Identify target groups/customers of the practice:

- National authority
- Regional authority
- Local authority
- Private companies (large)
- Private companies (SMEs)
- Chamber of Commerce / Economy
- Regional Innovation Agency
- Financing institution
- Business incubator (*business development agency*)
- Research institution
- University
- Technology transfer institution
- Regional Development Agency (*which means municipalities*)
- Planning institution (*which means municipalities*)
- Educational institution / training centre
- Association (e.g. friends of the theme)
- Employers' association
- Trade union



- Environmental interest group
- Cultural initiative group / organization
- Non Governmental Organisation
- Other interest groups (*provide details*)

- Five tourist groups: 1. Hikers, 2. Bikers, 3. People over 50 years, 4. Families with children, 5. Multi-generation families;
- Churches

2.7. Instruments and services

Describe specific instruments and services I developed in the framework of the practice (i.e. websites, newsletters, catalogues, software, agreements or other regulations, etc.):

When talking about the instruments that are relevant to the KIRA project, it has to be differentiated between those instruments that are used for establishing and running the network and those instruments which are used for creating and promoting services and products.

1. Instruments relevant to the establishment of the network are: promotion of the KIRA project via the social media channels Facebook and Twitter, a newsletter, press articles, or face-to-face direct approaches (e.g. promotion of the project on various events by the project initiators)

Classical methods of communication (especially round tables) are used for keeping the network alive and for bringing various actors together. Face-to-face communication is an essential element of the KIRA project as it was detected that actors from the cultural and tourism sector do seldom cooperate with each other. In most cases there is a lack of mutual understanding especially in regard to the way different actors from different sectors operate in the field of culture, tourism or cultural tourism. To establish a sense of mutual understanding and to be able to exchange ideas face-to-face, the round table sessions are held regularly. New products and services are created during these round table sessions through the exchange of ideas or the assembling of already existing offers.

2. Instruments to promote tourism products

The baseline for promoting products and services within KIRA is a platform called kiratour.de. The platform is a website that informs about cultural offers and the products created within the network. The platform is currently under development. It will contain a cultural calendar which will not only provide information on cultural events. Additionally, it will provide a booking service where e.g. hosts can directly book events and activities for their guests (e.g. print tickets). Furthermore, the platform will be used to promote individual tourism packages. Due to the fact that the initiators of the project identified the cultural tourists' dislike of ready-made tourism packages, there is the idea of offering single modules to tourists in order to allow them to create their own tailor-made package according to individual tourism interest and available time.



3. RESOURCES

3.1. Financial resources

Specify the resources utilized for financing the different stages of the practice:

The initiative gets 66.000 euros funding provided by the Ministry of Rural Affairs and Consumer Protections Baden-Wuerttemberg (Ministerium für ländlichen Raum und Verbraucherschutz Baden-Württemberg). The funding is provided during the project period 2011 till 2013. Other financial support is gained from the partners or comes out of the project itself (e.g. via shared presentations of the project)

Specify the source/s of financing (divided between public and private funds, in % terms):

50% State of Baden-Wuerttemberg
50% partners and project activities

3.2. Human resources

Specify the persons (type & n°) engaged in the practice, including their specialization / background:

1 main coordinator and initiator of the practice, expert on cultural and creative industries
3 tourism agencies
3 operators in the field of cultural tourism (museums)
1 technical expert

3.3. Legal framework

Not yet but the aim is to establish a business model. Some models are already pre-selected and will be discussed within the network.

e.g. any contractual issues concerning copyrights, product or result exploitation rules



4. MONITORING AND EVALUATION

Insert: If the practise has not been assessed yet, please enter NONE:

4.1. Assessment methods and tools

Target values were identified and defined during the conceptual phase of the project. These target values consist of quantified targets e.g. number of institutions involved in the network, number of people attracted by the offers, establishment of a platform. The target values have to be reached within the two years project lifespan.

4.2 Indicators

Specify the qualitative and quantitative indicators used to assess the practice:

- Number of institutions involved in the network;
- Number of people attracted to the platform;
- Establishment of a platform

4.3. Monitoring material available: Yes/No

No

If Yes, please specify

xxx



5. SUCCESS FACTORS / DIFFICULTIES ENCOUNTERED

5.1. Enablers of the practice

List of enablers involved in the practice:

N° 1

<i>Name of Institution</i>	Kultur und Arbeit e.V.
<i>Description</i>	<i>Kultur und Arbeit e.V. is a non-profit organization that offers services for the creative industry. The association supports the qualification of people working in the field of the creative industry and they also provide support in establishing and managing projects on the regional, national and EU level.</i>
<i>Contact Person</i>	<i>Dr. Drda-Kühn</i>
<i>E-Mail:</i>	<i>info@kulurundarbeit.de</i>
<i>Role in the practice</i>	<i>Initiator, lead partner, coordinator of the practice</i>

N° 2

<i>Name of Institution</i>	xxx
<i>Description</i>	xxx
<i>Contact Person</i>	
<i>E-Mail:</i>	xxx
<i>Role in the practice</i>	xxx

5.2. Success Factors of the practice

Describe success factors:

- Establishment of a strong partnership;
- Organisation of face-to-face events for the members of the partnership to facilitate exchange, idea production, product promotion.
- Platform to provide individual, high-quality cultural offers and services (e.g. booking system) invented through the cooperation of various stakeholders.



5.3 Difficulties encountered

Describe difficulties encountered and solutions adopted to overcome them:

The baseline for the KIRA project is the rich cultural heritage landscape that exists in the North of Baden-Wuerttemberg. The main challenge is to bring people from different sectors together and facilitate their cooperation. Due to the fact that the region is very large and the partners work in rural/peripheral areas, the main challenge was to select a meeting place that is easily reachable for all the 150 partners. Therefore, different meeting places were chosen. Furthermore during every meeting event, an expert speaker, who is not a member of the network, is invited to give a presentation on a relevant topic about the cultural tourism industry in order to attract the KIRA network partners to participate in the meetings regularly and gain inspiration.

6. INNOVATION AND OTHER SUCCESS FACTORS

Assess the innovation and other success factors according to the effect they have had or may have on the region or the group of the stakeholders:

- The partnership itself is the main success factor within the project. In the past, there was no cooperation within the region between businesses, cultural or tourism operators and there was no mutual understanding of how different institutions work in the field of cultural tourism.

6.1. Innovative content of the practice

Specify additional information useful to justify the practice under review as innovative, compared to similar route planning and implementation practices:

- Innovative products are created during the partnership meetings and promoted via the platform. The most innovative service will be the service of tailor-made tourism packages instead of just offering ready-made tourism packages.

Describe the innovation content in relation to one or more of the following :

<i>Process:</i>	Cooperation of various stakeholders in the field of cultural tourism coming from different sectors
<i>Product:</i>	Tailor-made packages
<i>Result:</i>	
<i>Partnership:</i>	currently 150 institutions coming from various sectors (public, private, small and large businesses, associations etc.)
<i>Other (indicate):</i>	xxx



1191R4

European Cultural Routes
Transferring Experiences,
Sharing Solutions



Mod. 5B-CRT-5

GOOD PRACTICE FORM

6.2 Excellence of the practice

Specify additional information useful to justify the excellence of this practice being potentially selected as a best practice/practice of excellence:

According to our expert, it is a wide-spread problem that various actors in the field of cultural tourism do not work together or cooperate with other. The project initiator herself is committed to be the first project that facilitates the exchange and cooperation between different actors.

6.3 Influence on development of cultural route in the area and regional development at large

Specify the influence exerted by the practice on the development of cultural route in the area and on the regional development at large

The project does not intend to develop a cultural route or have an influence on regional development strategies. But it aims to create a strong partnership in order to change the cultural tourism landscape. The idea of establishing such a network can also be fruitful to CERTESS. Furthermore the experiences coming out of the KIRA project (e.g. that cultural tourists dislike ready-made packages) are also valuable for establishing a strategy on the cultural routes' promotion and the creation of tourism products along these routes.

6.4. Profitability of the practice

Specify returns, generated revenue, other results as applicable:

The strength of the project is the idea to create a strong partnership by involving various institutions coming from various sectors and including citizens as ambassadors for the region and their particularities.

Therefore the project contributes to the following points:

- Creation of a strong partnership of various regional stakeholders
- Starting and sharing a discussion the region's cultural heritage
- Strengthening contacts between public authorities and local enterprises
- Enhancement of the promotion of the Heilbronn-Franken region not only as a tourism destination but as a destination full of cultural varieties.
- Utilizing citizens potential as the best promoters for the region



7. TRANSFERABILITY & SUSTAINABILITY

7.1. Transferable activities and features

The idea of creating a network and having face-to-face workshops in order to invent new products or assemble already existing offers is transferable.

7.2. Conditions required for the practice to be developed in other contexts

The idea has to be promoted through various channels in order to reach a large amount of different actors working in the field of cultural tourism. To involve a wide range of actors, a common language has to be used. The transnational transfer might therefore be restricted.

7.3. Previous transfer experience (if the practice has been transferred already to another context)

No

7.4. Other information

List articles, press notes, links to available information:

- Kira tour selected as best practice: http://www.tourismus-fuers-land.de/Downloads/Steckbriefe/DRV_BestPractice_KIRA.pdf
- Other media articles available on <http://kiratour.de/pressebeitrage-zu-kira/>

Specify any achieved public recognition of the practice:

The experience shows that besides the obvious cultural and tourism actors, people who will normally not be associated with cultural tourism want to join the partnership as well (e.g. association of farmers who provide overnight stays for families).

7.5. Sustainability

Specify factors which can make the practice sustainable:

- Transfer of the project into a business model
- Strong partnership that offers and creates a sense of mutual understanding and identification

Compiled by KIT, P7

The report was written by:

Götz, C.

Karlsruhe Institute of Technology, Institute of Technology Assessment and Systems Analysis (ITAS)

Revision	Date		Page
2	10.09.2012		12