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# LOCAL TRAINING PLAN FOR HISTORICAL SITES MANAGEMENT

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D.T2.2.2 - PP3/RRA LUR

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Culturemaker Institute, Ljubljana, 18 May 2018



**Training Programme for public administration representatives, managers in the field of cultural and creative industries, representatives of the pilot project's manager within the Forget Heritage project**

Session number:	1
Title of a training session:	<b>Renovation and revitalisation of cultural heritage sites 1</b>
Trainers:	Jerneja Batič
Duration:	4 hours
Date(s) of training session:	13.6.2018 (10:00-14:00)
Venue (address):	Švicarija Creative Centre, ground floor atelier, Pod turnom 4, Ljubljana;
Methods and training tools will be used:	Guided tour of an example of best practices and lecture (presentation of best practices, familiarisation with core terms and processes of development); discussion
Type of participants (for whom)	
Public administration:	yes
CCI operators:	yes
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b></p> <p>Training will begin by a tour of the recently revitalised Švicarija building in Ljubljana, which functions as a residential centre for visual artists. The tour will be followed by a lecture, where the mentor will present concrete problems and challenges facing both the public administration staff as well as current and future historic site managers. She will discuss the process of initialising renovations and revitalisations of historic sites and their starting points (a step by step description). Participants will learn the importance of collaborating with key institutions (Institute for the Protection of Cultural Heritage of Slovenia, Ministry of Culture, Department of Urbanism...) for a successful renovation and revitalisation project and why it is necessary to develop the architectural and programming scheme of the renovation concurrently. Participants will then learn about the main sources of financing renovations and the balance between financial and human resources for a sustainable project.</p> <p>They will also learn how to deal with administrative and financial hurdles that are bound to come up in every</p>



	<p>process of renovation and revitalisation. The training will conclude with a discussion where participants will be able to address concrete professional challenges.</p> <p><b>Planned goals and outcomes of the training:</b> Ameliorate:</p> <ul style="list-style-type: none"> <li>- <b>competences:</b> insight into the complex process of renovation and the project's evolution, ability for early acquirement of stakeholders and public administration staff that deals in cultural heritage; a clear view of cost and duration of renovations; the understanding of links between renovation and revitalisation</li> <li>- <b>skills:</b> practical knowledge linked to renovating and revitalising historic sites</li> </ul>
<p>Additional comments (non-obligatory):</p>	<p>Up to 20 participants. Desired attendance of both training sessions by Jerneja Batič.</p>



Session number:	2
Title of a training session:	<b>Renovation and revitalisation of cultural heritage sites 2</b>
Trainers:	Jerneja Batič
Duration:	4 hours
Date(s) of training session:	20.6.2018 (10:00-14:00)
Venue (address):	Vila Zlatica building, Cesta 27. aprila 47, Rožna dolina, Ljubljana (visit), Švicarija Creative Centre, ground floor atelier, Pod turnom 4, Ljubljana (training)
Methods and training tools will be used:	guided tour of an example of a planned renovation (presentation of practice and simulation of practical process execution); discussion
Type of participants (for whom)	
Public administration:	yes
CCI operators:	yes
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b></p> <p>The tour and training session are a continuation of the first part of the <i>Renovation and revitalisation of cultural heritage sites</i> training. Participants will meet the mentor at Vila Zlatica at 10:00 and observe an example of a project in development - a building in the early stages of renovation. The mentor will present the project's developmental trajectory, the foreseen issues and problems of the revitalisation process. After the tour, participants will walk to the Švicarija Culture Centre in Tivoli, where they will test their newly acquired skills from both parts of the <i>Renovation and revitalisation of cultural heritage sites</i> training during a guided practical workshop. They will be acquainted with the newest trends of historic site renewals, get to know the pros and cons of the statutory framework and regulations and learn of ways to navigate their professional project within these ramifications.</p> <p><b>Planned goals and outcomes of the training:</b></p> <p>- <b>competences:</b> insight into the complex process of renovation and the projects evolution, ability for early acquirement of stakeholders and public administration staff that deals in cultural heritage; a clear view of cost</p>



	and duration of renovations; the understanding of links between renovation and revitalisation - <b>skills:</b> practical knowledge linked to renovating and revitalising historic sites
Additional comments (non-obligatory):	Largest possible number of participants: 20. Desired attendance of both training sessions by Jerneja Batič. Participants should present a concrete project they are working on or would wish to work on.



Session number:	3
Title of a training session:	<b>From a cultural project to a tourist experience</b>
Trainers:	Neja Petek
Duration:	4 hours
Date(s) of training session:	19.6.2018 (9:00-13:00)
Venue (address):	Ljubljana Town Hall, Red hall (1 <sup>st</sup> floor), Mestni trg 1, Ljubljana
Methods and training tools will be used:	Interactive training session with a frontal presentation of professional starting points and a moderated practical workshop.
Type of participants (for whom)	
Public administration:	yes
CCI operators:	yes
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b></p> <p>The training session <i>From a cultural project to a tourist experience</i> will teach participants key knowledge related to the development and marketing of cultural tourism and its products. They will get to know the methodology of creating cultural tourist services in relation to historic and contemporary significance and roles of cultural heritage sites in the local environment.</p> <p>In the first part of the training, participants will get to know the workings of cultural tourism and the requirements for it to be considered as such.</p> <p>In the second part, they will familiarise themselves with the process of valorisation of cultural heritage in tourism and when cultural heritage is considered accessible to both local and foreign tourists. Participants will get acquainted with the process of managing tourist visits with appropriate frequency, informational architecture, creating experiences, accompanying cultural tourist amenities and promotion. We will discuss innovation in the field of tourist products and developing partner networks of a product that upgrades content into actual tourist services, capable of competing on the market.</p> <p>We will then consider the interpretation of cultural heritage. Participants will learn to think in a creative way,</p>



outside the box. Contemporary interpretation relies heavily on attractive, innovative content with a story, crafted around the cultural heritage site and its programme. How can we craft a cultural tourist experience through our own channels of communication and marketing and how to fulfil a visitor's expectations? In the third part of the training session, participants will get to see the viewpoint of tourists coming to Slovenia - their motivations and wants related to cultural tourist experiences. On the basis of the acquired knowledge they will try themselves out by creating concrete cultural tourist products and services in teams.

**Planned goals and outcomes of the training:**

- **competences:** including cultural tourist thinking and acting into managing and developing cultural heritage sites; strategic planning and developing cultural tourist services and products; communicational activities (specifics of tourist interpretation, promotion and marketing); including heritage in the local tourist services; recognising and developing target audiences; having a clear image of the strengths and weaknesses of cultural tourist products/services
- **skills:** practical knowledge related to managing, operating and developing cultural heritage sites in the context of cultural tourism (for example, creating, storytelling and expanding the cultural tourism vision; preparing a strategic plan for the development of a cultural tourist product, how its communicated and interpreted etc.)

Additional comments (non-obligatory):

Maximum number of participants: 20



**Training Programme for managers in the field of cultural and creative industries, representatives of the pilot project's manager within the Forget Heritage project**

Session number:	4
Title of a training session:	<b>Design thinking</b>
Trainers:	Mojca Mihailovič - Škrinjar (AD HOC poslovna podpora)
Duration:	4 hours
Date(s) of training session:	5.6.2018 (9:00-13:00)
Venue (address):	Ljubljana Town Hall, Red hall (1 <sup>st</sup> floor), Mestni trg 1, Ljubljana
Methods and training tools will be used:	workshop (basic terms, presentation of examples of best practices, practical demonstration of processes)
Type of participants (for whom)	
Public administration:	
CCI operators:	yes
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b></p> <p>Design thinking is a strategic tool for discovering users' needs, developing market opportunities, developing new business models, visualising strategies and lessening risk factors, which greatly ameliorate operating results. Considering today's fast-paced changes, developments and disruptions on the market, the ability to redefine problems, discover new opportunities and ensure creative solutions is a business must, not just a way to stand out on the market.</p> <p>The workshop is an introduction to design thinking. Through concrete experience, by using the method on a simple example, we will showcase the design thinking process in five steps: empathy, problem definition, ideation, prototyping and testing.</p> <p><b>Planned goals and outcomes of the training:</b></p> <p>The specific goal of the workshop is learning about the process of design thinking on a concrete example, using both a theoretical and practical approach, as well as the</p>



	<p>individual participants' creativity.</p> <p>Participants will get acquainted with new terminology, a new way of thinking, new tools and methods.</p> <p>Participants will learn:</p> <ol style="list-style-type: none"><li>1. the process of design thinking</li><li>2. the importance of collaboration with problem solving</li><li>3. why design thinking is essential in the modern world</li><li>4. how to use it</li><li>5. what are the ways in which to use design thinking as a strategy for developing new products and services</li></ol>
Additional comments (non-obligatory):	Up to 20 participants



Session number:	5
Title of a training session:	<b>Business model canvas</b>
Trainers:	Mojca Mihailovič - Škrinjar (AD HOC poslovna podpora)
Duration:	4 hours
Date(s) of training session:	8.6.2018 (9:00-13:00)
Venue (address):	Ljubljana Town Hall, Red hall (1 <sup>st</sup> floor), Mestni trg 1, Ljubljana
Methods and training tools will be used:	workshop (basic terms, presentation of examples of best practices, practical demonstration of processes)
Type of participants (for whom)	
Public administration:	
CCI operators:	yes
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b> The business model canvas is a contemporary business plan where the business first defines, as the core model of its operations, the value it offers, then segments its users, defines its relationships with clients, distribution channels and income sources, as well as its key activities, sources, partners and cost structure.</p> <p>The business model describes a way in which an organisation creates, ensures and covers the product value or services it offers. It encompasses four main areas of operations: clients/users, products/services, infrastructure and financial capacity.</p> <p><b>Planned goals and outcomes of the training:</b> Participants will learn about the 9 cornerstones of a business model: client segmentation, offering value, sales channels, client relations, income streams, key sources, key activities, key partnerships and cost structure.</p> <p>Participants will learn:</p> <ul style="list-style-type: none"> <li>• how to use new terminology</li> <li>• how to define different segments of clients and sets of products or services that form the value of a company's offer; define how companies reach</li> </ul>



their clients and communicate with them, define client relations; define income sources - which services customers are willing to pay for, why and how; which activities the company must perform to produce value to the customer; how to define key partners for executing their operational processes; how to define operational costs according to certain models

- how to construct a simple business plan

Additional comments (non-obligatory):

Up to 20 participants



Session number:	6
Title of a training session:	<b>Consultation - Business model canvas</b>
Trainers:	Mojca Mihailovič - Škrinjar (AD HOC poslovna podpora)
Duration:	4 hours
Date(s) of training session:	between 4.6. and 20.6. 2018
Venue (address):	Vodnik Homestead
Methods and training tools will be used:	Consultation on the topic of the business model canvas and design thinking
Type of participants (for whom)	
Public administration:	
CCI operators:	
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b> individual (one on one) consultation and coaching with a concrete implementation of design thinking and forming a business model</p> <p><b>Planned goals and outcomes of the consultation:</b> business model enhancement</p>
Comments	



Session number:	7
Title of a training session:	<b>Past for future: challenges and opportunities of EU financing of cultural heritage</b>
Trainers:	Mateja Lazar and Maša Ekar
Duration:	5 hours
Date(s) of training session:	7. 6. 2018 (9:00-14:00)
Venue (address):	Ljubljana Town Hall, Red hall (1 <sup>st</sup> floor), Mestni trg 1, Ljubljana
Methods and training tools will be used:	Lecture (with presentations of examples of best practices) and practical workshop (team work using the "Učinek+" matrix)
Type of participants (for whom)	
Public administration:	
CCI operators:	yes
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b> The four-part training session is comprised of presentations and a practical workshop:</p> <ol style="list-style-type: none"> <li>1. EU funding basics: the political framework - Why does Europe finance culture?; types of financial mechanisms/EU programmes</li> <li>2. EU programmes suitable for financing activities in the field of cultural heritage: short presentations of concrete EU programmes</li> <li>3. Focus: Creative Europe and cultural heritage - international collaboration in the field of conservation, promotion and amelioration of cultural heritage (90') (possibility of including examples of best practices)</li> </ol> <p>Workshop: from idea to effective project (using the "Učinek+" matrix) (90')</p> <p>Participants will get acquainted with different financial mechanisms of the EU that offer financial support to projects in the field of cultural heritage. What is the key difference between centralised and decentralised mechanisms and which schemes are available to cultural heritage sites and how?</p> <p>Participants will be equipped with concrete and relevant information on the EU's financial mechanisms and informed on both tools and sources that they can use independently after the training. This will eliminate the initial obstacle of most sector representatives: the belief</p>



that EU funding is too complex and complicated. Considering the new EU budget is currently being prepared for the period following the year 2020, participants will receive up-to-date information on the likely development of a new generation of EU programmes. After the training, they will be able to seek out appropriate EU budgetary finance sources, propose a well thought out project idea and (if necessary) a project consortium, developing the idea so that it will be able to address main goals and core priorities of the chosen mechanism (which will lead to a higher success rate of applications). Such a project will have an excellent opportunity for successful execution and will take advantage of the developmental potential of cultural heritage.

*Additional comments (non-obligatory):*

Up to 20 participants.



Session number:	8
Title of a training session:	<b>Entrepreneurial management of cultural heritage - building communities, developing audiences and financing</b>
Trainers:	Frans Brouwer
Duration:	5 hours
Date(s) of training session:	14.6.2018 (13:00-18:00)
Venue (address):	Ljubljana Town Hall, Red hall (1 <sup>st</sup> floor), Mestni trg 1, Ljubljana
Methods and training tools will be used:	Lectures, discussion, team work (examples of best practices), presentations
Type of participants (for whom)	
Public administration:	
CCI operators:	yes
Pilot Managers:	yes
A short description of the training session (objective, scope, planned outcomes):	<p><b>Content:</b> The training will focus on sustainable management of the revitalisation of cultural heritage sites. This implies creativity that leads to innovation, especially in the fields of community building, audience development and financing. The training includes conceptual and methodological support to (potential) managers of historic sites that will consequently be able to create and develop long term sustainable cultural and societal activities. Themes discovered, explained and discussed in group debates will be used in examples of best and worst practices, among them are: sharing values, developing (new) audiences and other stakeholders, managerial models combining the potentials of cultural heritage sites and a new creativity of community building, partnerships, networking, cultural innovation, corporate sponsors, individual support, finding financing sources, fund raising, memberships, relationship management and crowdfunding. A successful implementation of these practices will be illustrated with examples of best and worst practices.</p> <p><b>Planned goals and outcomes of the training:</b> - <b>knowledge:</b> cultural and social capital/values, useful and “non-useful” value, beneficial externalities, cost-benefit analysis, combining cultural heritage real estate with mobile and immaterial cultural heritage, points of</p>



	<p>contact between art and business, public-private partnerships, willingness to pay, willingness to travel, knowledge of best practices, private and public financing</p> <ul style="list-style-type: none"> <li>- <b>skills:</b> managerial skills in the field of community building, developing audiences and fundraising; acquired tools for value distribution and the use of social and cultural innovation.</li> <li>- <b>competences:</b> private and public funding, team building, networking, community and stakeholder management, human resource development, long term planning of public policies with other organisations.</li> </ul> <p>Through these knowledges, skills and competences participants will acquire greater business capabilities by way of conceptual thinking, creativity and readiness for cultural and social activation and collaboration with the public and private sectors.</p>
<p>Additional comments (non-obligatory):</p>	<p>Up to 20 participants (the training will be held in English).</p>



## Mentors

### **Jerneja Batič**

Jerneja Batič is an art historian and ethnologist currently working in the Cultural Department of the City of Ljubljana. She has dedicated the majority of her professional path to the protection of cultural heritage. She instigated the field of promotion of cultural heritage at the Institute for the Protection of Cultural Heritage of Slovenia, as well as an extensive publishing programme. She led the European heritage Days in Slovenia for the first ten years. At the Ministry of Culture, she was head of the movable cultural heritage field and the workings of Slovenian museums. As inspector for cultural heritage, she applied herself both to the implementation of the Convention against Illicit Trafficking in Cultural Property and the Convention on the Protection of the Underwater Cultural Heritage, all the while collaborating on new legislature in the field of the protection of cultural heritage in Slovenia. At the City of Ljubljana, she led the Department of Culture and Research. Recently, she worked on specific projects, such as establishing the Kinodvor City Cinema, revitalising the former Rog and Cukrarna factories, renovating the Švicarija building and establishing its artists' residency centre, the renovation of the Plečnik House, as well as establishing and renovating the Emona Archaeological Park. She is currently heading the renewal of the Vila Zlatica building in Ljubljana.

### **Frans Brouwer**

Frans Brouwer is an educator in the field of business, cultural management and cultural economics, and is the mentor of multiple master's theses at various universities across Europe. He is a recurring guest professor at the University Erasmus in Amsterdam and the Latvian Academy of Culture in Riga. He has held lectures in universities and art schools in Slovenia, Austria, Croatia and the Netherlands. Recently, he established the European Opera Academy, and in 2015 acted as curator at the Christiansfeld Festival. In his research, he studies the history of organ crafting of the 20<sup>th</sup> century.

Frans Brouwer has over thirty years of practical experience in cultural management, art education and cultural entrepreneurship. He was the director of two musical academies, six art festivals in various European countries (including European Capital of Culture Copenhagen 1996) and three musical ensembles. He organised numerous interdisciplinary cultural projects in Europe and around the world (concerts, operas, CD and DVD publishing) and, among other, tackled the questions of cultural heritage and entrepreneurship at the International Organ Festival by linking art and the Dominican Monastery Ptuj. He studied musicology, liturgics and cultural history, and received a doctorate on the latter at the University in Utrecht.

**Maša Ekar** graduated in culturology at the Faculty of Social Sciences at the University of Ljubljana. She is a co-founder of the Motovila Institute, Centre for the Promotion of Cooperation in the Cultural and Creative Sectors (2013) where she also acts as head of administrative and financial affairs of the national information office of the Creative Europe Desk Slovenia (since 2014). She embarked on her professional path in cultural management over ten years ago at the SCCA-Ljubljana Centre for Contemporary Arts as assistant to head of Cultural Contact Point Slovenia, the national information office and the programme EU Culture. At that time, she counselled several cultural operators, co-organised and participated as an educator in numerous public events aimed at the education and training of cultural organisations to facilitate EU funds acquisition.



**Mateja Lazar** graduated in sociology and Italian language and literature at the Faculty of Arts in Ljubljana. Since 2017, she has been a postgraduate MA student of Intercultural Management at the School of Advanced Social Studies in Ljubljana.

She is co-founder and head of the Motovila Institute, Centre for the Promotion of Cooperation in the Cultural and Creative Sectors (since 2013) and head of the national information office of the Creative Europe Desk Slovenia for the EU Creative Europe programme (since 2014). She has been working in the field of culture since 1997 (Open Society Foundation - Slovenia) and works to encourage effectiveness and international collaboration of cultural and creative sectors. Since 2002, she has been working in the field of European collaboration and EU programmes; establishing the Cultural Contact Point Slovenia within the SCCA-Ljubljana Centre for Contemporary Arts, the national information office for the cultural programme EU (Culture 2000 and Culture) acting as head until 2013. During that time, she acted as the creative lead and person responsible for the organisation of just under 100 national and international events with the goal of encouraging European and transnational cooperation and integration of Slovenia's cultural and creative sector.

**Neja Petek** is the founder of the Nea Culpa Tourism Marketing Agency, where she has been acting as creative director and development strategist in promoting Slovenian tourist destinations and products of the tourist economy. After studying French language and political science at the University of Ljubljana, she gained over ten years of experience in the fields of tourism and media as a strategist and communications planner. She has also worked as redactor and editor at the National Television of Slovenia and has spent five years as head of communication and marketing at the Palma tourist agency. She is the author of multiple recognisable communication campaigns and concepts, recognisable both in Slovenia and in select foreign markets, for example the international destination promotion of Egypt and the Red Sea (Egypt in Your Heart) that was awarded at the regional event in tourist marketing Travel Zoom for its original scenario and video production. Neja Petek, together with her team of dedicated colleagues, has transformed the Nea Culpa agency into a specialised partner organisation for the development and marketing of cultural tourism that pioneered a collaboration of key cultural institutions of Ljubljana and Slovenia with the tourist economy. The most visible product of this process is the innovative tourist product Moustache Tour, developed by the Nea Culpa agency as a story of three legendary moustachioed gentlemen in Slovenia, through whom visitors get to know the soul of the capital and the Slovenian character. The catalogue *Cultural Experiences* (Doživetja kulture) for the Slovenian Tourist Board, for which Neja Petek authored both the concept and the text, was awarded second place at the Golden City Gate International Media Festival at the ITB Berlin travel trade show in 2018.

**Mojca Mihailovič - Škrinjar** is an economist with extensive practical experience in the business world. She has worked in international and local trade, advertising, led a small business and worked in design management. She is the founding partner and procurator for the company Kubus Interier. Recently, she has been working in design management and business design with an emphasis on strategic business models, sales and marketing strategies and the organisation of specialised training sessions in the field of design management. In the years 2013-2015 she worked as specialist advisor



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and collaborator in the Competence Centre for Design Management KCDM2.0 in the field of specialist training and validation. As chief of project and process groups she collaborated on two editions of the biennial of design BIO 50 (2014) and BIO 25 (2017) organised by the Museum of Architecture and Design. She has received numerous awards for her work, including the Design Management Value Award by the Design Management Institute Boston, USA (2016) for the project KCDM1.0.