
Adapting Business Model Canvases for Rural Cultural and Natural Heritage

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Abstract:

Across Europe there is increasing recognition of the role that Cultural and Natural Heritage (CNH) can play as a driver for sustainable growth in rural regions suffering from economic, social and environmental challenges. This paper describes how adapting the participative Business Model Canvas (BMC) approach can enhance the potential of CNH to address these challenges.

Six European regional Demonstrators from RURITAGE H2020-project tested this new approach and undertook business model processes to develop tailored solutions to address their challenges and opportunities. This paper includes a description of the adapted CNH BMC framework, INTO development process which applies multi-criteria decision support and portfolio analysis, along with details of Canvases developed.

The CNH Canvas and INTO development process proved to be useful tools to prioritise proposed actions, aimed at becoming replicable and sustainable solutions. The process successfully fostered stakeholder engagement and participation and identified investment needs and opportunities to foster rural regeneration.

Keywords: Cultural and Natural Heritage, Business model Canvas, Engagement, Investments, Rural Regeneration, Model Action, RURITAGE

CURRENT UNDERSTANDING

Across Europe there is an increasing need for recognizing the value and the potential of cultural heritage as a resource for sustainability, growth and enhanced quality of life. CNH is already identified as a driver for new business development in regions across Europe and globally (Gustafsson 2019, Tudorache 2016). This is particularly important in rural areas, which embody outstanding examples of Cultural and Natural Heritage (CEMAT 2010). Rural landscapes account for approximately 95% of the EU territory (Agnoletti 2014), almost 55% of the EU-28 population lives in rural areas or in towns and villages, whilst around 44% of European gross value added (GVA) is created in intermediate and predominantly rural areas (Eurostat 2018).

At the same time, many rural areas suffer from economic, social and environmental challenges, leading to increasing unemployment, civic disengagement, depopulation and marginalization, which in turn results in environmental degradation and loss of cultural, biological and landscape diversity, that also threatens CNH resources [EC 2015]. Many of these rural areas exhibit great CNH economic potential that can be exploited for tackling their socio-economic challenges towards a sustainable regeneration of rural communities. This perspective is relatively new within the European context, stimulated by the evolving definition and of CNH, understanding of its potential role for smart, inclusive and sustainable growth (Dumcke 2013) and the overall role of culture as the fourth pillar of sustainable development (DeLuca et al. 2021, Soini 2013, Sabatini 2019).

However, there is no available Business Modelling approach specifically targeted at CNH to foster investment that can maximise the potential from cultural and natural heritage (CNH) for rural regeneration. Such a Business Model process may be a useful way to capture the economic potential exhibited by Cultural and Natural Heritage. A Business Model describes the rationale of how an organisation creates, delivers, and captures value in economic, social, cultural or other contexts. In its basic format, the purpose and use of the original Business Model Canvas (BMC) is well documented as a tool to capture a visual format of a business centred on the Value Proposition (Osterwalder and Pigneur 2015), and consisting of 4 key elements:

- **Value Proposition:** what does the customer or end-user want?
- **Value Creation:** What is needed to create the value proposition (Key Partners, Activities and Resources)?
- **Value Delivery:** What is needed to deliver the value proposition (Customer relationships, Segments and Channels)?
- **Value Capture:** This includes an analysis of the proposed Cost Structure and Revenue Streams, i.e., how much will it cost to deliver the value proposition and how to generate income from the delivered product or service?

In this way, the BMC generally describes how revenues are derived and ‘profit’ is made from the ‘value proposition’ of a typical business or organisation (Margretta 2002)

The original BMC has since been adapted as a tool to suit a variety of situations aimed at capturing the visual ‘story’ or strategy for a given entity as it aims to deliver value to end users, consumers or stakeholders. Another useful adaptation is the triple-layered sustainable BMC approach by Joyce and Paquin, 2016. This is a tool aimed at exploring sustainability-oriented Business model innovation. It expands the original BMC by adding two new layers:

- an environmental layer based on a lifecycle perspective,
- a social layer based on a stakeholder perspective.

When taken together, the three layers of the business model illustrate more explicitly how an organisation generates multiple types of value for its variety of stakeholders – economic, environmental and social. This visual representation provides a more holistic and integrated view of a business model which also supports creatively innovating towards more sustainable business models and is particularly suited to contexts where this universal approach is becoming increasingly relevant.

In the context of adapting the BMC to CNH scenarios, and specifically, heritage led regeneration, there is some learning from the application of BMCs to related sectors, including nature-based solutions; forestry and water applications (Osterwalder 2004, Joyce et al. 2016, McQuaid et al. 2019), cultural & creative sectors (EENC 2015), galleries, libraries, archives and museums (Cuirea & Filip 2015) and history education (Gonçalves et al, 2013).

The nature of CNH development typically involves multiple stakeholders and interest groups. Engagement of interest groups for a systematic and conceptualized process can be a challenge, especially with the apparent lack of tailored systematic tools, processes and methodologies to achieve this engagement as part of the development process. IN this context, the BMC approach has been shown to be successfully applied to co-creational processes (Abankina 2013, Gonçalves et al, 2013, KL 2010). KL 2010 and Cristian & Filip 2015 also propose a business model for the efficient optimization of the interaction between actors involved in cultural sectors, such as galleries, libraries, archives and museums. The validation of this business model is subject to further analysis and implementation in a real environment. However, systematic approaches are generally lacking on how to create new business models adapted to CNH, to foster investment in rural regeneration. (Cristian & Filip 2015, EENC 2015, Gonçalves et al, 2013).

RESEARCH QUESTION

In the absence of any existing BMC approach tailored for CNH that can also include successful stakeholder engagement, this paper aims to describe how adapting the participative BMC approach can maximise the potential from cultural and natural heritage to foster rural regeneration. The objective is to design a suitable BMC adapted for CNH, test it through implementation in 6 demonstrator regions and analyse the results to get feedback on the CNH creation process and model to answer the following questions:

- Is a BMC adapted to CNH a useful tool as a systematic framework to foster rural regeneration?
- Can relevant stakeholders be actively engaged in a systematic participative process that is useful to help in establishing suitable CNH business models to foster rural regeneration?
- Can the CNH Canvas framework be applied to help prioritise investment opportunities in rural regeneration?

RESEARCH DESIGN

To address the research questions, a systematic approach was taken to developing a suitable business model canvas and development process to meet the needs and challenges of fostering CNH in rural regions. The methodology was divided into three steps: Drafting of a Business Model Canvas Framework adapted to the needs of CNH; design of a suitable methodological process to ensure stakeholder engagement for BMC development and implementation; and the testing of the Canvas and methodological process at 6 Demonstrator regions across Europe. As part of the testing, an evaluation was undertaken of the usefulness and applicability of the approach as a suitable tool, as an enabler for participative engagement, and as a method to prioritise CNH actions as investment opportunities for rural regeneration.

The Adapted Business Model Framework

The starting point for the adapted Business Model Framework for CNH is the original Business Model Canvas developed by Osterwalder and Pigneur, along with an analysis of its application to some related scenarios described above. A combination of these approaches, and a review of specificities of regeneration strategies for Cultural and Natural Heritage identified through the 14 Role Model regions in the RURITAGE project has led to the development of a tailored BMC Framework with the potential to capture the overall strategic planning options for territorial regeneration, as well as for undertaking a Canvas exercise for individual actions that may be selected as part of an overall investment strategy for CNH. This BMC tailored for CNH applications is illustrated in Figure 1, which is divided into 4 key parts as building blocks of the overall business model framework, described below: the Value Proposition; Value Creation (through available Infrastructure and Resources); Value delivery to customers, end users

and beneficiaries and finally Value Capture, leading to business modelling and investment strategies for heritage led regeneration initiatives.

INFRASTRUCTURE & RESOURCES		VALUE PROPOSITION	DELIVERING VALUE	
Key Resources	Key Partners	Needs & Opportunities	Key Activities	Beneficiaries
Governance			Relationships and Channels	
Cost Structure		Capturing Value		
FINANCIAL MODEL / INVESTMENT STRATEGY				

Figure 1. Model of adapted BMC for Cultural and Natural Heritage

Value Proposition: The Value Proposition remains at the centre of the BMC with a focus on the value that can be offered through addressing customer/end-user needs whilst also delivering on the opportunities identified for stakeholder beneficiaries. In the case of heritage-led rural regeneration, the needs and opportunities can be expanded to consider not only economic propositions but also cultural, environmental and social or societal aspects that may be addressed.

The needs and opportunities identified will be specific to a given territory but may be inspired from insight and learnings from other regions. From an analysis of the CNH case studies across Role Models of the RURITAGE project, value propositions included the provision of sustainable solutions, services and/or products, maximizing tourism potential and enhancing visitor experiences, promoting cultural diversity, fostering sustainable food production, developing localized services and promoting social inclusion.

The list of model actions generated through the business model development process may also lead to trade-offs between proposals which can be both positive and negative. This will require further discussion and agreement within the context of the overall objectives of the process to achieve the expected aims.

Value Creation: The next key consideration in the CNH BMC is the availability and application of the necessary infrastructure and resources from which the value sought by customers and beneficiaries can be generated. This is divided into three parts: Key Resources, Key Partners and the Governance model to oversee this value creation. Key Resources relate to specific heritage-led assets concerning cultural, natural and built infrastructure that can form the basis for the specific Value Proposition and, ideally, set it apart as a potential USP. These are combined with other relevant resources, including financial, human and physical aspects, that make up the overall resource scenario that can be integrated and applied towards value creation.

Evidence from the Role Model case studies in this field show that the availability of CNH infrastructure and other resources is not a guarantee of success. Rural regions will not fully benefit from its regeneration potential without the mobilization and participation of Key Partners as a pivotal building block to generate value for beneficiaries. Relevant partners can be wide ranging, including owners, trustees, community interests, local and regional authorities, government, chambers of commerce and industry, NGOs, schools and higher education, investors, private sector interests, the media and others. Of note, partners in various regeneration initiatives may also be key beneficiaries from a value delivery perspective, discussed later.

Governance is introduced at this stage as is an important requisite for ensuring a sustainable and long-term management approach. Given the interdependence between various partners and stakeholders and the relevant resources, there is a need to adopt a good governance model for the management and operation of the heritage-led regeneration activities. These can sometimes be complex with many different partners, beneficiaries and priorities involved therefore it is useful to consider this at an early stage to maximize the potential for long term success. Typical governance issues include organizational structure, engagement and ownership models to be implemented.

Value Delivery: The next part of the CNH BMC concerns actions towards the delivery of the value proposition to users, which encompasses Key Activities, Beneficiaries and Relationships & Channels.

Key Activities are the core of the ‘action’ in terms of deciding how to deliver on the value proposition to address customer needs and capitalise on opportunities identified. Activities may be very focused in nature to deliver specific tasks but may also be more strategic to develop long-term plans for implementation to address a range of needs and opportunities in a structured way. The list of Actions identified from observed Case Studies from Role Model regions may provide a useful starting point for consideration, including product/services development, marketing and promotion, training and education, co-creation with end-users/customers, strategic planning and scenario work towards opportunity identification.

Actions are generally targeted at Key Beneficiaries, which is used here as a wide definition to provide a broad understanding of who may be the target customers and user groups. In the case of CNH and rural regeneration there can be many interested and affected parties, customers, end-users, visitors, community, civic society, and can also include project partners and stakeholders in specific cases. The value proposition and proposed activities should be developed appropriately to meet their varying needs.

The methods of communication and engagement with user-groups and beneficiaries is critical to the success and sustainability of any regeneration project, which generally requires effective collaboration and co-operation that can be achieved through the development and management of appropriate relationships and channels. For heritage-led rural regeneration, awareness creation and inclusion are important at the outset whilst targeted approaches may be required for specific audiences.

Capturing Value: In the original BMC, Capturing Value describes how enterprises derive revenues and make money from their value proposition. In the case of CNH-led rural regeneration, a wider approach is often relevant, reflecting the varied nature of activities, the stakeholders involved and the need for a sustainable approach whilst at the same time encouraging investment opportunities as part of the overall strategy.

The analysis of the Model Actions of Role Model Case Studies, shows that economic value is derived from a range of revenue streams arising from activities, along with investments and other funding that may be available. Of note, for some types of regeneration initiatives, producing substantial direct revenues, at least at the outset, can be challenging, leading to a need to identify other funding sources, including grants, subsidies, donations and other creative resourcing options. This can be the case where there is a predominant public or social good, or an environmental or cultural bias. Therefore, it is important that this type of value is also captured relating to social/societal improvements (Quality of life enhancements, inclusion, integration etc.) along with environmental considerations, including carbon reduction, recycling, resilience, protection and conservation opportunities that may arise. If relevant, such criteria may be used as indicators of Value Capture themselves.

The lessons learnt from the business analysis of Model Actions identifies the need to consider financing solutions and funding for both capital investment as well as operational costs as key parts of the business model. Cost reduction strategies may also be relevant, including the consideration of partnership approaches, volunteerism and other methods of sustainable operations. The combination of these factors will form the basis of an overall Financial Modelling/Investment Strategy, aimed at developing a sustainable model for the proposed action(s). This often requires innovative approaches to satisfy the needs of multiple stakeholders.

Proposed Use of the CNH BMC

The BMC for CNH is designed to be used as a tool to support the planning and implementation of Heritage-led regeneration in rural locations, including:

Strategic Planning: The CNH BMC is a useful first step for individuals or groups to plan the implementation of CNH projects and initiatives. It can help in considering all the basic building blocks to develop a successful long-term and sustainable project.

Stakeholder Engagement: The CNH BMC helps to identify partners or beneficiaries that may be interested in getting involved in the planning and implementation of rural regeneration strategies. It can be a useful tool to present heritage-led regeneration proposals to stakeholders and to get partners acquainted with the key elements of the project methodology. For those following the RURITAGE methodology, it provides participants with experiential opportunities to learn about model actions and creates opportunity for brainstorming new innovative projects and to express diverse stakeholder perspectives and foster mutual understanding.

Investment Strategies for CNH: The CNH BMC addresses the core elements of the overall Business Case to be made in creating value, identifying the capital/investment costs, stakeholders/partners and revenue modelling scenarios. In this regard it can be a useful tool as the first step in identifying how to finance the development of CNH and heritage-led regeneration proposals. Taking an innovative approach, it may throw up creative solutions through the combination of various stakeholders and resources to deliver on the value propositions identified and how to reach the target beneficiaries.

Communication tool: Deriving economic value from CNH is a relatively new concept for some, and may be difficult to explain to stakeholders without the use of easy-to-use and accepted tools. The BMC is an approach that is becoming widely understood by people from many different backgrounds. Therefore, the CNH BMC provides a relatively simple way of communicating what stakeholders want to do and why, who should be involved and how that can be achieved successfully happen.

Table 1. Example of CNH canvas for identification of marketing and communication strategies for the products. Ideas are evaluated with INTO tool and prioritized with core index.

Key Resources	Key Partners	Needs & Opportunities	Key Activities	Beneficiaries
1. Unique features of site’s geology 2. Presence of mineral soil 3. Beekeeping 4. Agricultural products of the localities 5. Local foods 6. Pasture presence and livestock 7. Pine nuts 8. Winemaking	1. Producer cooperatives 2. Universities 3. Local municipalities 4. Local entrepreneurs, especially women 5. Local people 6. Private sector, local entrepreneurs 7. Chambers of Commerce	1. Promote of cotton production & processing 2. Improvement of pasture & herd breeding 3. Improvement of beekeeping activities 4. Presence of geographical indication for certain products 5. Promotion & branding on an international & national scale 6. Solutions to low productivity of products 7. Improvement in production costs	1. Establishment of a research center 2. Promoting & ensuring agricultural production in fertile soils 3. Establishment of pasture management association 4. Encouraging & supporting cooperatives 5. Organizing awareness rising & training activities for local people 6. Development of promotional organizations along with storytelling & branding activities 7. Establishment of crop processing & seed production facilities 8. Establishing the relationship between artisanal activities & local food	1. Local people 2. Producers 3. Local business owners 4. Non-governmental organizations 5. Local municipalities 6. Universities & institutes 7. End consumers; citizens, tourists, visitors 8. Universities & institutes
Governance			Relationships & Channels	
1. Establishment of an institutional structure that will ensure the organization of activities & assume responsibility 2. Establishing a feedback mechanism for monitoring the developments			1. Local and national media channels 2. Social media 3. National and international festivals & fairs 4. Workshops, workshops, periodic meetings 5. International cooperation, communication network	
Cost Structure		Capturing Value		
1. Developing cost structure for marketing tools 2. Development of cost structure for researchers on product & service development & production		1. Protection & sustainability of cultural heritage 2. Increasing the income & welfare of local people 3. Improvement of agricultural & animal husbandry activities 4. Preventing internal migration and ensuring that the young population stays in the field to participate in production		

The Participative Development Process

To ensure the applicability and usefulness of the CNH BMC, a methodological development process was designed that can be adapted to the local situation for its implementation. The development process (Table 2) is a participative creative service design process including both divergent (Idea Development/ Model Actions) and convergent phases (evaluation and decision analysis produces prioritized list of actions). This process is part of the overall Community-based Management and Planning Methodology (CHMP), developed within the RURITAGE project to support demonstrator regions to develop their regeneration strategies and plans, (de Luca et al, 2021), which includes the establishment of Rural Heritage Hubs to foster rural regeneration, Serious Games workshop to create a regional vision amongst stakeholders, undertaking of Participatory Workshops to further mobilise stakeholders and discuss the potential for heritage-led regeneration strategies, undertaking of the Business Model Canvas workshops and development process, followed by further Round Tables and other events to launch and implement the Action Plans and encourage or source investment.

Table 2. The RURITAGE Participative Development Process (deLuca et al, 2021)

Launch of the Hub	Raise awareness about the local area and community benefits in taking part in rural regeneration activities
RURITAGE serious games	Create a vision for the territory; create trust amongst multiple stakeholders
Participatory Workshop	Discuss the overall objective of the heritage-led regeneration strategy. Present practices coming from other territories and select/develop relevant practices for the local communities
Business Model Canvas process	Define innovative business models and understand the feasibility of the proposed actions
Round table	Define roles and responsibilities in the action implementation
Investors' events	Raise additional funds from local/national or EU investors
Launch of the implementation phase	Share the final plan with the whole communities, together with the active stakeholders Disseminate the plan

In the case of participative CNH business model canvas process, the backdrop is the list of 64 Model Actions selected from the Role Model regions in the RURITAGE project that have potential for replication and may be tailored for implementation in the Demonstrator regions (Egusquiza et al, 2021)

This leads to the following 5 steps:

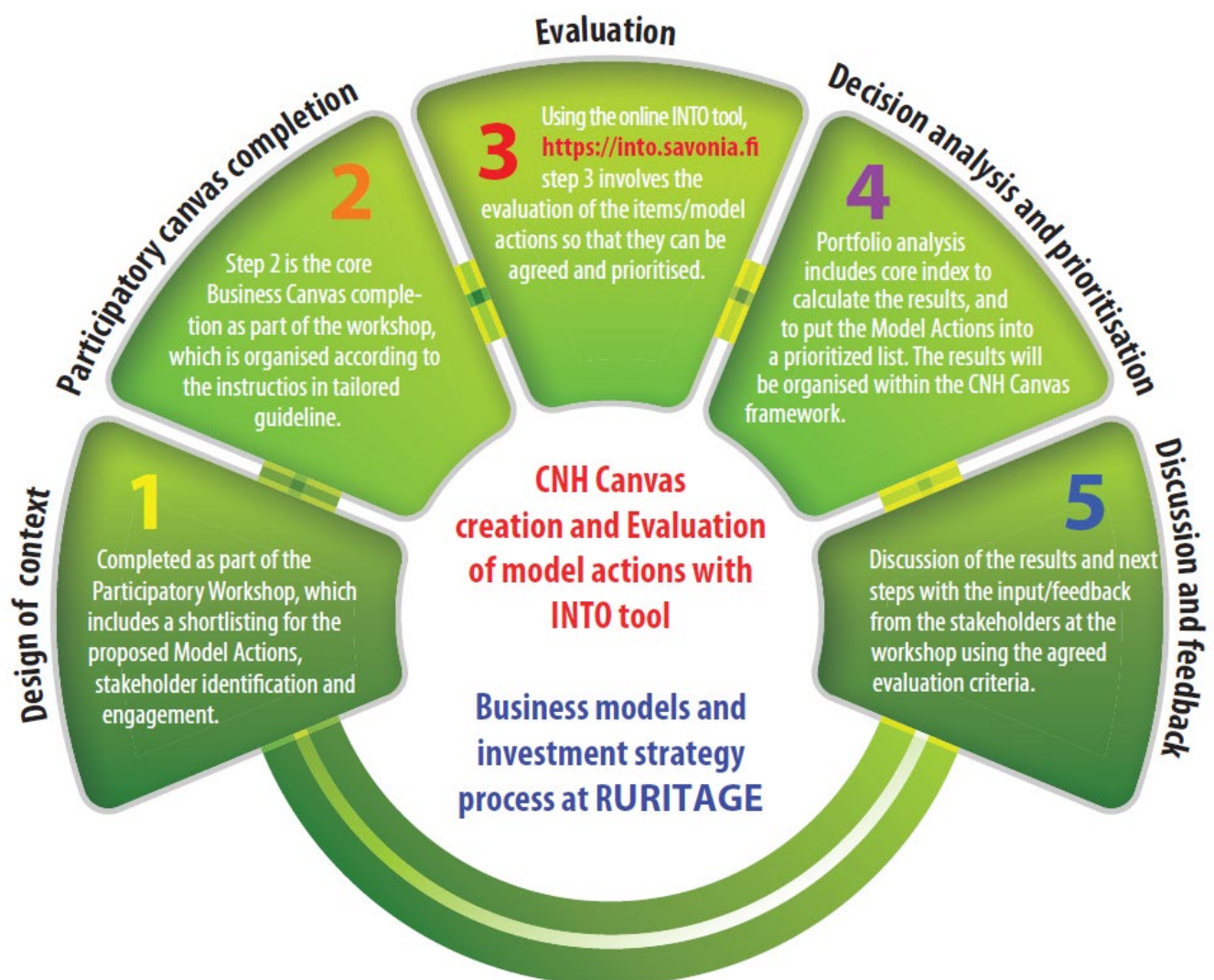


Figure 2. CNH canvas creation process at RURITAGE. Adapted from Kajanus et al. (2014 and 2019, Eskelinen et al., 2017, and Eskelinen & Donlon, 2020).

The business model process (Figure 2) follows an established guideline: context description; selection of model actions; drafting of CNH canvases; workshop with discussion; INTO evaluation; and reporting. The initial CNH Canvas creation starts with a Participatory Workshop as part of the RURITAGE development process, which includes a shortlisting of the proposed Model Actions from Role Models of regional interest along with planning for stakeholder identification and engagement. Step 2 is the core Business Canvas completion as part of the BMC workshop, which is organised according to a set Guideline that is provided. Step 3 involves the evaluation of the Actions so that they can be agreed and prioritised, using a range of selected criteria.

The Guideline recommendation for evaluation criteria across Demonstrator regions were: environmental, social and economic sustainability, and feasibility of the proposal(s). Use is made of the INTO tool (<https://into.savonia.fi>) which is an online tool developed at Savonia University of Applied Sciences, which helps with online idea generation, and multi-criteria evaluation. This is followed by a decision analysis in Step 4, based on Portfolio Decision Analysis (PDA). PDA incorporates core index to calculate the results, and to put the CNH Canvas items/Model Actions into a prioritized list (Kajanus et al., 2014). The results are then organised within the CNH canvas framework. The fast visual evaluation tool, and automated PDA-analysis makes possible real-time discussion of results during a business model workshop, including optimal portfolio of ideas for inclusion in the CNH Canvas. Step 5 includes discussion of the results as a prioritisation exercise for potential investment in CNH to foster rural regeneration, with the input/feedback from the stakeholders at the workshop using the agreed evaluation criteria.

Testing the CNH Business Model Approach

The six demonstrators that tested the CNH BMC are located in six different European countries that vary in terms of territory, heritage and communities involved, as well as the Systemic Innovation Area (SIA) that they represent in the RURITAGE project - including Landscape, Pilgrimage, Local Food, Resilience, Arts & Festivals and Migration (Egusquiza et al, 2021, Ruritage 2021). All of them established their Rural Heritage Hub (RHH) as an important base for the development of CNH-led actions to foster rural regeneration in their regions and also undertook the pre-requisite Participatory Workshops and other events listed in the CHMP process. To test the BMC and the Business Modelling Process, they all organised a BMC Workshop in their own regions, to which relevant stakeholders and interest groups were invited to participate to facilitate the preparation of Business Model Canvases for priority Actions in their respective regions. A total of 17 Canvases were completed across the 6 regions. (Eskelinen et al, 2020) A summary of the territories and the processes undertaken are described below.

Karavanke/Karawanken UNESCO Global Geopark is a cross-border geopark which includes 14 municipalities across Austria and Slovenia. The RHH is located in the village of Tichoja/Tihoja, which is part of the Sittersdorf municipality in Austria with a population of c.2,000 inhabitants. Within RURITAGE, the Geopark focuses on the restoration and further improvement of an existing pilgrimage site and route, along with the development and further renewal of hacking tours, which are provided by the geopark staff.

From the Participatory Workshop process, 4 model actions were shortlisted for business model development using the CNH BMC: guided tours for target groups, marketing and communication activities, creation of tourist packs on food, art and nature, and on-line digitization of the available pilgrimage experience. The goal of the business model workshop was to bring these proposed actions “alive”, including refinement, resources, stakeholder involvement and timeframe and implementation activities. This was followed by on-line evaluation using the INTO tool, resulting in the adoption of 4 CNH canvases with recommendations to replicate the solutions. Feedback from this pilot process was also collected.

The Geo-Naturpark Bergstraße-Odenwald UNESCO Global Geopark is located in South-West Germany, covering the States of Hesse, Bavaria and Baden-Württemberg, which includes 102 municipalities. The RHH is located in the headquarters of the geopark in Lorsch municipality. Within RURITAGE, Geo-Naturpark Bergstraße-Odenwald UNESCO Global Geopark focuses on supporting the integration of migrants and related territorial development through the support of cultural and natural heritage related training and activities.

The business model process included 4 preparatory meetings to set goals, to define the context, participants, timeline and agenda for the workshop. The INTO tool was used to foster CNH idea generation before the workshop, and for multicriteria evaluation after the workshop. Draft Canvases were prepared, discussed, evaluated and finalised, the output being three CNH canvases – Promoting opportunities for all ages and abilities to experience, participate and work in the arts within a predominantly rural context; Capacity building activities to foster training and employment including school workshops, internships, and educational programmes; and guided tours specifically tailored for migrants to give them an appreciation of the CNH value of the territory.

Appignano del Tronto is a village with about 1,700 inhabitants, located in the hilly territory of the south of Marche Region in the Tronto River basin of Italy. The RHH is located in a former nursery school. Involved in the Italian seismic event of 2016, Appignano del Tronto mainly works on increasing the resilience of the community, aimed at supporting community resilience not only in terms of natural disasters, but also in a wider sense, including economic and social resilience to depopulation and economic crises.

The business model process started with one bilateral meeting and followed by two video meetings to design the process, goals and methods according to the guideline. The goal was to elaborate one strategic CNH canvas, promoting business, social cohesion and resilience at the region. The draft CNH canvas was prepared before the workshop. Ideas both from the draft and the workshop were combined and added to the evaluation environment through the INTO tool. The evaluation process was quite comprehensive – 15 evaluators evaluated the ideas against four evaluation criteria. The results were analyzed by using the portfolio analysis and, as a result, the best ideas were prioritized in the CNH canvas.

Magma UNESCO Global Geopark in Norway was established as a geopark in 2008, and actively works in the field of community engagement and valorization of cultural and natural heritage through tourism activities and educational programs. The RHH is located in the centre of Egersund municipality in South-West Norway. There are about 15,000 people living in Egersund, and about 32,000 people living in the geopark area, which consists of 5 municipalities. Local food production is the main priority in the Magma UNESCO Global Geopark strategy.

Initially 6 Model Actions were selected at the participatory workshop, and three of them were prioritized to draft CNH canvases. Participants preferred working in groups in a traditional participative process rather than working at individual computers. The CNH canvas proved to be very useful in the workshop, initiating fruitful discussions and also giving participants a good overview of the Role Model actions selected and what is needed to activate and implement them. Three Canvases were drafted in the workshop and evaluated with the INTO tool. The business model topics were: Geofood, festivals platform development, and Tourism offering of 5 cities.

The village of Negova is situated in the municipality of Gornja Radgona in northeast Slovenia, with a population of c.8,500 people. The RHH is located at Negova Castle. Inside the Castle and its buildings, as well as outside in the courtyard, several events take place throughout the year, including festivals, exhibitions, concerts, performances, workshops, literature readings, projections presentations and other meetings. Kultprotour, the touristic association linked to the Municipality of Gornja Radgona, manages the Castle and, together with Kibla - an artist's association, are developing actions, aimed at increasing the role of Negova Castle as an important cultural hub in the area, improving and supporting local rural regeneration through cultural events and festivals.

Kibla and Kultprotur used the workshop to draft four CNH canvases and secondly, to elaborate them in a business model process applying the INTO tool. The selected model actions were: Improve services including eco-mobility, Wi-Fi connection, tourism services, signals, maps, radio; Creation of a set of tourist packs, comprising FOOD related activities (i.e. the "Middle Age Menus"), ART (i.e. Middle Age poetry performance), and NATURALISTIC Activities; Design of a calendar of folk heritage and festivals and fairs to promote tourism; and a Collaboration project with other theatres, arts centres and arts programmers in the area to provide a joined up cultural offer. The canvases were evaluated with the INTO tool after the workshop. Eight evaluators made the evaluation against the four criteria, environmental, social, economic sustainability and feasibility with positive results and feedback.

The **MADRA area of the Izmir** Demonstrator in Turkey includes Bergama, Dikili and Kinik district municipalities. The RHH is located in Yukaribey Village with around 1,000 inhabitants, which is part of the Bergama municipality. The Izmir demonstrator mainly focuses on the promotion of an integrated landscape management, aimed at increasing the accessibility of the areas and working on sustainable mobility and territorial branding.

For the BMC workshop, three actions were selected through a two-stage selection process from the list of 64 Model Actions identified from Role Models in the RURITAGE project. BMCs were developed for these three actions related to food, arts & festivals. A variety of participants, 47 in total, from universities, municipalities, chambers of professionals, private sector, associations and foundations provided valuable inputs to the business modelling process and to potential collaborations arising from this. Participants especially pointed out that the canvas model was a very efficient way to enrich the content of the actions and to discuss it in all its aspects. Ideas that were generated under the components of BMCs were collected and agreed. The diversity of the participants and their active participation in the activities enabled the gathering of productive outputs from the workshop, whilst the participant feedback was generally positive.

FINDINGS

A CIMO analysis was undertaken on the 17 CNH canvases developed by the 6 Demonstrator Regions and is presented in Table 3. The CIMO analysis (Denyer et al., 2008) logic involves a combination of a problematic Context, for which the design proposition suggests a certain Intervention type, to produce, through specified generative Mechanisms, the intended Outcome(s).

Table 3. CIMO analysis on the development of CNH cases at 6 Demonstrator regions.

Region	Austria Geopark Karawanken -	Germany Geo-Naturpark Bergstrasse- Odenwald	Italy Comune Appignano del Tronto	Norway Magma Global Geopark	Slovenia Negova village Gornia Radgona region	Turkey MADRA Bergama, Dikili & Kinik regions
SIA Context	Pilgrimage	Migration	Resilience	Local Food	Arts & Festivals	Landscape
Challenges, opportunities	-The digitalisation of the pilgrimage offering -Development of guided tours/tourist packs -Definition of marketing and communication strategies for the products	Opportunities for all ages and abilities to participate in the arts; Capacity building activities to foster training and employment, Actions targeting migrants to appreciate the CNH of the territory	The challenge is to promote business, social cohesion and resilience of the region. Seismic risks and damaged have affected the community, and the established Ruritage HUB symbolises new start.	Promote joint actions (also through PPP) to enhance heritage resources and create an internationally recognized brand.; Promote the joint tourist offer of 5 municipalities	-Improve services: eco-mobility, Wi-Fi, tourism -Tourist packs, including food - a calendar of folk heritage fairs & festivals to promote tourism. -collaborative initiatives	To find solutions to socio-economic problems of the area while uncovering its historic and natural potential -Marketing and communication activities
Intervention (what) How many processes? How ideas were developed further?	Selection of 4 Model Actions at a Participatory workshop, design of a Business Model Workshop for the collection of ideas, and multi-criteria evaluation, followed by a portfolio analysis and discussion.	Meetings to define the context, goals, participants, timeline and agenda, INTO tool was used in the idea generation to the CNH canvas before workshop, and multicriteria evaluation after workshop. Discussion to finalise the CNH canvases.	BM workshop engaging different interest groups: cultural associations, farms/companies, public-body, scientific partners, and other local participants. CNH Canvas was made according to the RURITAGE Guideline.	Preparatory meetings, Business model workshop on three CNH canvases, Into MC evaluation. Portfolio analysis and discussion.	Three CNH canvases were drafted. Ideas to one CNH canvas were brainstormed at the workshop, and the canvas was evaluated by 8 persons and 4 criteria with the online INTO tool after the workshop.	Pre-selected 24/64 role model actions to 8 actions in a participatory workshop. Three actions selected and one canvas developed further by using INTO tool.
Mechanism (how, causalities, meaningfulness of the development process, potential benefits and investment needs and opportunities for the regions)	The business model workshop goal was to bring the model actions "alive". As result of evaluation of ideas and discussion, detailed plan on when, what to do and who will be involved in selected model actions.	The importance of including migrants in existing structures and give them the opportunity to experience local culture, which is enabled through interaction, education, exchange of everyday knowledge, workshops with natural materials.	Engagement of Stakeholders in the process to produce ideas on business, social cohesion and resilience. The CNH canvas presented a list of strategic actions for potential investment to foster rural regeneration in the Appignano region.	Establish local networks related To Local food (GEOfood) and tourism. Better communication between stakeholders, Building of joint and common identity within the UNESCO recognized area and visualize the value of this local recognition	Drafting and evaluation of canvases produced the key elements of business model in the selected topics, and thus provided insights on the customer, resources, value proposition, revenue and investment potential and how to develop these	As a result of the evaluation, tailored business model canvas was developed to identify marketing and communication strategies of the local products. Also, the story of the traditions is important to enable effective promotion.
No. participants	13	13	14	8	8	46
Output	4 CNH canvases	3 CNH canvases	Strat. CNH canvas	3 CNH canvases	4 CNH canvases	3 CNH Canvases
Feedback Score	2	1	1	1	1	1

*** Participant Evaluation score of BMC workshop event:** 1 = Very successful 2 = Fairly successful 3 = Not too successful 4= Not successful at all

Discussion

An adapted business model canvas tool and systematic business model processes was designed and successfully piloted with 6 Demonstrator Regions, resulting in the completion of 17 draft CNH Canvases. Thirteen of them were evaluated with the INTO tool, resulting in CNH canvases where the ideas have been prioritized for potential future investment and development for rural regeneration. The tool made it possible for stakeholders to make online multi-criteria evaluation, which was followed by PDA analysis and prioritisation of ideas to obtain an optimal portfolio of ideas for inclusion in the CNH canvas. The INTO tool also recorded quantitative data from the implementation of the process, such as idea lists, comments on ideas, numbers of evaluations on ideas, and core index to prioritise and select the best ideas for each CNH Canvas. Prioritisation of ideas supports the selection of

ideas to the CNH Canvas, and thus produce value added for potential investment opportunities to facilitate rural regeneration.

Based on stakeholder feedback, the overall score for the CNH process and facilitating engagement was very successful. The process increased efficiency in terms of communication, idea creation, and produced concrete results. The adapted Canvas framework was particularly helpful to show the connections between the various interrelated elements. The CNH Canvas helped to explain what actions were proposed for implementation and how to achieve that in detail. The methods and tools fitted very well to the region's working process, providing potential visibility of the area. It provided a useful structured approach, which is both efficient and transparent for idea development and creation of initiatives. The workshops created an efficient discussion environment according to the fields of interest, where productive outputs were created. The approach also proved to be a very efficient way to enrich the content of the actions and to discuss their many aspects.

Local stakeholders engaged quite well in the design of the CNH process, during the idea brainstorming and evaluation of ideas. The CNH processes engaged a total of 132 evaluators who made 15,925 individual evaluations of 538 ideas. All workshops focused on the brainstorming of ideas, with the evaluations undertaken during or after the workshop. Creation and finalisation of CNH canvases required more time than was planned.

The prioritised CNH Canvas provides a basis for future investment needs and opportunities. Given the short-term nature of the pilot testing, a follow-up study would be needed to analyse the investment potential achieved and resultant outcomes for the rural territories.

Conclusions

A systematic CNH Canvas framework, including a new CNH Business Model Canvas, a 5-step development process, and online multi-criteria evaluation with portfolio analysis, was developed and tested successfully across six European regions within varying SIA contexts. Positive feedback was received from the pilot regions in terms of usefulness, applicability, stakeholder engagement and communication. The CNH Canvas processes identified investment priorities for the regions aimed at fostering rural regeneration, which need follow-up analysis to assess the long-term outcomes.

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