



# Exploitation Strategy

D6.1

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## Technical sheet

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## List of Abbreviations and Acronyms Used

<b>CA</b>	Consortium Agreement
<b>CHMP</b>	Community Based Heritage Management
<b>CNH</b>	Cultural and Natural Heritage
<b>DoA</b>	Description of Action
<b>DRHH</b>	Digital Rural Heritage Hub
<b>DSS</b>	Decision Support System
<b>EC</b>	European Commission
<b>EEIG</b>	European Economic Interest Grouping
<b>EIF</b>	European investment Fund
<b>EU</b>	European Union
<b>FTE</b>	Full-Time Equivalent
<b>GA</b>	General Assembly
<b>ICT</b>	Information and Communication Technologies
<b>KFP</b>	Knowledge Facilitation Partners (KFP)
<b>KPI</b>	Key Performance Indicators
<b>NGO</b>	Non-Governmental Organisation
<b>R</b>	Replicator
<b>R2MP</b>	Rural Regeneration Monitoring Platform
<b>RF</b>	Replicator Forum
<b>RM</b>	Role Model
<b>RRE</b>	RURITAGE Resource Eco-system
<b>SaaS</b>	Software as a Service
<b>SC</b>	Steering Committee
<b>SD</b>	Systems Dynamics
<b>SDGs</b>	Sustainable Development Goals
<b>SIA</b>	Systemic Innovation Area
<b>SIB</b>	Systemic Innovation Board
<b>WP</b>	Work Package

# 1. Introduction

## 1.1 Purpose

The purpose of this strategy is to enable the ongoing exploitation and use of the outputs of the RURITAGE project by actors and stakeholders in rural development, making optimum use of cultural and natural heritage to regenerate rural areas. To this end it identifies the exploitable tools and results of the project, the target markets and the means to market. This strategy serves as a blueprint for the effective promotion and uptake of the tools, including the adoption of a collaborative approach to build upon the integrated nature of the suite of tools and the results achieved.

In particular the plan aims to foster the RURITAGE paradigm and contribute to positioning the EU as World Leader in heritage-led rural regeneration strategies, by:

- Making available the tools and methodologies developed by the research project in an optimised, user-friendly and transferable manner to all those who can take advantage of and benefit from them;
- Identifying and reaching the target audience through use of appropriate communication/delivery channels and exploitation routes;
- Developing appropriate action plans, business models and financial mechanisms to support the deployment and sustainability of the project results to achieve their expected targets;
- Maintaining and promoting these tools and methodologies and foster uptake;
- Sharing the notable success stories and results of the project including those achieved through the implementation of Regeneration Plans and Enhancement Plans in Replicators and Role Models;
- Fostering the continued exchange of experiences and expertise across the sector for the purposes of rural regeneration and enhancement through cultural and natural heritage;
- Contributing to achieving the medium and long term targets set out in the project.

Building on the initial draft Exploitation Strategy, the plan responds to the pertinent observations of the Project Review (EC, 2021), which noted. “The need for more solid foundations that will enable its follow up activities and successful replication process as the project lifetime and resources are too short of meeting the expected impacts.”

In this regard, the final RURITAGE Exploitation Strategy aims to guarantee and magnify the impact of the projects results beyond the project timeframe, taking an innovative collaborative approach to ensure their effective exploitation. It reflects sound analysis of market needs, trends, potential users, and sustainability, reflecting the outputs of a comprehensive Feasibility Study exercise. As a result, In, the target stakeholders and users are identified and exploitation routes defined in order to reach those target markets and encourage widespread promotion, uptake and use of the projects results, taking a novel collaborative approach that will be implemented into the future.

## 1.2 Methodology

Led by the Exploitation Manager, the Exploitation Strategy was developed with the support of Task Leaders and inputs from all Consortium Partners, with the underlying approach that all participants will use their best efforts to disseminate and exploit the results it owns or jointly owns/develops, or have them exploited by another entity. A particular focus was maintaining an ambitious approach to exploitation so that the project can meet and exceed its objectives towards fostering the RURITAGE paradigm.

Along with co-ordination and liaison with other relevant Work Packages and Project Fora (e.g. SIB, RF etc.) to consider the various outputs, results and exploitation potential for exploitation, in line with the planned approach, specific activities towards the development of the final Exploitation Strategy included:

- Focus Groups and Action Planning for Tools
- Feasibility Study to contribute to ambitious Exploitation Strategy
- Collective workshops focused on Exploitation Potential and Sustainable approach.

### 1.2.1 Focus Groups and Action Planning for Tools

Task leaders were assisted in developing individual Action Plans to be implemented for the most promising Exploitable Tools, listed in Section Four of this strategy document. This included consultative sessions with Task Leaders and Focus Groups (M28, M46) for each of these tools with KFPs to explore individual, collective and integrated approaches. This was followed by the drafting and agreement of the final action plans. These sessions also contributed to the additional Feasibility Study Process, discussed below, towards an ambitious Exploitation Strategy going beyond the project timeframe.

To ensure a consistent and comprehensive approach, these Action Plans follow agreed template headings, to address all the pertinent issues identified in the initial Exploitation Strategy, as follows:

- Title and Characterisation of Exploitable Result
- Situation of Access Rights, IPR measures taken or intended
- Owners and Key Beneficiaries involved
- Stakeholders/ Target Users
- Proposed Exploitation Route(s)
- Benefits (Impact Indicators) and Targets
- Business Model and Sustainability Plan
- Timeframe and Roadmap for Exploitation, including Barriers/Risk to be Overcome
- List of Actions, Responsibility and Timescale

These finalised Action Plans are now included in Annex 1 of this Exploitation Strategy.

### 1.2.2 Feasibility Study

Building on the early positive momentum and ambition, to further magnify results, a comprehensive feasibility study exercise was undertaken, in 2 phases, aimed at identifying the most viable options for a collaborative approach that may be put in place to facilitate the efficient management and further development and exploitation of the most promising project tools and results beyond the lifetime of the project itself. This included inputs to potential organisational structures, sustainability and viability aspects, including technical, operational and financial issues, along with a roadmap for implementation and advising on directional focus for the proposal.

As a multiplier, this collaborative approach also aims to foster further collaboration across the partnership by exploring and developing related opportunities in this sector in the future.

The outputs of the feasibility study are incorporated into this Exploitation Strategy, with a focus on innovative elements that it brings overall approach, discussed below.

### 1.2.3 Collective Workshops

Two exploitation workshops were held, integrated with other collective project activities, as follows:

- Exploitation workshop with the Task leaders/KFPs, during online GA, (held at project mid-term – M24) to present and discuss the most promising tools and results and formulate first hypotheses related to Action Plans and potential business models.
- Sustainability Workshop, held during the Knowledge Exchange and General Assembly held before the Final Conference (M47), thus including all the interested partners i.e. RMs and R's, SC, KFPs and other stakeholders in decisions concerning exploitation of the results and to obtain agreement on the final exploitation approach and actions to be undertaken (toward the end of the project). This also contributed to finalising the Action Plans for each of the key exploitable results.

Additionally, exploitation sessions were included with the Steering Committee to present progress reports and the proposed approach following feasibility study findings and outputs of workshops and focus group sessions (i.e. M38, M47).

These all provided valuable input for the collaborative approach to the exploitation strategy and Action Plans for the further deployment of project results.

The final agreed collaborative exploitation approach was then presented at the Final Conference event (M49), which provided final inputs to the fine tuning of the Exploitation Strategy.

## 1.3 Innovative Elements

Following inputs from all of the above, the exploitation plan comprises the following key elements, with a focus on an innovative approach to achieve the exploitation objectives:

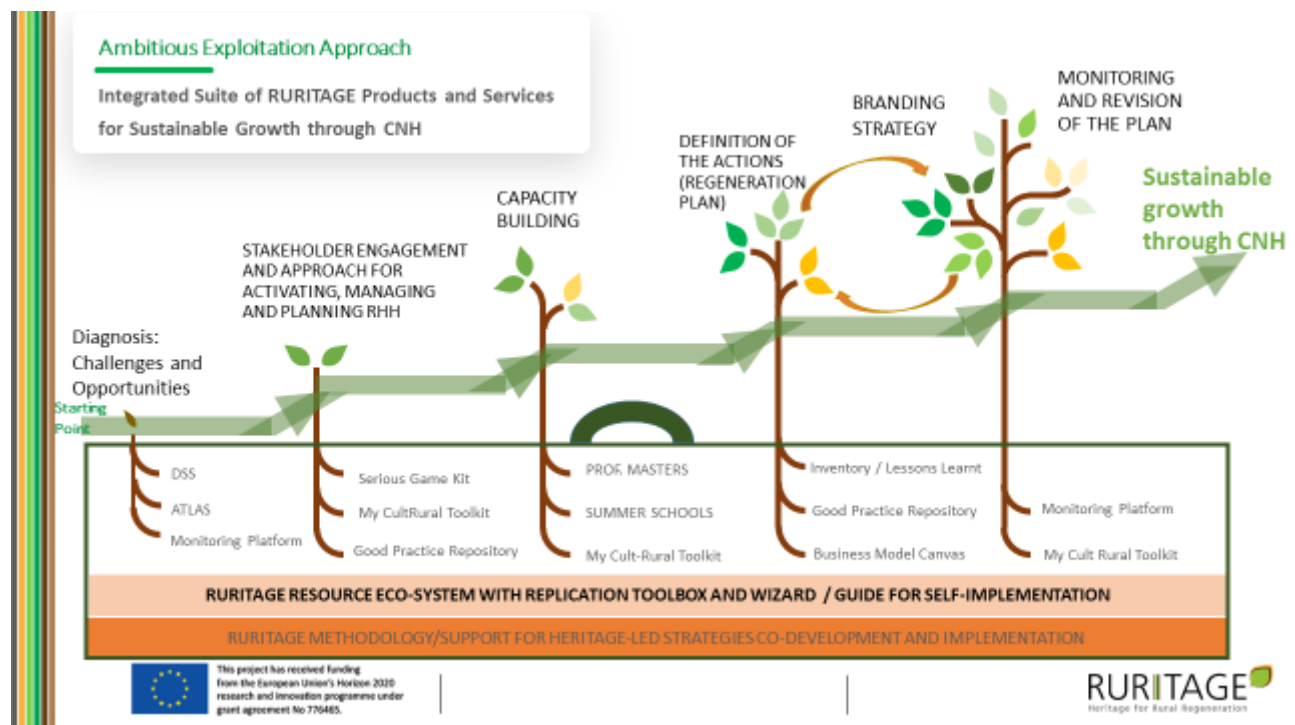
- Individual Exploitation Plans for Tools
- Collective and collaborative promotion and exploitation via:
  - RURITAGE Community Network
  - Integrated Web Platform

### 1.3.1 Individual Exploitation Plans for Tools

The strategy includes individual exploitation plans for each of the tools produced and tested during the RURITAGE project. This ensures that each tool has its own plan for its ongoing development, maintenance and exploitation as appropriate, including the identification of their commercial and/or further research potential. These tools, and their exploitation potential, are described in Section Four of this Strategy. The tools will be accessible for at least two more years and ensures the project meets its original stated goals.

Importantly, the tools work best together as part of an integrated package or suite of tools and services, that can be combined as appropriate and used along the stages of the regeneration path towards sustainable growth, represented as follows:

**Figure 1:** Integrated Suite of RURITAGE Tools applied along the Rural Regeneration Path





### 1.3.2 Collective and Collaborative Promotion and Exploitation

The complementary nature of the individual tools, that can be combined as appropriate and used along the stages of the regeneration path, means that they lend themselves well to their exploitation as an integrated suite of products and services. This, coupled with the successful results that have already been achieved across the Replicators and Role Models, which can serve as demonstrators and case studies, has resulted in additional potential for their collective exploitation.

Therefore, as an innovative approach, along with individual Exploitation Action Plans, the partners are building on the momentum already in place, to maintain a collective approach underpinned by:

- A RURITAGE Community network, initially comprising the Knowledge Facilitation Partners, Role Models and Replicators who have committed to participate in a pilot phase, that will continue to collaborate and also serve as ambassadors for the RURITAGE approach and paradigm with widespread geographical representation. Once established, the aim is to further widen this network to include additional territories and participants as identified in this Exploitation Strategy.
- An interactive website and platform to host, promote and maintain the tools, and continue to highlight results achieved from across the partnership. Overall, this is aimed at identifying and evaluating demand for the RURITAGE offering, so that longer term plans can be developed.

## 1.4 Complementarity with other Exploitation Activities

The Strategy is also informed and inspired by the success and learning from other activities in WP6, (Exploitation and Upscaling), including:

- Successful Call for Additional Replicators (D6.2), that achieved >100 enquires from worldwide, with 87 eligible applications from 37 countries, leading to 8 Additional Replicators and 38 Digital Replicators invited into the project.
- Importance of Branding (D6.3) and Storytelling (D6.4) in the field of CNH which has inspired a range of success stories across Rs and RMs in the project.
- The interest in further Skills Development (D6.5), in the field of regeneration through CNH with almost 60 enquires/applications from 23 countries for the two Summers Schools during the project.
- The EU Regional and Global Impacts that the project can have on integrating CNH within RIS3 and on Sustainable Development Goals (SDGs) as highlighted in the Policy Recommendations (D6.6) and White Paper (D6.7) developed on these themes.

## 1.5 Medium and Long-Term Plans

The overall aim of the exploitation plan is to achieve the medium and long-term targets of the project and to assess the demand for its future development. This will be undertaken in a phased way as follows:

- The tools will be available, maintained and promoted for a minimum of two years. Enquiries received will be analysed and responded to, including through adaptation and deployment of tailored solutions by relevant partners.
- The network will operate in an informal way for a pilot phase (minimum of 18 months) with voluntary effort from across the partnership and regular reviews of activity and performance.
- The demand arising from these activities will be evaluated to assess the commercial potential and feasibility of extending network activities in a viable manner taking into consideration the aims and objectives and available resources from across the partnership.
- The longer-term plans will take into consideration the most promising results. The organisational structure, including options for formalisation and further expansion of the Network, and business modelling aspects will be further developed at that stage to build upon the indicative modelling undertaken in this strategy.

## 2. Target Audiences

### 2.1 Overview

Target audiences for the RURITAGE tools and results can be divided into three principal groups:

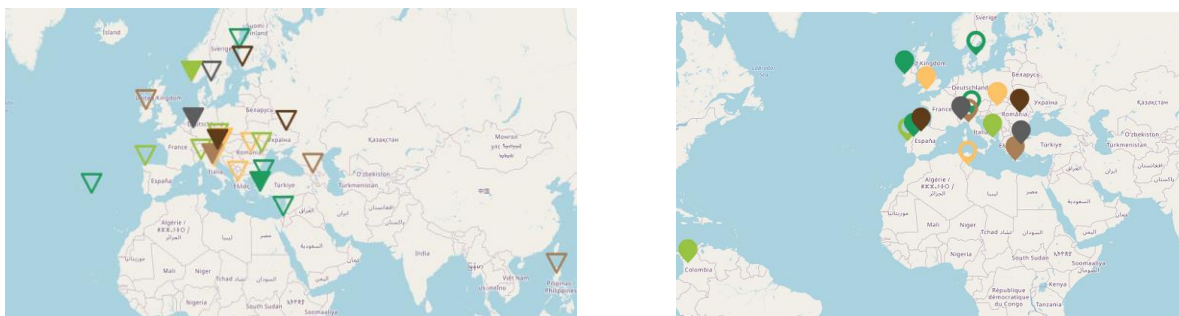
- Actors and Stakeholders in existing and new Replicator regions, who will continue to use the services beyond the end of the project.
- Various bodies, who can be identified as revenue-generating customers (who may be public or private), with the capacity and willingness to pay for specific services to be provided in the long run.
- The general public and small organisations, which can benefit from the information and knowledge available, but are unlikely to be a major source of revenue.

#### 2.1.1 Replicator Regions

From a geographical perspective, target actors and stakeholders in existing and new Replicator Regions will comprise the main target markets, which will also fall into the main organisational categories described below. In the case of already involved Replicator (and Role Model) regions, they form both a market for the services offered and also a resource, where demonstrations and expertise can be found.

There are already 14 RMs and 23 R's/Additional R's covering Europe and expanding beyond its borders, where practices of RURITAGE are being implemented in at least 37 locations. These can be further spread by example and demonstration, building on the successes already achieved, highlighted in Section Four of this Strategy document. In addition, there are 38 digital R's that were provided with access to online tools, which resulted from 87 applications from across the world, interested in joining the project.

**Figure 2:** Locations of Replicators, Role Models, Additional Replicators and Role Models in EU and beyond



**Figure 3:** Location of UNESCO's 177 Global Geoparks (2021)



Additionally through regional training workshops targeting Latin America and the Caribbean, 14 new regions were also engaged, including territories of Brazil, Chile, Costa Rica, Columbia, Guatemala, Honduras, Mexico, Uruguay, Venezuela, Peru and Nicaragua.

Further, the success already generated through participating UNESCO Global Geoparks in the project demonstrates the potential for targeting this specific niche. Currently there are 177 designated UNESCO Global Geoparks in 46 countries (2021), Overall, the above already comprise an engaged audience, as well as an indication of future potential.

### 2.1.2 Potential Revenue-Generating customers

The Interim Review (EC, 2021) of the project affirmed that the project had developed a unique and comprehensive digital toolbox. “The tools offer an access to a vast volume of data that will enable a more informed and evidence driven decision making. Moreover, the facilitation role modelling and replication process offers a new quality in the heritage context.” There is thus much that should appeal to potential clients in different categories.

These are set out in the table overleaf, expanding on the indicative target audiences identified in the initial Exploitation Strategy, listing the type of participants and their principal needs.

**Table 1.** Potential Revenue-Generating Customers and their Requirements

User groups	Level	Participants	Requirements
Policy makers & public institutions	Global	United Nations, EU, IMF, Global banks	Data of rural communities, best practices, assessment of previous projects
	National	Ministries, national authorities	Data of rural communities, best practices, assessment of previous projects, protocols, and national plans, Key Performance Indicators (KPIs)
	Regional	Regional authorities	Maps, data of vulnerable areas and population exposed, active organisations in the area, KPIs
	Local	Municipalities	Maps, data of vulnerable areas and population exposed, development plans, KPIs, knowledge of local enterprises and initiatives
Knowledge Organisations	Global	United Nations University, Think tanks	Methodologies about rural development, publications, statistics of population, comparative studies, KPIs
	National	National research institutes, universities	Material for teaching, contacts with project co-ordinators, social and economic studies of the territory, KPIs
	National	Institutes, high schools, elementary schools, college	Material for teaching, contact with experts, visits to live labs with learning purposes, methodologies in rural development
	Local	Local research centres, universities	Material for teaching, contact with experts, visits to live labs with learning purposes, methodologies in rural development, collaboration with civil society, business and policy makers
Civil Society Organisations	Global	International NGO, International co-operation organisations	Data of rural communities, best practices on rural development, assessment of previous projects, maps, data of vulnerable areas and population exposed, KPIs
	National	National NGO, social organizations, grass roots organisations, churches, farmers organisations, museums	Thematic maps, data of vulnerable areas and population exposed, active organisations in the area, database of local producers, local development plans, identification of tourist sites, KPIs
	Local	Local NGOs, Interest groups, Associations, social organisations, grassroots orgs, churches, farmers organisations, museums	Thematic maps, data of vulnerable areas and population exposed, active organisations in the area, database of local producers, local development plans, identification of tourist sites, KPIs, networking, inspiration on good practices

Practitioners & key service providers	National	Clubs, delivery services, emergency services, mobility providers, postal services, social care, retail service	Directory of child and elderly care providers, local and farmers markets, highways and route maps, directory of recreational facilities, directory of accommodation establishments
	Regional	Design, production, marketing & distribution services	Directory of local providers, local markets maps, active organisations in the area
	Local	Local practitioners and service providers in tourism, architecture, health, construction, etc.	Directory of local providers, local markets maps, active organisations in the area, networking, peer-learning
	Multi-level	Consultants (providing services to public & private bodies)	Data of rural communities, best practices, assessment of previous projects, protocols, and national plans, Key Performance Indicators (KPIs)
Businesses and public & private investors	National	Building companies, foundations, banks, entrepreneurs	Calendar of local festivals, territorial development plans, territory maps, directory of local providers, tourism service providers, KPIs
	Local	Local businesses and enterprises (SME's and LE'S)	Networking with local, regional and national organisations and groups involved in economic development.

The above groups are active in all rural areas. They form a potentially very large market. There is no definitive figure for the size of the economy based on the capitalisation of the natural and cultural heritage of rural areas. However, larger data sources indicate that it is considerable and provides a significant market, of which many enterprises take advantage.

According to EUROSTAT (2020a) 22% of the 28-EU population lives in rural areas and 35% in intermediate areas (suburbs or small towns). Around 46.5% of European “gross added value” is created in predominantly and intermediate rural areas.

Heritage also forms an aspect of the cultural industries, which along with related creative industries are regarded as major sources of economic growth. According to EUROSTAT (2020b), cultural and creative industries employ 8.7 million people in the EU, equivalent to 3.8% of the total workforce in the EU, representing 1.2 million enterprises. In addition, accommodation and food services comprise 1.9 million companies with 11.1 million employees and €253 billion value added (EIF, n.d). Taking the narrow focus of heritage, the European Parliament (2018) indicates 300,000 employees in heritage institutions and 7.8 million in related sectors supported by cultural tourism.

Local and regional government bodies oversee all development, including making economic development plans on an area basis and sponsoring individual improvement projects. For example in 2020, la Région Sud Provence-Alpes-Côte d’Azur launched a call, with a fund of €500,000, for projects included improvement of small properties, raising awareness of traditions, sustainable artisanship, maintenance of local enterprises and improved value added for inhabitants from tourism (Region Sud, 2020). These types of calls occur in all regions of the EU, amounting to €billions of annual contracting. Both the issuing and contracting bodies have potential to utilise the RURITAGE knowledge base.

CEBR (2018) has indicated that the 2016/17 figure for sales in economic consulting in the UK alone were € 1.84 billion (£1.53 billion). On the basis of this information, one might extrapolate a budget for rural areas across Europe of the same order of magnitudes, €1 billion. Even a quarter of this is still a large and addressable market.

### 2.1.3 General public and small organisations

**Table 2.** Summary Profile of General Public and small organisations

User groups	Level	Participants	Requirements
Citizens / rural residents	Local	Teachers, drivers, construction workers, elderly people, families with children, youngsters	Learning about CNH, rural territories, examples of good practices, directory of organic farms, information of local service providers, information of training opportunities, child and elderly care services, directory of emergency providers

This latter group is important in itself and as individuals overlap with and communicate with other potential revenue-generating customers above, that can generate awareness and interest in the RURITAGE offering.

## 2.2 Matching Group Needs and Tools

The requirements of the above user groups can be matched with specific RURITAGE tools and their functionalities. This coherence, shown below, indicates that they can meet the needs of key user groups through the integrated approach to the promotion of the tools and repositories of data.

**Table 3.** Coherence of end user needs and RURITAGE tool functionalities

N	User groups	Level	Methods & Brand	RRE	Replication Toolbox	Atlas	DSS	My Cult-Rural Toolkit	Serious Game	Monitoring	Skills Development
1	Policy makers	Global	x	x	x	x	X				
		National	x	x	x	x	X			x	
		Regional	x	x	x	x	X			x	x
		Local	x	x	x	x	X	x	x	x	x
2	Knowledge Organisations	Global	x	x	x	x	X	x		x	x
		National	x	x	x	x	X	x	x	x	x
		Regional	x	x	x	x	X		x	x	x
		Local	x	x	x	x	X	x	x	x	x
3	Civil society organisations	Global	x	x	x	x	X			x	
		National	x	x	x	x	X	x		x	x
		Local	x	x	x	x	X	x	x	x	x
4	Practitioners & key service providers	National/Regional/Local	x	x	x	x	X	x	x	x	x
5	Public & private investors	National	x	x		x	X			x	
		Local	x	x		x	X			x	
6	Citizens / rural residents	Local			x	x	X	x	x	x	

## 2.3 Routes to Market

Ensuring that the tools and results specified have optimum impacts demands the utilisation of a range of routes to market. As the tools have been designed and completed, this means a promotion through different channels. Building on those already listed in the initial Exploitation Strategy, specific exploitation routes are identified and agreed within the Action Plans developed for each Exploitable Result.

In general, given the size of the network, there is a matrix of bodies and techniques, which are set out below:

- Knowledge partners promoting the tools and results through presentations, scholarly articles, policy papers, social and other media. This will also have a regional and international dimension, where

partners have greater access through their wider networks.

- Role Models and Replicators promoting through local and regional demonstrations, providing ambassadorial roles and geographic representation, facilitating locations for training and pursuing their own promotional activities, using RURITAGE results, where possible.
- Web platform for collective promotion, which will be complimented by an active social media presence.
- Implementation of the Action plans for exploitation of individual tools led by the responsible partners and task leaders and through the web platform, but also using other available means.

These can be listed as:

<u>Network Participant</u>	<u>Medium / Type of Promotion</u>
Knowledge partners	Web platform
Tool Originators / Task Leaders	Presentations, scientific & policy papers
Role Models & Replicators	Non-scientific publications
	Social and other Media
	Demonstrations & training
	Individual tool promotion

### 2.3.1 Network Participants

Participants can use the type of promotion that is most appropriate for the tool and audience, which will in some cases have regional impacts, but in others will function through international events and networks at a transnational level, ensuring extensive reach. A good basis has already been laid for these developments during the project timeframe.

As the interim project review noted, “The project has a very strong presence in the non-scientific media, including most popular channels such as twitter, YouTube.... 158 non- scientific publications were achieved, which is an impressive result. Much attention was also paid to participation in the workshops and hosting them within the project. Overall, those communication activities allowed for maximising the project outreach and diversification of interactions between the stakeholder communities.” This is in addition to a “very good” presentation of 9 articles in gold level scientific publications.

Furthermore, the Role Models and Replicators have a strong role to play. This was again noted in the interim Review, which observed, “Another innovative aspect, not foreseen in the DoA or within the project, is the fact that all the Role Models are interested in implementing their enhancement plans.” This positive engagement was maintained throughout the project and is planned to continue beyond the official timeframe, supported through the new RURITAGE community network.

### 2.3.2 Medium / Type of Promotion

Traditional means of communications are included in the list above, which will continue to have a role in targeting some audiences.

However, of note, the COVID 19 pandemic has seen a step change in communication and marketing. Online and web-based communications and marketing has now become a standard means, which is often the first recourse for all of the audiences specified above. This goes beyond a passive archived presentation with active social media promotion, analytical monitoring and timely responsiveness.

This is therefore the principal and most efficient means by which the results of RURITAGE will be disseminated and marketed for the next two years, maximising the use of available resources. Other means, including but not limited to, those listed, will be deployed as opportunities arise.



### 3. RURITAGE Community Network

The Community Network involves Knowledge Facilitation Partners (KFP), Role Models (RM) and Replicators (R) as equal partners, with the common aim of using project knowledge to further local and regional regeneration and development through CNH. Through individual workshops for tools and sustainability workshops involving the General Assembly, all partners confirmed their interest in continuing the network collaboration. There is still much to be achieved from the application of knowledge and expertise gained during the project and this knowledge can be further developed and applied in existing and further locations.

Already the project has engaged a wide audience at international level with potential for further expansion, in line with the long term aims. During the project, a call expanded the identified six replicators by a further 17, which was the maximum project resources could accommodate at that time, indicating demand levels. Therefore, already there are at least 37 places, including RMs and Replicator regions, in Europe and beyond, where the RURITAGE methodologies and practices implemented and from where they can be spread by example. With the continued involvement of KFPs, who operate internationally, RURITAGE already comprises a formidable network of partners, who see the benefits of working together. In addition, there are 38 digital Rs provided with access to online tools, which resulted from 87 applications to join the project. The potential exists to expand further to new territories and in niche sectors (e.g. UNESCO Global Geoparks) as identified in Section 2 of this strategy. There is thus already a large and engaged audience achieved through the project activities with further expansion possibilities already identified.

There is a commitment among all partners involved to develop the network and to continue to apply the lessons learnt for rural development on the basis of CNH. For efficient application, an appropriate structure is needed. Its basis is set out below and has been agreed by all partners through signed commitments of voluntary time and resources for the pilot phase.

#### 3.1 The Purposes of the Network

The RURITAGE Community Network will continue beyond the end of the project “RURITAGE” supported by the European Union's Horizon 2020 programme, initially in an informal way for 18 months, to further the potential of the project's exploitable tools and results towards achieving its medium and long term aims.

With the overall aim of fostering the RURITAGE paradigm and contributing to positioning the EU as World Leader in heritage-led rural regeneration strategies, the purposes of the Network will be:

- to make available the tools and methodologies developed by the research project to all those who can take advantage of and benefit from them, including their maintenance and promotion to foster uptake;
- to share the notable success stories and results including those achieved through the implementation of Regeneration and Enhancement Plans in Replicators and Role Models that can serve as key case studies.
- to continue to exchange experiences, expertise, knowledge and know-how for the purposes of rural regeneration and enhancement through cultural and natural heritage.
- To continue to disseminate the RURITAGE approach beyond the originally involved territories to maximise its exploitation potential and uptake of tools from a global perspective.

#### 3.2 The Structure of the Network

The Network will initially comprise all those involved in the RURITAGE Project Consortium, including KFPs, Role Models and Replicators who have agreed to participate. Once underway, opportunities and procedures to expand the network, including in the first instance additional Replicators and Role Models already involved, will be established.

The Network will be underpinned by a web platform providing link to RURITAGE Resources ecosystem and other RURITAGE tools, with a newsfeed and social media presence to promote the tools, share success



stories, case studies and exploitable results. This will include visitor enquiry forms and web analytics to monitor traffic and evaluate levels of interest and demand and to follow up on enquiries received.

The Network will be supported by a secretariat and steering group, comprising one member per partner, with regular online meetings.

The Network is being established on an informal basis for the pilot period of 18 months, to minimise the administrative burden whilst evaluating the long-term potential and viability. This structure will be reviewed regularly and at the end of the 18 month period, when options for future operations will be evaluated.

### 3.3 The Tasks of the Network

The web platform will be maintained to ensure all exploitable tools are available and accessible for a minimum of two years in accordance with the Grant Agreement.

Individual KFPs will monitor and maintain the tools they developed in a usable format, respond to enquiries and implement the individual action plans developed for their promotion/exploitation to the target audience. Visitor traffic and activity on the website will be analysed to assess demand and provide inputs to future exploitation potential.

The website will include a forum to promote and share case studies, success stories and other newsworthy results. All participants to share with the secretariat relevant material for inclusion on the website.

Where feasible, skills development activities will be continued by relevant partners, supported by the Network members, to impart knowledge and promote the RURITAGE methodology.

Partners will identify and capitalise on opportunities to promote the RURITAGE methodology, tools and results, regionally, nationally and internationally.

The steering group will meet periodically, in online forum, to facilitate and follow up on network activities and to review the development of the network.

The network will seek out new opportunities for collaborative working, development and funding possibilities in areas of interest. Special interest groups may be set up to pursue specific initiatives, where appropriate.

The network will be maintained for a minimum period of 18 months, and its development analysed and reported to participants during this period.

### 3.4 The Nature of Commitment

Both knowledge partners and Rs/RMs have confirmed the nature of their commitment according to their various roles, including some specialist activities, as outlined in the individual commitment letters signed by the organisations listed in Annex 2. In some cases, partners may represent dual roles, as both KFP and RM/R and commitments are tailored accordingly, ensuring that all regions are included in the ongoing network.

#### 3.4.1 Knowledge Partners

- Knowledge partners are required to make available and maintain the tools and methodologies developed as open source resources for two years as a minimum.
- They will implement the Action Plans already developed for their exploitable tools for their ongoing promotion and exploitation, as listed in Annex 1.
- They may develop the resources further through their own voluntary time inputs, mindful that any major changes proposed for tools that will also impact on resources/inputs required from other partner(s) for their execution, will be subject to discussion and agreement on a case-by-case basis.
- They are expected to respond to enquiries and to report to the secretariat and steering committee any requests for and use of the tools and methodologies developed.
- Where possible, they are expected to contribute to the promotion of the exploitable tools, results and the RURITAGE paradigm.

### 3.4.2 Replicators and Role Models

Insofar as possible, over the 18 month period, Role Model and Replicator partners will:

- Continue to enhance local regeneration and enhancement, directly and indirectly related to RURITAGE;
- Provide periodic monitoring data on activities as required;
- Serve as Ambassadors for the RURITAGE methodology and approach where possible, through networking, conferences, training, local and regional dissemination and other opportunities that arise;
- Engage and network with Rs, RMs and other network participants for support and assistance, share ideas, new ways to capitalise on achievements, new proposals and funding opportunities;
- Report to the secretariat and steering committee developments in the application of tools and methodologies, including their own uses and external requests as well as any newsworthy developments, success stories and other activities involving the application of RURITAGE methodology and tools;
- Provide relevant case studies and success stories for publication on RURITAGE website and further dissemination, contribute to the blog and social media activity to continue to promote the importance of sustainable rural regeneration through CNH and the RURITAGE paradigm.

All partners are expected to devote a regular amount of staff time to maintaining the materials developed, attend online meetings and communication. This is not expected to exceed a day per month and will be reviewed at regular Steering meetings to ensure a balanced approach insofar as possible.

### 3.4.3 Special Roles and Considerations

UNIBO has agreed to act as coordinator of the network, with responsibilities for the secretariat and maintenance of the main website.

UoP will provide server space to host relevant tools/platform for the two year mandatory period, and have also agreed to host the tools for an additional year to keep the tools 'alive' and maintain accessibility.

Knowledge partners, who have developed specific tools (detailed in next section) take responsibility for their maintenance and upkeep as necessary along with their promotion and any further development and requests for specific application of these tools.

POLITO will maintain the RURITAGE Resource Eco-system, which integrates a number of individual tools. Minor updates will be managed through voluntary inputs by POLITO. Major changes proposed for tools by one or more partners, that will also impact on the resources and inputs required from POLITO outside of the voluntary commitments already agreed, will be subject to discussion and agreement on a case by case basis.

CARTIF will retain an ongoing monitoring role, using the established parameters/metrics.

CE will provide assistance with new project opportunities and proposals of interest to the network members that may arise.

## 3.5 Future Potential for the Network

In planning for the future potential, including opportunities for the expansion of the Network, various options for formalising the network have already been considered including:

- University Spin-off entity
- Other formalised company structure (not for profit format)
- European Economic Interest Grouping (EEIG)
- Formalised network or association structure
- Integration with other relevant networks or organisations

The merits of these have already been researched and will be considered as part of the evaluation over the next 18 months.

## 4. Exploitable Tools and Results

Throughout the project timeframe, RURITAGE has developed both a set of individually tested tools with exploitation potential as well as tangible project results and demonstrations from across the Role Models and Replicators, inspired by the RURITAGE approach and the use of the tools. The latter show how the tools can be applied and also how they work together, further magnifying the exploitation potential. Both these aspects are described below.

### 4.1 Exploitable Tools

The exploitable tools developed through the RURITAGE project are listed as follows:

- Methodology and Branding
- RURITAGE Resource Eco-system (an integrated platform), that incorporates the following individual tools, and hosts the Digital Heritage Hub (online communications platform used during the project):
  - Replication Toolbox
  - RURITAGE Atlas
  - Decision Support System (DSS)
  - Monitoring Platform
  - My Cult Rural Toolkit
- RURITANIA Serious Game Kit
- Skills Development through:
  - Summer School
  - Professional Master's Programme

This section summarises the individual tools, linkages with Project Deliverables and the synergies between their Action Plans. The Individual Action Plans for the tools are specified in more detail in Annex 1.

#### 4.1.1 Methodology and Branding (Leader: UNIBO)

This provides the core RURITAGE methodological approach used for regeneration planning through the use of CNH, and is of use to Policy makers, Knowledge Organisations, Civil society organisations, Practitioners & key service providers and Public & private investors. RURITAGE has established a novel heritage-led rural regeneration paradigm through the identification of six Systemic Innovation Areas (SIAs) - Pilgrimage, Sustainable Local Food Production, Migration, Art and Festivals, Resilience, Integrated Landscape management; leading to the development and implementation of re-generation strategies. The methodological guide, including support for strategy planning and implementation, is in place, together with the provision of tools and methods for replication e.g. Community-based Heritage Management and planning (CHMP) methodology described in Del. 2.1.

Quality standards are set, which link to the development of a brand, detailed in Del. 6.3. The RURITAGE brand is conceived as a European brand for rural regeneration based on the six SIAs of the RURITAGE paradigm. The brand will be available to Role Models and Replicator regions that adopt the RURITAGE development approach to foster the heritage-led regeneration of rural territories across the EU and beyond.

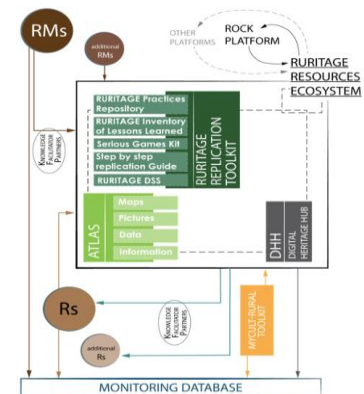
**Exploitation:** There are three principal exploitation routes for the Methodology: as part of a consultancy package, training of regional users, and further developments for specific contexts. The main point of access is the Web platform, and the main means of transfer of expertise are demonstrations & training. These will be supported by presentations, scientific & policy papers and non-scientific publications. Consultants may be trained to use the methodology in their development assignments. Experienced partner staff may provide consultancy support on request, and the Community will communicate to pass work between regional partners. This links directly to the other Tools which support the Methodological process along the development path for new Replicators. Training may also form part of educational institution provision,

which is linked to the Summer Schools and Master's programme.

To ensure its exploitation potential is maximised, Methodology and Branding forms a core part of the collective Exploitation Plan.

#### 4.1.2 RURITAGE Resource Eco-system (Leader: POLITO)

The RURITAGE Resource Eco-system (RRE) is the digital shared environment that allows the integration of digital tools for heritage-led initiatives in the development of rural territories, described in Del. 5.3 (and Del. 5.5 in terms of Guidelines for Sustainability). This is distributed software components. In particular this distributed software infrastructure hosts several of the RURITAGE tools for supporting cultural natural heritage (CNH), including the Replication Toolbox, RURITAGE GIS-based Atlas, Monitoring Platform, the My Cult-Rural Kit), the Decision Support System (DSS), along with the Digital Rural Heritage Hub (DRHH) communication platform.



RRE consists of three-layered architecture with a data-source Layer, a Distributed Core Components Layer and an End-users Applications Layer.

Thanks to the software interoperability among the different services, different tools have been integrated with their different functionalities. The RRE is flexible and can accommodate further extensions for other territories upon request and can be designed and developed to suit new user needs and requirements.

**Exploitation:** RRE forms a key part of the web tools interrogation process and therefore its exploitation is linked to its integration within the overall RURITAGE service offering. In this way its usage potential will be maximised. Its utility will be its role in providing easy access and demonstrating the benefits of adopting the RURITAGE approach. The main target users of RRE are Policy makers (international organisations, governing bodies and institutions); Knowledge organisations (universities and research institutions, schools and other educational and training centres); Civil society organisations (NGOs, interest groups and associations); Practitioners and key service providers in rural areas, Businesses and public and private investors; Citizens and rural residents. Awareness will be created through the whole RURITAGE promotion strategy, including networking, conference promotion and website and social media activity.

#### 4.1.3 Replication Toolbox (Leader: TECNALIA)

The Replication Toolbox is complementary to the Methodology and the Resource Eco-system. It provides access to relevant tools that can form part of the operational implementation of the methodology. Detailed in Del. 5.4, it is a digital platform that serves as a wizard to 'self-guide' users interested in replicating RURITAGE strategies and methodologies, through a menu format to access the available good practice repository information and lessons learned derived from Del. 1.2 and Del. 1.2, along with a step by step regeneration guide and links to other useful tools including RURITANIA Serious Game Kit and the DSS.

**Exploitation:** Given its complementary nature, it has the same target market as the Methodology: policy makers in new Replicator Regions, knowledge organisations, civil society organisations, practitioners & key service providers and public & private investors. Access is on line. The wizard leads a site visitor through the relevant RURITAGE tools. In this way it is also a marketing tool for these other services available. It can act as a 'taster' or promotional instrument to attract users to the comprehensive suite of tools that can be introduced but which can be adapted to suit the local situation.

#### 4.1.4 RURITAGE Atlas (Leader: POLITICO)

The RURITAGE Atlas, developed and further refined through Del. 1.3, facilitates the visualising and accessing of relations across CNH assets and resources in mapped territories. It gives information on Places and Experiences (activities that are taking place in the territories and main uses), makes available information on accessibility, facilities, infrastructures, urban/rural interactions and highlights risk exposure, elements of disturbance and interference.

Its main audiences are local public authorities and policy makers, private sector (supporting decisions and investments), civil society organisations and the research and education sector (where the underlying structure can be used for different purposes). It can be used by the general public to determine local events and attractions.



**Exploitation:** The main point of access is via the RURITAGE Resource Eco-system, with a link from the RURITAGE website. The main means of transfer of expertise are demonstrations & training, with relevant technical expertise required for the implementation of new projects and initiatives.

#### 4.1.5 Decision Support System (Leader: ALMENDE)

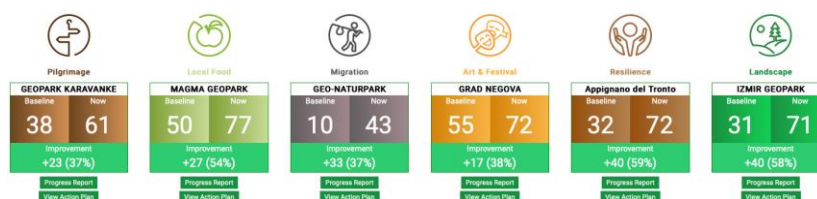
The Decision Support System (DSS – Del. 5.1) matches the needs of actual and potential replicators with known good practice. It provides a simple way to find role models and lessons learned through a process of filtering and analysis, dealing with goals and challenges. Part of the Replication Toolbox, the DSS provides an intuitive Wizard to guide the user through a series of questions and then present an integrated report with information based on the “best practice” activities that Role Models have undertaken in the past (Inventory of Lessons Learned). The main audiences for the tool are public authorities at various levels, policymakers, civil society organisations, companies developing and implementing local development strategies, and some activist members of the general public.

**Exploitation:** The main point of access is the Web platform, and the main means of transfer of expertise is actual interrogation on site, supported by demonstrations & training at occasional events. In the latter case it can take the function of a promotional tool, which could also play a role in the first stage of project development, when one is looking for examples of good practice. In the longer term, there could be a charge for interrogation, either by application or subscription. Such a subscription could also involve online training in the use of the DSS.



#### 4.1.6 Monitoring Platform (Leader: CARTIF)

The RURITAGE Monitoring Platform, developed through Del. 4.2, is an online interactive dashboard tool, which provides quantifiable evidence of the role of CNH as a driver for sustainable growth



through helpful insights based on Key Performance Indicators (KPIs) charts and diagrams. To do this, the Monitoring Platform analyses the performance of the deployed Action Plans Replicators through selected cross-thematic and multiscale KPIs and through the implementation of a holistic approach based on Systems Dynamics (SD). The Monitoring Platform was not originally listed as an exploitable tool, but this has changed during the project and it is being developed into a user-friendly software as a service (SaaS) application so-called R2MP (Rural Regeneration Monitoring Platform).

**Exploitation:** The Review Report (EC, 2021) recommended a focus on setting up a suitable framework for monitoring of the replication process beyond the project lifetime (for instance self-evaluation for the territories). This will provide a useful test of the user friendliness of the platform and will also provide a demonstration of its utility. It is foreseen that this will form part of a project development package/ offering, involving other aspects of RURITAGE, notably methodology and other tools. It is also linked with the My Cult-Rural Toolkit below, as a powerful co-monitoring tool.

#### 4.1.7 My Cult Rural Toolkit (Leader: UoP)

The Toolkit, detailed in Del. 5.2, is essentially a set of app-based tools that can form part of a consultancy or research service, combining existing technologies (Rate my View and Landscape Connect Apps), integrated with Tagscape methodologies. As a powerful co-monitoring tool that can be exploited for collecting images and feedback from citizens in varied and diversified contexts, one can determine what people value within landscapes, and can indicate how actions within a project have changed attitudes.

There are no direct competitors, as the back-end facility (the analysis done in-house) is the real added value with commercial deployment potential. This can be delivered quickly (within a day) after collecting the information. This enables people to get feedback at the end of a day of collecting data, which is also a unique selling point. Its use does demand expertise, which is where a consultancy or training element can be delivered.

**Exploitation:** Target markets comprise: public bodies, responsible for heritage-based developments, private developers, civil society and knowledge organisations. It may also include consultants acting for public bodies or developers. The exploitation route has four main avenues: network contacts (which have already been successful), promotion at conferences and demonstrations, social media and other publications and access through the RURITAGE website.



#### 4.1.8 RURITANIA Serious Game Kit (Leader: CRS)

The RURITANIA Game is designed to engage local stakeholders: teachers, policymakers, and business owners in discussions to address local challenges and in so doing find common ground and develop a joint incentive to act. Described in Del. 2.2, the universal version of RURITANIA Game contains a compilation of good practices collected from all SIA areas. It is conceived of as an independent tool for interested parties that work for a common goal (e.g. sustainable local development). The standard English version has also been translated into Replicator languages. A digital version of the game will also be available. The principal markets for the game are public authorities at regional and local levels, civil society organisations and knowledge organisations aiming to start their regeneration through fostering stakeholder engagement.



**Exploitation:** There are three principal exploitation aspects: as part of a consultancy package, training of regional users, and further developments for specific contexts. It fits nicely within the Methodological approach as a first step for stakeholder engagement. It is intended that the Game be easily personalised to meet the needs of organisations or municipalities for use in their regional contexts.

Training and development are the two other main exploitation routes. Consultants may be trained to use the game as an initial tool in their development assignments. Training may also form part of educational institution provision in this area.

#### 4.1.9 Skills Development (Leaders: UNIBO / POLITO)

There are two elements to education and training as part of Del. 6.5 in the RURITAGE Project: Summer Schools and Professional Master's Programme.

##### Summer Schools (POLITO)

Summer schools typically have three learning objectives:

- Developing a critical approach to digital tools to the scope of CNH knowledge building of large-scale composite contexts
- Conception and use of participatory processes to engage stakeholders with digital tools to enhance CNH as a driver of empowerment and resilience
- Applying collaborative digital tools for heritage knowledge and management

The target audiences are both academic (principally higher year undergraduate and early postgraduate students) and practitioners in the field.

**Exploitation:** After the project lifetime POLITO will be responsible for continuing the annual Summer Schools, supported by other partners. Linking with other academic networks and international partners, e.g. UCLA in California, will be the prime focus, also with potential recourse to ERASMUS.

##### Professional Master's Programme (UNIBO)

The curriculum for this programme has been established, targeted at those already with a suitable qualification level. Joint title between UNIBO and POLITO was proposed for the first editions, with potential for other universities to participate also.

The course incorporates the principal lessons of RURITAGE and uses the methodology and the tools developed, along with the teaching inputs from across the project consortium.

Course includes on site teaching events during the year, blended with other distant learning delivery.

**Exploitation:** Exploitation will be through online promotion, networking, events and publications. A review of the course level as a Professional Masters will be undertaken to match with marketplace demand.

The exploitation plans for each of the individual tools are set out in Annex 1

## 4.2 Results from Replicators and Role Models

The RURITAGE project already demonstrates impressive results from across the regeneration and enhancement plans of Replicators and Role Models, representing all of the six Systemic Innovation Areas (SIAs) underpinning the RURITAGE approach, represented as follows:



The tangible results achieved across the R and RM regions, using the RURITAGE methodology and tools, are characterised by the success stories presented through poster campaigns, pitching sessions, and factsheet materials, and include the following:

**Table 4:** Sample List of Success Stories and Case Studies highlighted across Rs and RMs inspired by RURITAGE Approach

No.	Name / Region	Principal SIA(s) addressed	Sample Success Stories and Highlights
R1	Karawanken-Karavanke UNESCO Global GeoPark	Local Food, Resilience	Local Food network – RURITAGE Vision of Geopark partners* St Hema Safeguarding and accessibility initiative
R2	Magma UNESCO Global Geopark, Rogaland, Norway	Landscape, Local Food	Promote the tourist offer through the design of a tourist route, including restaurants, hotels, activity providers, producers* Local Food Network
R3	Geo-Naturepark Bergstrasse Odenwald, UNESCO Global Geopark, Germany	Migration, Art and Festivals	Strengthening bonds between migrants and residents through creative land art and forest art work* ; Interactive Cultural Card Game ; Photo exhibition – New Home through My Eyes
R4	Negova Castle, Slovenia	Art and Festivals	Festival of Love: Spring and Autumn Day / The Herb Day* Festival of Love – Culture with a taste of Nature
R5	Appignano del Tronto, (CoAPP) Italy	Resilience	Establishment of Appignano Hub for Community Resilience, Training and Education* Collection of Cultural Stories inspired by RURITAGE
R6	IZMIR Geopark, GEDIZ-BAKIRCIY BASINS, Turkey	Landscape, Local Food	Building of a Geology Road map through Citizen science* Local Food Culture and Branding in Bakiray Basin
RM1	Camino de Santiago, Spain	Pilgrimage	Promote a governance model with the involvement of public and private bodies* Differentiating Charter of Values for Camino Route
RM2	Via Mariae, Romania	Pilgrimage	Integration of Crafts/Traditions within pilgrimage offer Stakeholder collaborations for re-use of buildings as shelters
RM3	Apulia, (DARE), Italy	Art and Festivals, Local Food	Initiative on Ruralism and Arts in the fields* Promoting young talent in sustainable local food production
RM4	Palestine, Columbia	Local Food	Define an action plan for the communication of the biodiversity of the area*
RM5	Asti Province, Italy (PIAM)	Migration	Start-up of a local restaurant and support of the RHHs visibility (Villa Quaglina)* Visibility and accessibility of local hiking paths
RM6	Natural History Museum of the Lesvos Petrified Forest, Lesvos, Greece	Local Food, Migration	Local food festival and gastronomic events* Migrant Integration through athletics and cultural events Initiatives for resilience and climate change risk mitigation
RM7	Take Art, Somerset, UK	Art and Festivals	Activities for better health, wellbeing and environment* Culturally Chard – regeneration project, Farmers' Supper Initiative
RM8	Visegrad, Hungary	Art and Festivals, Local Food	Creation of a set of food-oriented tourists packs* Digital data for improved visitor experience Community Collaboration forum through the RHH



RM9	Psiloritis UNESCO Global Geopark, Greece	Pilgrimage, Art and Festivals, Resilience	Use of technology and Digital tools to promote natural and cultural heritage and products of Psiloritis* Community collaboration for Local Festivals Initiative
RM10	Katla UNESCO Global Geopark, Iceland	Resilience	Increase the knowledge and preparedness of individuals for natural hazards within the Geopark* Vision and branding initiative for local products
RM11	AUSTRÅTT, ØRLAND, Norway	Pilgrimage, Local Food	Link the pilgrimage routes Finland - Sweden – Norway* Regeneration through Traditional Fruit project
RM12	Duero –Duoro, Spain and Portugal	Landscape	Collaborative Ecosystem in the Regional Ministry of Culture and Tourism* - Territories with a future Initiative Strengthening the RHH as a Business network hub
RM13	Wild Atlantic Way, Donegal, Ireland	Art and Festivals, Landscape	Traditional Weaving Skills Training Programme* Cultural Place-names - digital initiative

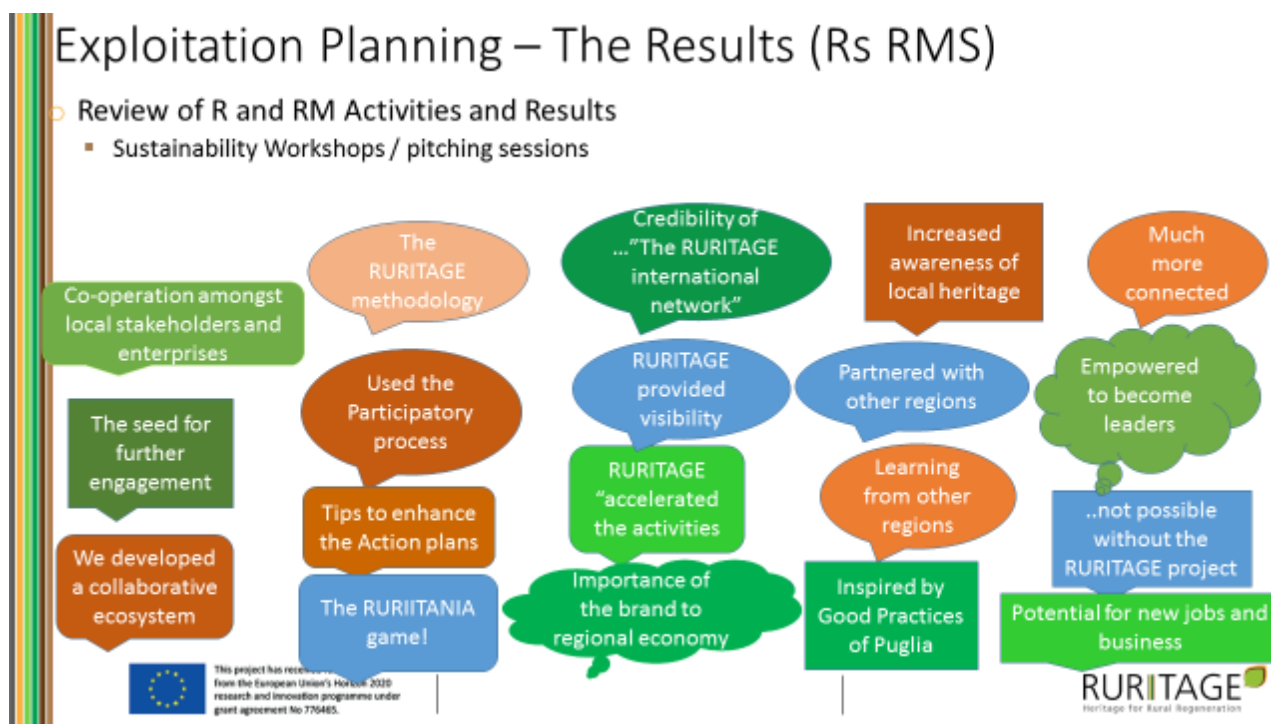
\*Factsheets are already prepared for these selected success stories. These are available through the Replication Toolbox and will be further promoted and disseminated as part of the future exploitation.

#### 4.2.1 Impact of RURITAGE Approach

Feedback from Pitching Sessions and Sustainability Workshops held during the RURITAGE project emphasises the specific impact of the RURITAGE approach on the Replicator and Role Model regions delivered through the development and implementation of local regeneration and enhancement plans.

Some of the direct feedback received from Rs and RMs during the various sessions is captured in the following illustration, focusing on the overall RURITAGE methodology, the collaborative approach, the branding and visibility aspects as well as specific tools of particular use.

**Figure 4:** Selected Quoted feedback from Rs and RMs from experiences and benefits of RURITAGE approach



Specific impacts are already captured through the Monitoring platform implemented with Rs which is also extended for use with RMs in the project, with monitoring extended beyond the project lifetime to capture further impact and results.

### 4.2.2 Exploitation Potential

These tangible results are regarded as key outputs and results that can be promoted to foster the RURITAGE approach and contribute to the exploitation potential. The Rs and RMs can therefore play an important role in disseminating and promoting the benefits of RURITAGE and propagate its messages.

The profiling and illustration of success stories and case studies themselves will be available for dissemination and promotional purposes through the collective website to highlight the benefits of the RURITAGE approach and the use of its tools and methods to achieve successful results, which can be updated and new cases added, on a regular basis.

The factsheets already prepared for successful actions across all of the Rs and RMs are presented according to the following structure, to capture the essential information that can serve for the inspiration of others:

- Objective and Target of the Action
- Brief description and activities
- Capital involved
- Relevant SIAs
- Main stakeholders involved
- Beneficiaries
- Timeframe
- Indicative costs and funding sources
- Impact and Sustainability

The factsheets are available through accessing the Replication Toolbox, which are complementary to the good practices and lessons learned from Role Models gathered through the RURITAGE project

Additionally, the Rs and RMs can serve as

- Ambassadors for the RURITAGE the project based on their first-hand experience and expertise
- Demonstrators and Reference sites based on the successful stories and case studies generated, with potential to present new successes and results in the future.
- Advocates for the Methodology and Tools, based on their direct experience of their successful use for rural regeneration and enhancement.

These roles are identified for Rs and RMs in the RURITAGE Community Network, as detailed in the Commitment letters provided by those listed in Annex 2.

## 5. Web-based Delivery & Monitoring

The next phase is underpinned by a web-based approach to delivery, based on available resources, whilst ensuring an integrated presentation of tools and results within the RURITAGE paradigm.

A co-ordinated presentation of tools and results, with analytical monitoring and internal reporting, is important in three regards:

- Meeting the requirements of the contract for long term availability and dissemination of the tools. This includes the recommendation of the Review Report (EC, 2021) for a suitable framework for monitoring of the replication process beyond the project lifetime.
- Efficiently maintaining the network to deliver the medium and long term targets, to facilitate further exchange of information and expertise and explore possibilities of future collaborations.
- Assessing the feasibility of a new venture in the longer term, through collection and evaluation of analytics and monitoring data.

### 5.1 Overall Web design specifications

Below are set out design specifications for the website, which will need refining in dealing with a website designer. The interactive RURITAGE promotional website will be established, to contain the following.

- A home or landing page, which is clear and gives immediate access to the following pages.
  - Project summary, including present and future ambition;
  - RURITAGE Network Community - information and related fora;
  - Tool descriptions, which lead to the individual tools or relevant platforms where they are accessible, including contact point for each tool;
  - Thematic presentations of good examples and project results from Replicators and Role Models of interest to the wider community as case studies and demonstrators;
  - Enquiry forms for visitors to request further information etc.;
  - News, blog and related information;
  - Relevant analytics to monitor traffic and interest in various tools, both on the RURITAGE website and related platforms hosting tools, including the RRE and Replication Toolbox. (The operation of the RRE and Replication Toolbox are dealt with in the relevant Deliverables)

Tools themselves are hosted on a variety of web servers and linked via the RURITAGE website and related platforms, with plans for their ongoing operation and maintenance. For example, the detailed operation of the RURITAGE Resource Eco-system is dealt with in Deliverable 5.5: Guidelines for the RURITAGE Resource Ecosystem Sustainability.

The site blog will be updated by a responsible person and all partners will have access to update themselves and to use posts in their own social media communications. These messages should promote partners' activities and developments, as fulfilment of the broader RURITAGE paradigm. Partners will be able to add new updates, developments & tools as appropriate.

### 5.2 Analytics and Monitoring

This is a key part of the web based approach, so that the feasibility and viability of future actions can be evaluated and decision made on the most promising tools and results that may have future potential, and how best to capitalise on this.

Analytics, both on the website and hosting sites for tools, should include the automatic collection of:

- Origin of visitors by geography and type of organisation (where possible)
- Most visited sections of the site, by numbers and duration
- Most visited tools by numbers and duration

- Downloads, where relevant
- Information from online Enquiry Forms (simple questionnaire, where visitors request further information). This should include:
  - Type of requesting organisation (public/private/ industry sector)
  - Region / Location
  - Main interest (from short list: seeking information on practices/access to tools/needing expertise/looking for partners)
  - Willingness to be on a mailing list
  - Request for call back / follow-up
  - Rating of site.

The analytics will also be monitored and reported on a regular basis (approx. 3-4 months) to the steering group. These reports will summarise the main points, noting particularly demand-based data, most visited/opened and used tools, and reports of use.

A dedicated person will monitor the blog and add content regularly (e.g. once per week) to ensure it is current and quality standards are maintained.

### 5.3 Network Co-ordination and Administrative Aspects

While the focus of the promotion and dissemination is the website, the routes to market have also specified publications, social media, presentations, demonstrations and training. In all these aspects, individual initiative is crucial. Partners will be pursuing their own agendas and using RURITAGE to so do. However optimum results demand good communication and co-ordination. For these reasons, the following structure is to be set up.

#### 5.3.1 Steering group

Partners will be represented on a steering group, which will meet remotely, approx. three times per year. At these meetings analytics and demand aspects will be reported, both from the web platform as well as from individual requests. Partners will also report additional use of the tools through their own activities. Promotion and use of social media will be a standard agenda item at the steering group, which should also include report on analytics, functioning of the distributed websites, partner activities, upcoming opportunities, requests from outside the network.

#### 5.3.2 Secretariat

UNIBO will act as secretariat during the pilot phase of the network and will co-ordinate meetings and administrative aspects.

UNIBO will act as first point of contact for enquiries through the website, where these do not go straight through the knowledge partner responsible and will refer them to the relevant partner.

A responsible person will produce and distribute analyses of web/ visitor traffic and other demand-based analytics for sharing with all partners.

#### 5.3.3 All Partners

Along with the specific roles identified in the Commitment letters, all partners have undertaken to commit staff time for periodic meetings, networking amongst members, monitoring and related activities.

Partners also undertake to report on their relevant activities, report on and follow up on enquiries received, highlight new actions and any further potential identified.

They also agree to participate in promotional activities and undertake ambassadorial and geographical representative roles as appropriate to foster the RURITAGE paradigm.

## 5.4 Longer-term Potential

The above arrangements will operate for eighteen months, whilst the tools themselves will be accessible for at least 2 years. A 12 month review will take place and again after 18 months, in line with partner commitments already agreed. During or at the end of this time, agreed changes may be made in terms of formalising the network (taking legal status), changing membership, changing roles in the light of new opportunities, etc. Revenue earning potential and related distribution will also be discussed based on demand identified, for possible implementation beyond the pilot phase.

At the end of this time, and before the end of the 24 month timeframe for when the tools will remain accessible, an overall stocktaking and decision on future direction will be finalised, including potential for formalising the organisational structure, network and financial arrangements, outlined earlier.

## 5.5 Timetable

**Table 5:** Summary Timetable for Activities of the Pilot RURITAGE Community Network

Month	Foreseen Actions/Milestones
1	Website set up and monitoring procedures in place. Initial forums and meetings schedule established, planning for training and other time-bound activities.
4	Steering Committee; Initial review of website, specification of any updates site(s) to improve user friendliness; Examine analytics and interest/demand in individual tools; Review of activities of Rs/RMs and notable achievements; Agreement of promotion plan for the next period.
8	Steering Committee; Review of analytics and enquiries received, submission of partner reports on activities and highlights, reports on social media promotion and determination of themes for next period.
12	Steering Committee; Review of first year activities/demand, highlighting most used tools, actions in relation to 'lagging' tools. Analytic reports, partner activities, social media campaign.
15	Steering Committee; Reports on analytics, partner activities, social media campaign. Review of feasibility and determination of criteria for continuing network as appropriate.
18	Steering Committee, Submission and review of activity reports. Decision on future of website and possible formal entity. Consideration of financial benefits brought to different partners during the period and future potential.
24	Final decisions in line with 2-year accessibility period for tools.

This timetable is complemented by a summary timeframe for the implementation of exploitation plans for individual tools, which is set out overleaf for comparison purposes.

**Table 6:** Summary of Exploitation Timetable for the individual tools

Mth.	DSS	Methodology	RRE	Monitoring	Replication toolbox	Atlas	My Cult-Rural Toolkit	Serious Game Kit	Summer School	Prof. Masters
-36				Development of platform			Toolkit developed and tested	RURITANIA game produced		
-18	DSS structure developed and filled with data	Methodology and guide and testing/piloting with R's and RMs				Prototype developed and tested with Role Models		Formulation of training programme around the RURITANIA game kit		
0	Wizard developed	Brand Identity /guidelines, videos & marketing strategy	RRE designed & tested Final version launched	Testing with replicators Revised user friendly interface and manual	Toolbox designed and tested 2 Final version tested and launched	Implement amongst Replicators 3 Open webinar for launch	0 Successful integration & use of toolkit	2 On line version produced	Two summer schools delivered	Masters curriculum completed
6	Integration with Ruritage web presence and promotional campaigns	Integrated approach to exploitation, including delivery promotional strategy	Integration with web presence and promotion campaign	Integration with website and promotion campaign	Integration with RURITAGE web presence and promotional campaigns	Integration into collective web platform	Successful integration and use of toolkit	Integration into collective web presence	Review performance of Summer schools held in 2022 and potential for improvement	Review of Masters Programme
Ongoing for 18/24 months	Maintenance of DSS response to enquiries and follow up on requests	Respond to enquiries and requests received	Maintenance and adaptations as required 6 Periodic testing by partners	Maintenance of Monitoring platform	Maintenance of toolbox, adaptations necessary from reviewing analytics	Delivery of social media and other promotional strategy	Promotion of toolkit as part of overall suite	Implementation of collective social media and promotional strategy	Identify potential for annual Summer school in conjunction with partners,	Registration of programme and Agreement across relevant universities
		Delivery of relevant assignments, and evaluation of results				Maintain communication and networking amongst partners	Communication and support of replicators & partners	Follow-up on any enquiries and requests that are received	Design, promotion and delivery of next Summer School	Promotion and delivery of Masters Programme
		6 Regular reviews, communication and networking among the partners				Identification of further R&D opportunities	Ensuring maintenance and availability	Maintaining communication and networking among the partners		4 Identify sponsorship opportunities to maximise participation levels.
	5 Review of analytics to determine demand and role		7 Review of analytics	7 Review of analytics to determine demand and role		8 Maintenance of Atlas, adaptations necessary from reviewing analytics	4 Identifying new research and project opportunities	5 Arranging demonstrations		
End of Pilot period	Decision on route forward for further exploitation	Feedback on demand aspects to secretariat, steering committee, and decision making	Decision on route forward and further exploitation	Decision on route forward with appropriate business model	Review of analytics, develop and agree business model based on demand identified	Review of analytics, develop and agree future business model based on demand identified	Review of analytics to determine demand and future role including decisions on route forward for further exploitation	Feedback on developments and demand provided to secretariat and SC to inform decision making	Review of performance and consider steps for delivery in line with long-term vision	Review market demand and results to enhance delivery and foster sustainability. Implement as appropriate

Note: Month 0 is Month 51 of the project; i.e. official RURITAGE project end date

## 6. Business and Financial Modelling

### 6.1 Pilot Phase of Network

There will be no formal entity in place for the 18 month pilot phase, so there will be no financial transactions impacting the collective network. Instead the limited financial implications are agreed as follows:

- Costs of new website, to be borne by UNIBO, including relevant links and maintenance for 2 year period to ensure tools accessibility in accordance with Grant Agreement: Quotation: c. €20,000
- Web analytics for the Social media marketing will be included in the above costs.
- UoP and other relevant partners will provide ICT hosting capacity for the various tools, along with relevant web analytics, and will absorb the cost of this during the pilot phase.
- Voluntary time is committed by partners, typically 1 day per month, to cover the range of activities as set out in Commitment letters, individual Action Plans for tools and in this collective Exploitation Strategy.
- The use of online meeting facilities will minimise operational costs during the pilot phase.

With no formalised entity in the pilot phase, potential commercial activity during this time will be subject to bi-lateral agreements between the relevant partner(s) and the contracting body, with an understanding that no fees or commissions payable to the network. Instead, this phase will be used to evaluate demand and future potential. This will be reviewed on a regular basis, with decisions on future development to be taken towards the end of the pilot phase.

### 6.2 Scenario Planning for Longer term Sustainability

Based on an initial assessment of demand, it is envisaged that income will be generated from activities derived from traffic to the web platform and from promotion across the RURITAGE network, leading to uptake of tools. This has the potential to generate fee-based income and commissions for external contracts. However, this will have to be demonstrated from demand arising during the pilot phase, which will involve analytics generated from the site and information from network participants. Indicative income streams are included in individual Action Plans for relevant tools, which can form the basis for future planning.

Sustainability will depend on generating sufficient income to meet the direct costs of operating a more formal entity. Assuming an active network, a minimum expectation would be the deployment of 1.5 FTE staff to support the network and allow for continuous development and search for new opportunities. This will give rise to the indicative annual costs set out in Table 7 below.

**Table 7:** Indicative Annual Costs for RURITAGE Community Network

Cost item	€
Salary costs: (@ €50,000 per FTE incl. social insurance)	€75,000
Office overheads (10% of salary costs)	€ 7,500
Web hosting and maintenance	€ 2,500
Marketing budget	€ 2,500
Travel budget	€ 2,000
Professional fees (accounts, etc)	€ 1,500
Miscellaneous Fees and other costs	€ 2,500
<b>TOTAL annual operating costs</b>	<b>€93,000</b>



Assuming an average of 15% fee commissions accruing to the new entity from consultancy days, training and other contracts that may be fulfilled from across the partnership, the minimum of level of commercial activity would need to reach €620,000 to reach viability based on the above costs (i.e. 15% commission on €620,000 on earnings = €93,000). Given this high threshold, an alternate model could see the network generating income from other direct project activities that may be identified, to support the overall entity. On this basis, an indicative breakdown of annual fee income is presented in Table 8.

**Table 8:** Indicative Breakdown of Annual Fee income that may be generated from Activities

Income generating Activity	Fees/income accruing to Network*
100 Consultancy days at €600 per day, with 15% fees to Network	€9,000
100 Training days at €500 per day, with 15% fees to Network	€7,500
Subscription fees/pay per use activity and Contracts for adapting various tools, totalling €250,000, with 15% commission to Network	€37,500
Income from new projects delivered directly by Network entity:	€39,000
<b>TOTAL Network Income</b>	<b>€93,000</b>

\*Note, this does not include any internal arrangements for distribution of fees/commissions earned from activities that are facilitated by/or require inputs from additional project partners and their respective tools, that requires remuneration.

A summary of this indicative income and expenditure for a breakeven scenario is presented below.

**Table 9:** Indicative income and expenditure for a breakeven scenario

Description	Notes	€
<b>Income</b>		
Commission/Fees on €110,000 income from total of 200 Consultancy and Training days delivered by Network Members	15% fees to Network	€16,500
Commissions on Subscription fees/pay per use activity and Contracts for adapting various tools (Est. contract income totalling €250,000)	15% payable to Network	€37,500
Income from new projects delivered directly by Network entity	Target: €39,000 to achieve Breakeven	€39,000
<b>Total Income</b>		<b>€93,000</b>
<b>Expenditure</b>		
Staff Costs	1.5 FTE staff	€75,000
Website and other Marketing costs	See Table 7	€5,000
Operational Costs, including office, travel and professional fees	See Table 7	€13,000
<b>Total Expenditure</b>		<b>€93,000</b>

The veracity and viability of the above will be further tested and evaluated from the levels of activity and demand arising during the pilot phase of the network, from which more detailed and refined business modelling can be developed building on the most promising results.



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## **Annex 1: Exploitation Action Plans for Specific Tools**

Methodology and Branding  
RURITAGE Resource Eco-System  
Replication Toolbox  
RURITAGE Atlas  
Decision Support System (DSS)  
Monitoring Platform  
My Cult Rural Toolkit  
RURITANIA Serious Game Kit  
RURITAGE Summer Schools  
Professional Master's Programme

## Exploitation Action Plan – RURITAGE Methodology and Branding

<b>Weblink:</b>
<a href="https://www.ruritage.eu/wp-content/uploads/fv-contest/c1/Deliverables/D2.1.pdf?t=1606303910">https://www.ruritage.eu/wp-content/uploads/fv-contest/c1/Deliverables/D2.1.pdf?t=1606303910</a>
<b>Description:</b>
<p>RURITAGE establishes a novel heritage-led rural regeneration paradigm through the identification of 6 SIAs (Pilgrimage, Sustainable Local Food Production, Migration, Art and Festivals, Resilience, Integrated Landscape management) and involving an integrated, multi-stakeholder and transdisciplinary development approach to co-develop and co-implement heritage-led rural regeneration strategies.</p> <p>To enable this co-development process, a methodological guide has been developed, including support for stakeholder engagement, strategy planning and implementation, together with the provision of complementary tools and methods for replication, i.e., Community-based Heritage Management and planning (CHMP) methodology. The CHMP methodology was successfully tested in R's and RMs, with hands-on advisory support by UNIBO, leading to the development of tailored regeneration and enhancement plans.</p> <p>It has become a standardised procedure that can be adopted for heritage-led regeneration in rural regions and enhances its potential to be exploited and adopted for heritage-led regeneration in rural areas. This standardised approach implies a level of quality. This quality is also linked to the branding that has been developed, conceived as a European brand for rural regeneration based on the six SIAs of the RURITAGE paradigm. This branding is available to Role Models and Replicator regions that adopt the RURITAGE development approach to foster the heritage-led regeneration of rural territories across the EU and beyond. In this way it will be developed as a replicable instrument that can be upscaled and applied to other rural areas interested in taking part in the RURITAGE network.</p>
<b>Situation of Access Rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>The methodological guide and the related tools are open access and are freely available for a minimum of two years on the UoP server for those that are confident in applying them in their own context. It can be accessed through a direct hyperlink from the main RURITAGE Website.</p> <p>Its implementation during the testing phase was strongly connected to the expertise of the lead partner, UNIBO, through advisory support provided to Replicators.</p>
<b>IPR measure(s) taken or intended:</b>
<p>Pre-existing rights remain with the originators for contributory technologies.</p> <p>Adoption of the Brand is subject to meeting set criteria involving the application of the methods.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>UNIBO, CE, BITN, UNESCO, ICLEI, SAVONIA, CRS, WestBIC, RMs and Rs.</p> <p>Other KFPs have supported the development of complementary tools that are related to the overall implementation of the methodology.</p>
<b>Stakeholders/Target Users:</b>
<p>All those involved in or interested in heritage-led rural regeneration – e.g. new Replicators, RURITAGE Partners, Role Models, CNH and rural tourism operators, CNH policy makers/organisations, Rural communities, Municipalities, regions (e.g. RURITAGE Board of Regions), UNESCO Geoparks and Man and Biosphere reserves, towns and communities in rural areas, Local Action Groups (LAGs) and relevant SMEs, Start-ups, Non-profit organisations, researchers, private foundations, banks and investment agencies, in EU Member States and non-EU countries.</p>
<b>Proposed Exploitation Route (s):</b>
<p>To ensure its exploitation potential is maximised, the Methodology forms a key part of the overall collective exploitation strategy covering the 18 months after the formal end of the RURITAGE project timeframe. This will be underpinned by a web platform that will actively promote and provide access to the tools, whilst this promotion will also be undertaken across the RURITAGE Community Network.</p>

Promotion by geographical representatives from across the RURITAGE network will further enhance coverage.

There are four principal exploitation aspects for the Methodology:

- Promotion of the Methodological guide for self-use
- Training of target users in its implementation
- As a consultancy package for individual assignments, with hands-on advisory support similar to the testing and implementation phase during the RURITAGE timeframe
- Further product/service development to adapt to specific contexts.

Training and consultancy support are the two main commercial routes identified that can be targeted at the potential users, through the network, the new web platform, and targeted social media marketing. Consultants may be trained to use the methodology as a new service.

Training may also form part of educational provision, which is linked to the RURITAGE Summer Schools and Professional Master's Programme.

UNIBO can already provide consultancy support on request, depending on capacity, and arrangements are also in place to refer enquiries and request for series between regional partners.

Direct enquiries received along with the analytics to be built into the new web platform will assist in evaluating demand for the Methodology and related tools that are complementary to the methodology, in order to inform the future business modelling aspects.

#### **Benefits (Impact Indicators) and Target(s):**

The benefits are in terms of following a proven methodology, supported by tested tools to develop robust regeneration plans, underpinned by bottom-up community and stakeholder engagement.

##### Targets:

200 rural communities informed of the Methodology and RURITAGE paradigm, additional to the Role Models and Replicators engaged during the project. As an example, this is already under way in Latin America, where 14 communities have participated in regional training.

The medium target is for 10% out of 200 informed rural communities using methodology and brand.

The long-term target is for 50 rural communities to adhere to the brand.

#### **Business Model and Sustainability Plan:**

The Business Model and Sustainability Plan is aimed at providing access to the generated knowledge and tools along with the potential for delivery of tailored training, consultancy, and advisory services.

At the outset, access to the Methodological Guide itself will be free of charge and may be taken up by competent users.

The aspects of training and consultancy are central to the proposed commercial model:

- Training is targeted at potential users listed above. They will be charged a fee for a series of workshops to upskill them in the use and implementation of the Methodology and related tools.
- Consultancy demand will be generated through the RURITAGE network, social media, and the website, which allows direct access to relevant experts, supporting tools and materials.

Typically, training and advisory/consultancy will be charged at commercial rates based on the nature of individual assignments, and the available personnel to deliver these services. This will range from €400-€600 per day at current rates.

To gain access to, and use, the RURITAGE brand, bodies will have to apply set standards in the application of the method. A fee for continued use of the brand is under consideration.

During the next 18 months, any commercial assignments that are generated will be bilaterally agreed between the delivery partner and the client. In the longer term, depending on demand, there is the potential for commissions to be payable to the managing entity towards the continuity of the network and to enhance the knowledge repository and service offering.

If demand for training and consultancy grows sufficiently, along with demand for related tools, a commercial spin out is under consideration. This will be reviewed by the steering group of the network on a regular basis.

Timeframe and Roadmap for Exploitation:			
<p>The Methodological guide and related branding are already in place, and all the complementary tools will be finalised by the end of the project, allowing for widespread promotion.</p> <p>This will coincide with the development and launch of the website and platform, contain access to all the tools, and the continued RURITAGE network to promote the offering.</p> <p>The web platform will include enquiry forms and detailed analytics to monitor demand and respond to requests.</p> <p>The RURITAGE network will continue for a minimum of 18 months and the website will continue for at least 2 years after the end of the project, to maximise awareness, interest, and uptake. Activity and demand will be reviewed periodically over this time, and decisions for future activity made on this basis.</p>			
Barriers/Risks to be overcome:			
<ul style="list-style-type: none"> <li>Poor promotion of the RURITAGE methodology and tools will hinder awareness and demand</li> <li>Low level of enquires and demand may see the demise of the RURITAGE methodology before it achieves its commercial potential</li> <li>Lack of maintenance and updating may see the approach become dated and obsolete</li> <li>Difficulties with accessing methodology and related tools will inhibit awareness and demand.</li> </ul> <p>To address the above:</p> <ul style="list-style-type: none"> <li>UoP have guaranteed accessibility to all content on their server for minimum of 2 years</li> <li>Resources will be provided on a voluntary basis by UNIBO over the next 18 months to address the above, whilst additional resources to deliver any commercial assignments will be assigned</li> <li>The RURITAGE network members have agreed to their promotional roles to assist exploitation activities.</li> </ul>			
List of Actions, Responsibility and Timescale for completion			
Activity No.	Description of Activity	Partners Responsible	Timeframe
1	Formulation of methodology and guide and testing/piloting with R's and RMs	CE, UNIBO, Other KFPs	Achieved
2	Development of RURITAGE Brand Identity /guidelines, videos and marketing strategy	BITN, UNIBO, UNESCO, ICLEI, WestBIC, RM's Rs	Achieved
3	Integrated approach to exploitation, including delivery promotional strategy	UNIBO and steering group	For 18 months after project
4	Respond to enquiries and requests received	UNIBO, relevant KFPs	2022-2024
5	Delivery of relevant assignments to meet client needs and requests, and evaluation of results	UNIBO, relevant KFPs	2022-2024
6	Regular reviews, communication and networking among the partners	All partners, led by UNIBO	Following 18 months.
7	Feedback on demand aspects to secretariat and steering committee, and decision making	UNIBO, Steering Group	Every 4 months, and 18 months after project end

## **Exploitation Action Plan – RURITAGE Resource Eco-system (RRE)**

<b>Weblink(s):</b>
<a href="https://www.ruritage-ecosystem.eu/">https://www.ruritage-ecosystem.eu/</a>
<b>Description:</b>
<p>The RURITAGE Resource Eco-system is the digital shared environment that allows the integration of digital tools for heritage-led initiatives in the development of rural territories. This distributed software infrastructure hosts several of the RURITAGE tools for supporting cultural natural heritage (CNH), including the Replication Toolbox, RURITAGE GIS-based Atlas, Monitoring Platform, the My Cult-Rural Kit and the Decision Support System (DSS), along with the Digital Rural Heritage Hub (DRHH) communication platform.</p> <p>The RRE enables a site visitor to develop their own approach to a development strategy based on CNH through a series of steps, which involve choices and then refinements of their position. This process leads the interrogator to define their outline strategy and determine which tools will be most useful to them in more detailed iterations, which will follow the use of appropriate tools.</p> <p>As an intuitive tool in its own right, the RRE consists of three-layered architecture with a data-source Layer, a Distributed Core Components Layer and an End-users Applications Layer. Thanks to the software interoperability among the different services, different tools have been integrated with their different functionalities. The RRE is flexible and can accommodate further extensions for other territories upon request and can be designed and developed to suit new user needs and requirements.</p>
<b>Situation of Access rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>The RRE will be stored on the UoP Server and will remain operational with open access, maintained by POLITO, for a minimum of two years.</p> <p>It will be accessible by direct hyperlink from the main RURITAGE website.</p> <p>The Eco-system hosts other RURITAGE tools, with Action Plans, including Access Rights already in place for these. All information used as the basis for the tools is publically available as specified in the RURITAGE Data Management Plan.</p>
<b>IPR measure(s) taken or intended:</b>
<p>Pre-existing rights remain with the originator, POLITO, for contributory technologies.</p> <p>Pre-existing rights for hosted tools remain with the originators in each case.</p> <p>It will be branded as part of the RURITAGE legacy.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>POLITO are the owners of the software involved and give free access to the compiled data.</p> <p>Key beneficiaries include KFPs involved with relevant hosted tools along with participating Replicators and Role Models.</p>
<b>Stakeholders/Target Users:</b>
<p>Target users include all those for whom the full RURITAGE suite of tools, outputs and results are of interest. This includes representatives of new Replicator regions, including local authorities at various levels, policymakers (international organisations, governing bodies and institutions); Knowledge organisations (universities and research institutions, schools and other educational and training centers); Civil society organisations (NGOs, interest groups and associations); Practitioners and key service providers in rural areas, Businesses and public and private investors; Citizens and rural residents</p>
<b>Proposed Exploitation Route(s):</b>
<p>The Replication Toolbox will form a part of the website interrogation process and therefore its exploitation is linked to its integration within the overall RURITAGE online service offering within the RURITAGE Resources Eco-system. In this way its usage potential will be maximised.</p>

Its utility will be its role in demonstrating the benefits of adopting the RURITAGE approach. It will be brought to the target audience attention through the whole RURITAGE promotion strategy, including networking, conference promotion and website and social media activity.

The benefits range from the individual use of single tools to choosing the right set of RRE tools and combining them appropriately, resulting in regeneration planning and implementation in new regions. Its usage can be measured by number of hits on the website and positive feedback from users. The business potential for the RRE is underpinned by the following:

- RRE is flexible and can accommodate further extensions to be implemented by tools developers for other territories under request of other interested stakeholders; so new tools (e.g. new Apps, new analytics, etc.) and further use case analyses can be designed and developed to suit new user needs and requirements.
- Thanks to the Service Oriented Architecture approach adopted to develop RRE, new services can be developed, implementing other database management systems without reimplementing the whole RRE from the scratch.

#### **Benefits (Impact Indicators) and Target(s):**

The benefits to users are twofold:

- Determining which tools are appropriate for their use and taking them up.
- Developing an overall strategy and choosing the right set of RRE tools and combining them appropriately, adopting the RURITAGE approach, resulting in regeneration planning and implementation in new regions.

The crucial impact indicator as part of the overall RURITAGE target is 100 communities engaging with and using the Replication Tools for strategy formulation. This can be measured through feedback from users.

There are an additional two indicators that can be measured:

- Number of journeys through the website following the RRE path, measured by site analytics.
- Take up of other tools following the journey through RRE, measured through user feedback.

#### **Business Model and Sustainability Plan:**

The RRE serves as a strategy development tool and which is reliant on all the services available through the RURITAGE resource eco-system. In so doing it also promotes the other tools and strategies developed to provide market access for the other tools.

It is integrated with and supported through the whole RURITAGE eco-system package in its current form.

In the short term Its commercial potential has three facets:

- A 'click-through' activity generated that will lead to the uptake of other RURITAGE tools and services
- Fees from local/regional authorities or development agencies for its adoption/use.
- Fees for training staff of such organisations in the use of the RRE.

However, in the longer term there are development possibilities arising from the following characteristics.

- RRE is flexible and can accommodate further extensions to be implemented by tools developers for other territories under request of other interested stakeholders; so new tools (e.g. new Apps, new analytics, etc.) and further use case analyses can be designed and developed to suit new user needs and requirements.
- Thanks to the Service Oriented Architecture approach adopted to develop RRE, new services can be developed, implementing other database management systems without reimplementing the whole RRE from the scratch.

Developments in these areas could be charged for on the basis of cost of development.

The sustainability of the tool therefore depends on the overall demand for the RURITAGE package of tools and it reaching both a sufficient level and their being demands for augmented services. This will be captured through web traffic analytics and feedback forms. This will be evaluated and reviewed based on activity generated during the 18 month timeframe in place for the collective exploitation plan.



<b>Timeframe and Roadmap for Exploitation:</b>			
<p>The RRE will be fully operational by the end of the project, providing access to the relevant tools, and hosted on the UoP server. This will be followed by its integration within the collaborative web presence to promote the overall package of exploitable tools, scheduled to happen within 6 months.</p> <p>A marketing and promotion campaign, coupled with partner networking activities to attract potential users will drive traffic to engage with the RRE and hosted tools over the next 18 months.</p> <p>It will be monitored and updated during that time, to respond to queries/requests etc.</p> <p>Minor updates to the RRE will be managed through voluntary effort provided by POLITO, in a similar way to other task leaders for individual tools. Voluntary staff resources will be provided by POLITO over the next 18 months to facilitate the above.</p> <p>Any major changes proposed for tools by one or more partners, that will also impact on the resources and inputs required from POLITO, will be subject to discussion and agreement on a case by case basis during the pilot phase.</p>			
<b>Barriers/Risks to be overcome:</b>			
<p>The RRE needs to meet the requirements of user friendliness, with easy navigation and appropriate links. Final tests were completed by the end of the project to ensure ease of use. Any future issues arising will be dealt with promptly.</p> <p>Potential users must be attracted to the website, which entails a successful post-project marketing and promotion campaign and partner networking activity to attract potential users to the platform.</p> <p>Along with maintenance and regular updates, any major changes proposed for tools by one or more partners, that will also impact on the RRE will require additional resources and inputs from POLITO. These will be subject to discussion and agreement on a case by case basis during the pilot phase. The voluntary staff resources to be provided by POLITO and across the team over the next 18 months aims to address some of these issues.</p> <p>The RRE is dependent on the other tools and their accessibility, which will need maintaining and updating. If any of the tools that the RRE maps, and links, fail, it will suffer reputational damage, including to the overall RURITAGE legacy. Relevant partners have given appropriate commitment in the same manner as POLITO.</p>			
<b>List of Proposed Actions, Responsibility and Timescale for completion:</b>			
<b>Activity No.</b>	<b>Description of Activity</b>	<b>Partners Responsible</b>	<b>Timeframe</b>
1	RRE designed and tested	POLITO	By Month 48 of project (achieved)
2	Final version launched and presented at Webinar	POLITO and UNIBO	By Month 48
3	Fully operational version integral to website	POLITO & UNIBO	Month 0 (achieved)
4	Integration with RURITAGE web presence and promotional campaigns	POLITO, UNIBO, Steering group	6 months after project end
5	Maintenance of RRE, including any adaptations necessary from reviewing analytics	POLITO	For 18 months after project end
6	Periodic testing of RRE by partners and any rectifications made by POLITO	POLITO, other KFPs	For 18 months after project end
7	Review of analytics, develop and agree business model based on demand identified	POLITO, UNIBO, Steering group	Every 4 months and 18 months after project end
8	Decision on route forward and further exploitation	POLITO, UNIBO, Steering group	18-24 months



## Exploitation Action Plan – Replication Toolbox

<b>Weblinks:</b>
<a href="https://RURITAGE-ecosystem.eu/rtool">https://RURITAGE-ecosystem.eu/rtool</a> <a href="http://RURITAGE.onyxlatam.co/UK/">http://RURITAGE.onyxlatam.co/UK/</a> (provisional)
<b>Description:</b>
<p>The Replication Toolbox is a digital platform wizard to ‘self-guide’ users interested in replicating RURITAGE strategies and methodologies, through a menu format to access the available good practice repository information and lessons learned. It includes a step-by-step regeneration guide and provides access links to other tools to be used to fulfil some of the main steps described in the RURITAGE methodology.</p> <p>The Replication Toolbox is complimentary to the RURITAGE Methodology in that it provides access to many relevant tools that can form part of the operational implementation of the methodology, which can guide rural regions in the development of their heritage-led regeneration processes.</p> <p>In guiding site visitors through the applicable RURITAGE Tools, it also serves as a marketing tool for many of the other services integrated in the resource eco-system.</p> <p>The Replication toolbox is linked to all the tools developed in the project to enhance its usefulness and provide a multitude of further resources for its users. It also provides links to the developments, publications and dissemination activities developed through the project. The offered results include RURITAGE Resources, including related workshops, deliverables, papers, webinars and RURITAGE tools.</p>
<b>Situation of Access rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>It will be stored on the TECNALIA Server, and embedded in the RRE on the Server of the University of Plymouth, for accessibility within the overall suite of RURITAGE exploitable tools. The Replication Toolbox will remain operational with open access, maintained by TECNALIA for a minimum of two years. It is also accessible by direct hyperlink from the main RURITAGE website.</p> <p>The Toolbox is based on information and data arising from lessons learned from good practices identified during the lifetime of the RURITAGE project, which are therefore publicly available as specified in the RURITAGE Data Management Plan.</p>
<b>IPR measure(s) taken or intended:</b>
<p>Pre-existing rights remain with the originator, TECNALIA, for each of the contributory technologies. It will be branded as part of the RURITAGE legacy.</p> <p>Future data provision by existing and/or new users will be subject to individual agreements and associated GDPR compliance. However, the intention is that these will be in the public domain without access restrictions.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>TECNALIA are the owners of the software involved and give free access to the compiled data.</p> <p>Key beneficiaries include participating replicators and role models.</p>
<b>Stakeholders/Target Users:</b>
<p>Target users include all those for whom the full RURITAGE suite of tools, outputs and results are of interest. In this regard, users could be representatives of new Replicator regions, including local authorities at various levels, policymakers, local community moderators, companies developing and implementing local development strategies, representatives of NGOs, local activists, and even educators or research units.</p>
<b>Proposed Exploitation Route(s):</b>
<p>The Replication Toolbox will form a part of the website interrogation process and therefore its exploitation is linked to its integration within the overall RURITAGE online service offering within the RURITAGE</p>

<p>Resources Eco-system. In this way its usage potential will be maximised.</p> <p>Its utility will be its role in demonstrating the benefits of adopting the RURITAGE approach. It will be brought to the target audience attention through the whole RURITAGE promotion strategy, including networking, conference promotion and website and social media presence.</p> <p>It can also act as a ‘taster’ or promotional tool to attract users to the comprehensive suite of tools that can be introduced but which can be adapted to suit the local situation, that can enhance the commercial potential of the overall package of supports.</p>
<p><b>Benefits (Impact Indicators) and Target(s):</b></p> <p>The benefits flow from choosing the right set of RURITAGE tools and combining them appropriately, resulting in regeneration planning and implementation in new regions.</p> <p>Its usage can be measured by number of hits on the website and positive feedback from users.</p> <p>The Medium/Long term target is for 100 communities to be engaging with and using the Replication Toolbox.</p>
<p><b>Business Model and Sustainability Plan:</b></p> <p>The RURITAGE Replication Toolbox serves as a ‘shop-window’ and marketing tool for all the services available through the RURITAGE resource eco-system.</p> <p>In this regard it has no direct stand-alone utility but rather needs to be integrated and supported through the whole RURITAGE eco-system package. Its commercial potential is likely linked to the ‘click-through’ activity generated that will lead to the uptake of other RURITAGE tools and services. This will be evaluated and reviewed based on demand arising during the agreed 18-month collective exploitation plan timeframe.</p> <p>The sustainability of the tool therefore depends on the overall demand for the RURITAGE package of tools. This will be captured through web traffic analytics. This will be evaluated and reviewed based on activity generated during the 18 month timeframe in place for the collective exploitation plan.</p>
<p><b>Timeframe and Roadmap for Exploitation:</b></p> <p>The Toolbox will be fully operational by the end of the project and hosted on the TECNALIA server.</p> <p>This will be followed by its integration within the collaborative web platform to promote the overall package of exploitable tools. This is scheduled to happen within 6 months after project end.</p> <p>A marketing and promotion campaign, coupled with partner networking activities to attract potential users will drive traffic to engage with the toolbox over the next 18 months.</p> <p>It will be monitored and updated during that time, to respond to queries/requests etc.</p> <p>Additional languages, e.g. translation into Spanish, will be considered as it may bring additional benefits and multiplier effects in terms of increasing market size that may be targeted.</p> <p>Voluntary staff resources will be provided by TECNALIA over the next 18 months to facilitate the above.</p>
<p><b>Barriers/Risks to be overcome:</b></p> <p>To ensure its usefulness, the Replication Toolbox must be very user-friendly – to this end, final tests should be completed by the end of the project to ensure ease of use, and any issues arising will be addressed.</p> <p>Its usage and uptake depend on a successful post-project marketing and promotion campaign and partner networking activity to attract potential users to the website, with the Toolbox and user guide then acting as a showcase for the tools. Poor web traffic will result in poor usage.</p> <p>The Toolbox is based on the good practice repository and lessons learned that were gathered and analysed throughout the RURITAGE project. It is important that this is kept updated with any new relevant information so that it remains current. Otherwise, it may become out of date in light of new information.</p> <p>If any of the tools that the Toolbox maps, and links to, fail, it will suffer reputational damage, including to the overall RURITAGE legacy.</p> <p>The voluntary staff resources to be provided by TECNALIA and across the team over the next 18 months</p>

aims to address these issues.			
<b>List of Actions, Responsibility and Timescale for completion:</b>			
Activity No.	Description of Activity	Partners Responsible	Timeframe
1	Replication Toolbox designed and tested	TECNALIA	Month 48 of project (achieved)
2	Final version launched and presented at open Webinar	TECNALIA, UNESCO	By project end
3	Fully operational user-friendly version in operation	TECNALIA	Month 48 of the project
4	Integration with RURITAGE web presence and promotional campaigns	TECNALIA, UNIBO, Steering group	6 months after project end
5	Maintenance of toolbox, including any adaptations necessary from reviewing analytics	TECNALIA	For 18 months after project end
6	Updating of Good Practices and Lessons learned as appropriate	TECNALIA, other KFPs	For 18 months after project end
7	Review of analytics, develop and agree business model based on demand identified	TECNALIA, UNIBO, Steering group	Every 4 months and 18 months after project end

## **Exploitation Action Plan – RURITAGE Atlas**

<b>Weblink:</b>
<a href="https://ruritage-ecosystem.eu/atlas_intro">https://ruritage-ecosystem.eu/atlas_intro</a>
<b>Description:</b>
<p>As part of the overall RURITAGE Resources Eco-system, the RURITAGE Atlas is a network of information that maps the multiple functions of rural areas and ‘human-landscape’ interactions in a novel way. It makes available data, maps, images, models, historical and topographical representations, and other relevant information in a comprehensive Atlas format that complements other information-based outputs from RURITAGE including the Practices Repository and Inventory of Lessons Learned. The RURITAGE Atlas:</p> <ul style="list-style-type: none"> <li>• Allows surveying, visualising and accessing relations in territories and beyond;</li> <li>• Links intangible values to the space;</li> <li>• Links different values and properties of rural territory amongst themselves;</li> <li>• Links different components of (RURITAGE) rural strategies with each other;</li> <li>• Visualises features of cultural and natural resources;</li> <li>• Connects tangible and intangible layers;</li> <li>• Gives information on Places and Experiences (activities that are taking place in territories and main uses;</li> <li>• Makes evident accessibility, facilities, infrastructures, urban/rural interactions;</li> <li>• Highlights risk exposure, elements of disturbance and interference.</li> </ul> <p>This it provides a visualisation of the CNH area through a place-based map that ensures easy access to relevant information for different user groups. The geo-referred elements are linked to a database where cultural and natural heritage, historical, tourist and other information is available. The Atlas also makes available existing data from other sources, e.g. as demographics, Natura2000 data and CORIN land cover. It also provides data to other RURITAGE tools and visualises post-processed information coming from them.</p>
<b>Situation of Access rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>The Atlas is compiled based on information and data provided from Role Models and Replicators during the course of the project and therefore publicly available. Any future contributions will be subject to individual agreements.</p> <p>The current format of the Atlas will remain open access for two years. UoP have confirmed open access to this online tool on its server for this minimum period, with potential to maintain and update the tool as required. It will be directly accessible by hyperlink from the main RURITAGE website.</p>
<b>IPR measure(s) taken or intended:</b>
<p>Pre-existing rights remain with the originators, POLITO.</p> <p>The Atlas will be branded as part of the RURITAGE legacy.</p> <p>Contributions of data have been given for project purposes during the lifetime of the RURITAGE project and are therefore publicly available, as covered in the RURITAGE Data Management Plan.</p> <p>Future data provision by existing and/or new users will be subject to individual agreements and associated GDPR compliance.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>POLITO is the owner of the Atlas and led its development.</p> <p>Key beneficiaries involved included Role Models and Replicators, who have provided data for the formulation of the Atlas and supporting database.</p>

Stakeholders/Target Users:
<p>1) <b>Local public authorities and policy makers</b> (in the cultural sector, but also urban/regional planners and managers) - the Atlas supports decision making by providing an overview of territory strengths and weaknesses (including info related to accessibility, infrastructure, risk exposure, territorial CNH features)</p> <p>2) <b>Private sector</b> - Atlas can support decisions and investments related to cultural tourism (e.g. hospitality, tour operators), other kind of private investments (e.g. commercial, construction, farming)</p> <p>3) <b>Civil society</b> - The Atlas allows in depth awareness and understanding of territories by inhabitants and tourists.</p> <p>4) <b>Research and education sector</b> - The Atlas is a working model, capable of further development and use in a variety of contexts. The underlying structure can be used for different purposes. It may also support PhD Research and other research at EU and international levels.</p>
Proposed Exploitation Route (s):
<p>As part of the RURITAGE Resources Eco-system, the RURITAGE Atlas forms part of the blueprint for the continued RURITAGE network and the collective exploitation strategy covering the 18 months after the formal end of the RURITAGE project.</p> <p>This includes its integration within the overall RURITAGE service offering and eco-system, to ensure its exploitation potential is maximised, with a collective promotional campaign to be implemented. Additionally, networking through partners, at conferences and through website and social media, will have the function of:</p> <ul style="list-style-type: none"> <li>• Introducing the Atlas to other external potential stakeholders that could be interested to be included in mapped activities/institutions/events;</li> <li>• Introducing the Atlas to public authorities and targeted private sectors;</li> <li>• Introducing the Atlas in the Research sector and education centres for further development opportunities.</li> </ul>
Benefits (Impact Indicators) and Target(s):
<p>During RURITAGE, the Atlas was tested and used with data from 13 role models and 6 replicators. They provided information, confirmed the contents during the development process, and helped define narratives.</p> <p>The target is for 20 additional Replicators, beyond RURITAGE, to avail themselves of it.</p> <p>Local areas/regions can be mapped and integrated into local/regional development plans. These will assist economic and tourism development strategies. Ten such strategies or plan involvements are foreseen in the medium term.</p>
Business Model and Sustainability Plan:
<p>The business potential for the RURITAGE Atlas is underpinned by the following:</p> <ul style="list-style-type: none"> <li>- it represents a working prototype for further mapping and development potential</li> <li>- it has potential for further co-mapping: increasing the level of local stakeholder engagement</li> <li>- further implementation: for more developments and/or for other local stakeholders</li> </ul> <p>There are two potential sources of revenue:</p> <ul style="list-style-type: none"> <li>• Fees from local/regional authorities or development agencies for its adoption/use</li> <li>• Fees for training staff of such organisations in the use of the Atlas.</li> </ul> <p>Sustainability will be determined by expansion of use, which depends on two critical factors</p> <ul style="list-style-type: none"> <li>• Usable user interface facilitating ease of data entry and editing;</li> <li>• Promotion to a wider audience.</li> </ul> <p>This will be evaluated and reviewed based on enquiries and demand arising during the agreed 18 month timeframe for the collective exploitation plan.</p>

Timeframe and Roadmap for Exploitation:			
<p>The timeframe extends from the end of the project for 24 months in the first instance. It consists of the following steps.</p> <ul style="list-style-type: none"> <li>• The Atlas is at the stage of finalisation for completion by project end;</li> <li>• An open webinar is foreseen for the introduction of Atlas to the public;</li> <li>• Promotion through networks, social media &amp; website and through academic initiatives (e.g. PhD projects, Summer School, Masters) for further 18 months after the end of the project;</li> <li>• Subscription of further users &amp; organisation of training in response to enquiries and demand;</li> <li>• Future development and updating can be promoted through new research projects over the next 2 years.</li> </ul>			
Barriers/Risks to be overcome:			
<p>For efficiency, routes for publicity and promotion need to be further identified and actions to use them defined.</p> <p>Future accessibility: The RURITAGE Atlas is fully open and accessible but needs ongoing maintenance</p> <p>Usability and future requirements: due to technical expertise needed, only POLITO can undertake technical and contents updates at present.</p> <p>Initial resources required for the above will be provided on a voluntary basis by POLITO over the next 18 months. This will be reviewed regularly and at the end of the agreed timeframe.</p>			
List of Actions, Responsibility and Timescale for completion:			
Activity No.	Description of Activity	Partners Responsible	Timeframe
1	Prototype developed and tested with Role Models	POLITO	Month 36 achieved
2	Implementation amongst Replicators	POLITO & replicators	Month 48 achieved
3	Open webinar for launch/dissemination	POLITO & replicators	Month 48
4	Integration of Atlas into collective web platform	POLITO, UoP, NIBO	Month 48 of project
5	Delivery of social media and other promotional strategy	POLITO, UNIBO, UNESCO, ICLEI	2022-2023
6	Maintain communication and networking amongst partners	All partners, led by UNIBO	2022-2024
7	Identification of further research and development opportunities	POLITO, other relevant partners	2022-2024
8	Maintenance of Atlas, including any adaptations necessary from reviewing analytics	POLITO	2022-2024
9	Review of analytics, develop and agree future business model based on demand identified	POLITO, UNIBO, Steering group	4 monthly, and 18 months after project end

## **Exploitation Action Plan – Decision Support System**

<b>Weblinks:</b>
<a href="https://RURITAGE.almende.com/">https://RURITAGE.almende.com/</a> <a href="https://RURITAGE-ecosystem.eu/dss">https://RURITAGE-ecosystem.eu/dss</a>
<b>Description:</b>
<p>The RURITAGE Decision Support System (DSS) provides a digital guide to Replicators to assist in exploring and developing their regeneration strategies based on analysis of the good practices and Inventory of Lessons Learnt that were collected from Role Model regions in the RURITAGE project, as part of the RURITAGE Replication Toolbox.</p> <p>The DSS matches the needs of actual and potential replicators with known good practice. It uses an intuitive Wizard to guide the user through a series of questions and then present an integrated report with information based on the “best practice” activities through a process of filtering and analysis, dealing with goals and challenges.</p> <p>A range of functionality has been built into the system based on testing, user experience and feedback, to simplify the search of information as well as novel interrogation techniques like Natural Language Processing. It has also been integrated with other relevant RURITAGE activities including the Digital Rural Heritage Hub (DRHH).</p>
<b>Situation of Access Rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>The DSS will be stored on a server managed and maintained by ALMENDE, and embedded in the RURITAGE Resource Ecosystem (RRE) stored on the Server of the University of Plymouth, to ensure its accessibility within the overall suite of exploitable tools. There will be a direct hyperlink from the main RURITAGE website.</p> <p>It will remain open access for at least two years.</p> <p>The current format is based on information and data arising from good practices and lessons learned provided during the timeframe of the RURITAGE project and therefore publicly available as covered in the RURITAGE Data Management Plan.</p>
<b>IPR measure(s) taken or intended:</b>
<p>The DSS will be branded as part of the RURITAGE legacy, amongst the tools in the Replication Toolbox and within the overall RURITAGE Resources Eco-system.</p> <p>Pre-existing rights remain with the originator, ALMENDE, for the contributory technologies.</p> <p>Contributions of data have been given for project purposes during the lifetime of the RURITAGE project and therefore publicly available, as covered in the RURITAGE Data Management Plan.</p> <p>Future data provision by existing and/or new users will be subject to individual agreements and associated GDPR compliance.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>ALMENDE are the owners of the software involved and give free access to the regional data.</p> <p>The key beneficiaries are the replicators and role models.</p>
<b>Stakeholders/Target Users:</b>
<p>There is a wide target audience for this guide that can assist stakeholders to develop their regeneration strategies:</p> <ul style="list-style-type: none"> <li>• Policy makers: international organizations, governing bodies, and institutions</li> <li>• New Replicators</li> <li>• Knowledge organisations: universities and research institutions, schools, and other educational and training centres</li> </ul>



- Civil society organisations: NGOs / Interest groups / Associations
- Practitioners & key service providers in rural areas
- Businesses and Public & Private Investors
- Citizens / rural residents

There is a distinction between those contributing data as well as those using it and those simply accessing the data. In the former case, there is expected to be a regional/local economic benefit largely through promotion of the cases or experiences submitted. In the latter case, the data is to be used for future developments, which is the focus of this exploitation plan.

#### **Proposed Exploitation Route(s):**

The DSS is a key part of the interrogation process of the database of good practices and Lessons Learned from Role Models in the RURITAGE project and therefore its exploitation is linked and integrated within the website and overall RURITAGE service offering and Eco-system. In this way its usage potential and exploitation will be maximised.

The DSS can also play the role of a promotional tool in the first stage of project development, when one is looking for examples of good practice to inspire regeneration planning. Its use fosters the interest and use of the other exploitable tools.

Therefore, to ensure its exploitation potential is maximised, and demand identified, the DSS is integrated as part of the collective exploitation strategy covering the 18 months after the formal end of the RURITAGE project timeframe, to ensure its visibility to the target audience.

An evaluation of demand arising from the collective promotion over the next 18 months will be used to decide the future potential of the DSS. In an optimum scenario, a spin-off SaaS company can be considered to capitalise on opportunities that may be identified.

#### **Benefits (Impact Indicators) and Target(s):**

The DSS provides a taster, inspiration and first step to Replicators and Stakeholders for the regeneration potential of their rural regions based on good practices from Role Model regions. Therefore, more informed choices can be made in relation to rural development strategies, plans and implementation.

In the future, targets will be monitored and assessed through web analytics of numbers of interrogations and also from resultant 'click-through' demand for other RURITAGE services, thereby contributing to the overall medium- and long-term targets.

The Long-term target is for 100 rural communities to use the RURITAGE Replication Toolbox, which includes the DSS.

#### **Business Model and Sustainability Plan:**

The basic business model is to regard the DSS as a resource of benefit to potential developers (public & private) in providing access to filtered information to inform and inspire their regeneration planning. It thus has a value and can be chargeable assuming sufficient interest and demand.

There are three ways of doing this:

- By subscription (likely as part of a package of RURITAGE products). Such a subscription could also involve online training in the use of the DSS.
- It could be supported by other activities in the delivery of rural development using a protocol of recharging.
- By interrogation/pay per use.

The first is easiest in terms of processing larger regular payments. However, the options are not mutually exclusive.

Demand for the DSS will be estimated in terms of enquiries generated and its use over the next 18 months within the collective approach to exploitation. An assessment will indicate which would be

the better longer-term plan. The potential for a new spin-off company to manage this potential can also be evaluated at that time. This may be also of interest if the intuitive wizard can be adapted and applied to the interrogation of other similar datasets, with commercial potential.

#### Timeframe and Roadmap for Exploitation:

During the project, a pilot version of the DSS was implemented, based on data from the RURITAGE Practices Repository and Inventory of Lessons Learned. ALMENDE continued to improve the functionalities of the DSS according to new research and feedback of users. Many improvements to the GUI have been made. New micro-service modules have been developed, often using novel techniques like Natural Language Processing. An integration with the DRHH tool has been achieved.

The Wizard has been added to simplify the search of information by guiding the user through predefined questions and aiming, at the end, to provide a report with relevant information and tips that might help the user get better ideas of best practices to be implemented on their projects.

The future role of the DSS must be determined: whether primarily as a database to be interrogated or as a promotion tool. Its integration within the website and overall RURITAGE service offering will allow this to be evaluated over the next 18 months.

#### Barriers/Risks to be overcome:

It is important to determine the resources needed for the tasks of updating the tool with current information and data and integrating with other tools. Without this, the DSS could become out of date and unattractive to potential new users.

Demand needs to be estimated. This will be done over the next 18 months, with suitable analytics and inquiry forms on the web platform.

To facilitate the above, voluntary staff resources will be provided by ALMENDE over the next 18 months.

#### List of Actions, Responsibility and Timescale for completion:

Activity No.	Description of Activity	Partners Responsible	Timeframe
1	DSS structure developed and filled with data	ALMENDE and Replicators	Month 36 of project - achieved
2	Wizard developed	ALMENDE	Month 48 of project - achieved
3	Integration with RURITAGE web presence and promotional campaigns	ALMENDE, UNIBO, Steering Group	6 months after project end
4	Maintenance of DSS, updating DSS with any new information and data and response to enquiries and follow up on requests	ALMENDE, relevant KFPs for information and data processing	Up to 24 months after project end
5	Review of analytics to determine demand and role	ALMENDE, Steering group	Every 4 months after project end
6	Decision on route forward for further exploitation	ALMENDE, UNIBO	Month 18 after project end

## **Exploitation Action Plan – MONITORING PLATFORM**

<b>Weblinks:</b>
<a href="https://ruritage-ecosystem.eu/kpi">https://ruritage-ecosystem.eu/kpi</a> <a href="https://r2mp.cartif.com/">https://r2mp.cartif.com/</a>
<b>Description:</b>
<p>Part of the overall RURITAGE Resources Eco-system, the Monitoring Platform is an online interactive dashboard tool, which provides quantifiable evidence of the role of Cultural and Natural Heritage as a driver for sustainable growth through insights based on Key Performance Indicators (KPIs) charts and illustrations.</p> <p>To do this, the Monitoring Platform analyses the performance of the deployed Action Plans, which was tested in the six Replicators through selected cross-thematic and multiscale KPIs and through the implementation of a holistic approach based on Systems Dynamics (SD) for properly assessing the heritage-led regeneration.</p> <p>This system is already available for use by the existing Role Models and can be extended to other potential Replicators in the future.</p>
<b>Situation of Access Rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>The Monitoring Platform will remain open access for a minimum of two years after the RURITAGE project ends. The platform is embedded into the RRE (RURITAGE Resource Ecosystem) located on the Server of the University of Plymouth but physically located on a server in CARTIF, from where it will be maintained by CARTIF in its current format.</p> <p>It will be accessible through the dedicated RURITAGE public website that will be developed, featuring all of the developed tools.</p> <p>Data already used in the monitoring platform during the project timeframe is regarded as public information.</p>
<b>IPR measure(s) taken or intended:</b>
<p>Pre-existing rights remain with the originator of the contributory technologies, CARTIF.</p> <p>The Monitoring platform will be branded as part of the overall RURITAGE legacy.</p> <p>Contributions of data by the replicators and role models have been given for project purposes during the lifetime of the RURITAGE project and are therefore publically available, as covered in the RURITAGE Data Management Plan. Future data provision by existing and/or new users will be subject to individual agreements and associated GDPR compliance.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>CARTIF are the overall owners of the tool, supported by UoP, UNIBO and other KFPS in its development and implementation as part of the RURITAGE monitoring programme.</p> <p>Key beneficiaries include Replicators and Role Models using the Monitoring Platform.</p>
<b>Stakeholders/Target Users:</b>
<p>Following its successful development and testing, the usefulness as part of the overall package of exploitable tools is now well understood.</p> <p>The application will monitor project and programme development and the body responsible for this will vary depending on situation. Target users and stakeholders can be public bodies, NGOs, consultancies, heritage managers/owners and third parties of Replicator and Role Model regions.</p>

<b>Proposed Exploitation Route(s):</b>
<p>Whilst not originally identified as an exploitable tool, the success of the Monitoring Platform during the development and testing phase in the project means that it is now included and is developed into a user-friendly software as a service (SaaS) application, so-called R2MP (Rural Regeneration Monitoring Platform). In general, it is foreseen that it will form part of a project development package, involving other aspects of the suite of RURITAGE tools, including the methodology and branding.</p> <p>Freestanding use is possible, but will require training of the client in the use of the tool and support during its implementation. This is thought less likely to occur.</p> <p>It also has potential for use in other research projects, in particular the underpinning architecture.</p>
<b>Benefits (Impact Indicators) and Target(s):</b>
<p>The benefits of this monitoring approach include improved project management and development choices, with benefits in terms of effectiveness and efficiency.</p> <p>Six replicators have already benefited and can continue to monitor their developments after the end of the project and so provide live examples for demonstration purposes.</p> <p>The platform is also available for Role Models and is being promoted to them to use in its current format. The aim is to increase awareness and encourage uptake of current system for more users, and in the future to adapt the system for those who request it, based on demand.</p>
<b>Business Model and Sustainability Plan:</b>
<p>A sustainable business model for the Monitoring Platform is based on the following:</p> <ul style="list-style-type: none"> <li>• Increased numbers of users of current format with potential to generate fees/income for usage, training of users, trainers etc.</li> <li>• Fulfilment of requests for adaptation of the system to meet specific client requirements.</li> <li>• Adaptation for use in future projects where appropriate.</li> </ul> <p>Beyond the RURITAGE timeframe, adaptations to the current monitoring platform, or support services for its implementation and use will necessitate the charging of fees. Typically, it is envisaged that services for the above activities would be charged based on commercial open market rates of €500-€750 per day.</p> <p>The demand for these services will be evaluated based on web traffic and enquiries received directly and during the next 18 months of promoting the whole RURITAGE suite of tools through the collaborative approach that will be in place.</p>
<b>Timeframe and Roadmap for Exploitation:</b>
<p>A fully functional version of the Monitoring Platform was developed in the first reporting period. During the course of the RURITAGE project, CARTIF has continuously adapted and improved the Platform to foster the integration with the other RURITAGE tools, such as ATLAS, DSS, etc. through an Open API, up to obtaining a completely revamped version of the platform, extended with new functionalities.</p> <p>Also, as an added value, in line with new activities introduced into the project, including Role Model enhancement plans, the Monitoring Platform was made available to RMs and Additional Rs to monitor their plans.</p> <p>Continued use by replicators and by other users will be monitored and assessed during the 18 months following the official project end.</p> <p>To ensure its exploitation potential is maximised, the Monitoring Platform is included in the collaborative exploitation plan covering the 18 months after the formal end of the RURITAGE project timeframe. This will assist in promoting the platform and evaluating demand for the tool from the target audience that can be reached in this way.</p>

Barriers/Risks to be overcome:			
<p>Usage difficulty may hinder uptake: Improved user friendly interface for data entry is underway. This will be accompanied by a clear user guide and tests for new users. This should be accomplished by project end, but full testing will have to occur later, which represents a risk, with limited resources available beyond that time.</p> <p>Ease of access and tool maintenance: The integration of the monitoring system into the overall RURITAGE post-project package needs to be finalised, with plan for its monitoring and maintenance over next 18 months. This has implications for promotion and integration into the social media campaign. These add uncertainties until completed successfully.</p> <p>Poor demand will hinder its commercial deployment, and therefore constant evaluation of enquiries and requests needs to be undertaken.</p> <p>To assist with the above, human resources will be provided on a voluntary basis by CARTIF over the next 18 months to maintain usability in its current format.</p>			
List of Actions, Responsibility and Timeframe for completion:			
Activity No.	Description of Activity	Partners Responsible	Timeframe
1	Development of platform	CARTIF	Month 24 of project (achieved)
2	Testing with replicators	CARTIF and replicators	Month 48 of project (achieved)
3	Revised user friendly interface and manual	CARTIF	Month 48 of project
4	Determination of role in RURITAGE successor package	Knowledge partners	Month 48 of project
5	Integration with website and promotion campaign	CARTIF, UoP, UNIBO, Steering Group	6 months after project end
6	Maintenance of Monitoring platform	CARTIF	Up to 24 months after project end
7	Review of analytics to determine demand and role	CARTIF, UNIBO, Steering Group	Every 4 months and 18 Months after project end
8	Decision on route forward with appropriate business model	CARTIF, Steering group	18 Months after project end

## Exploitation Action Plan – My Cult-Rural Toolkit

<b>Weblinks:</b>
<a href="https://ruritage-ecosystem.eu/culttool">https://ruritage-ecosystem.eu/culttool</a>
<b>Description:</b>
<p>As part of the overall RURITAGE Resources, existing technologies (Rate my View and Landscape Connect Apps) have been integrated with Tagscape methodologies to develop a powerful co-monitoring tool, that can be exploited for collecting images and feedback from citizens in varied and diversified contexts. These include CNH in rural and urban settings, to safe &amp; secure environments, to transport infrastructure damages or breakdown, to customer service evaluation in retail, etc.</p> <p>The Toolkit is essentially a set of tools that can form part of a consultancy or research service. One can determine what people value within landscapes and can indicate how actions within a project have changed attitudes. They add value to a consultancy/research exercise.</p> <p>The components can be used independently, and benefit from adaptations made during the RURITAGE Project. Individual elements or the whole package can be used to monitor the progress of development or restoration projects.</p> <p>With an adapted version of the toolkit made available to Replicators and Role Models early in the project, the Toolkit proved to be very popular and useful, confirming its potential for further exploitation.</p>
<b>Situation of Access rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>The toolkit remains open access to partners of the project and to potential users for a period of two years. It will be accessible through the dedicated public website that will be developed, featuring all the developed tools.</p> <p>The toolkit will be accessible and available for download as an app from relevant app stores for a minimum of two years after the project timeframe.</p> <p>It will be maintained and updated by UoP during that timeframe as required. It will be accessible by a direct hyperlink from the Main RURITAGE website.</p>
<b>IPR measure(s) taken or intended:</b>
Pre-existing rights remain with the originators, UoP, for each of the contributory technologies.
<b>Owners and Key Beneficiaries involved:</b>
<p>UoP as Task Leader is responsible for maintenance of the toolkit and its contributory elements.</p> <p>All partners who have rights have access. During the project, UNIBO, TECNALIA, UNESCO and POLITO have gained expertise in application. Replicators and Role Models have tested and successfully used the toolkit.</p> <p>They will act as users and promoters of the toolkit in their activities.</p>
<b>Stakeholders/Target Users:</b>
<p>Target users are organisations undertaking heritage-led rural development. These fall into four main categories:</p> <ul style="list-style-type: none"> <li>• Public bodies, responsible for heritage-based developments;</li> <li>• Private developers, who are required to carry out necessary preparation and monitoring actions;</li> <li>• Non-Governmental Organisations;</li> <li>• Research bodies;</li> </ul> <p>It may also include Consultants who may act for these public bodies or developers.</p>
<b>Proposed Exploitation Route(s):</b>
While there are many apps available (e.g. tracking a walk or identifying flora and fauna), there are no real competitors for the RURITAGE approach, as the back end facility (i.e. the analysis done in-house) is the

real added value with commercial deployment potential. This can be delivered quickly (within a day) after collecting the information. This enables people to get feedback at the end of a day of collecting data, which is also a unique selling point. Its use does demand expertise, which is where a consultancy or training element has potential for delivery.

To validate their usefulness, already the adapted tools have been spun out in other contracts in the UK (Carbon Accounting in Peatland Areas) and in Mauritius. It enables policy makers to understand what people value in the landscape and shape policies and actions to fit. The flexibility of the tools is shown in their current use outside the project in Mauritius, where the effects of COVID-19 restrictions and potential oil spills on people's perception of their environment are being monitored (using different questions and indicators). These have verified the target users identified above.

The exploitation route has four main avenues:

- Network contacts
- Promotion at conferences and demonstrations
- Social media and other promotions
- Access through the RURITAGE website.

It also has potential for inclusion and adaptation for further initiatives and research projects.

To ensure its exploitation potential is maximised, My Cult Rural Toolkit is included in the collective exploitation plan covering 18 months after the formal end of the RURITAGE project timeframe. This will assist in evaluating demand for the toolkit from the target audience that can be reached in this way.

#### **Benefits (Impact Indicators) and Target(s):**

The benefits will be seen in the number of applications on sites. Four have occurred during the project.

The long-term target is for 1,500 downloads of the Toolkit and 20 projects or organisations actively using it. This should be reflected in its use at a minimum of 20 sites.

#### **Business Model and Sustainability Plan:**

As part of the overall RURITAGE Resources Eco-system, My Cult-Rural Toolkit is included in the collective exploitation plan covering the 18 months after the formal end of the RURITAGE project. This includes its integration within the overall RURITAGE service offering and eco-system, to ensure its exploitation potential is maximised.

Based on demand that may emerge, potential Income will flow from three sources:

- Consultancy to support the use of the tools;
- Training in the use of the tools;
- Research projects applying the toolkit or its adaptations.

Costs will result from:

- Maintenance of the tools on website and hosting on server;
- Time spent in promotional activities;
- Time spent in carrying out training, consultancy, or research activities.

Typically, it is estimated that consultancy support and training days could be charged at £500 (€600) per day, with average of 5 day assignment, totalling gross income £2,500 (€3,000). This will be evaluated and reviewed based on demand arising during the agreed 18 month collective exploitation plan timeframe.

#### **Timeframe and Roadmap for Exploitation:**

The timeframe for exploitation began at month 24 of the project with the tools used across the six Replicators and is also available to Role Models to test and confirm its usefulness, with promising feedback.

After the project lifetime the responsibility for the continuation and maintenance of the My Cult-Rural



Toolkit will be with the originator – University of Plymouth.

This practical roll-out will continue until at least 18 months after the end of the project. The Roadmap involves identifying potential users and uses through the network, demonstrations at replicators, participation at conferences and the search for new research opportunities.

**Barriers/Risks to be overcome:**

There are two principal barriers:

- Barriers to promotion with main target user groups. This requires going beyond the current academic orientation and identifying users and demonstrating advantages to them. This will involve resources in staff time.
- Maintenance and easy demonstration online. This demands maintenance costs and staff time in checking and updating the toolkit.

Resources will be provided on a voluntary basis by UoP to facilitate the above over the next 18 months.

**List of Actions, Responsibility and Timescale for completion:**

Activity No.	Description of Activity	Partners Responsible	Timeframe
0	Integration & use of toolkit	UoP	Achieved
1	Promotion of toolkit as part of overall suite and identification of other use opportunities	UoP, other partners	ongoing
2	Regular communication and support of replicators & partners in use of tool	UoP, UNIBO	2022-2023
3	Ensuring maintenance and availability of apps for at least two more years	UoP	2022-2024
4	Identifying new research and project opportunities related to the tool development	UoP, all partners	2022-2024
5	Arranging demonstrations at replicators and conferences	UoP, UNIBO	2023-2024
6	Review of analytics to determine demand and future role including decisions on route forward for further exploitation	UoP, Steering group	4 monthly and Month 18 after project end

## **Exploitation Action Plan – RURITANIA Serious Game Kit**

<b>Weblink:</b>
<a href="https://games4sustainability.org/gamepedia/RURITANIA-game/">https://games4sustainability.org/gamepedia/RURITANIA-game/</a>
<b>Description:</b>
<p>Simulation games and workshop scenarios tailored to CNH-led rural regeneration are combined in a Serious Game Kit, based on the findings and good practices collected from all SIA areas, and integrated within the suite of RURITAGE Resources. Developed by CRS, in essence the RURITANIA Game is designed to foster stakeholder engagement to address local challenges and in so doing find common ground and develop a joint incentive to act. It is conceived as an independent tool for interested parties that work for a common goal (e.g. sustainable local and regional development).</p> <p>During the project timeframe, seven versions of the Serious Games Kit were developed, one generalised version in English and one for each of the six SIAs in the national languages of each Replicator.</p> <p>The Universal version of the Serious Game Simulation Kit – “RURITANIA” in English, comprises a complete package, including the elements of the game, facilitation materials for self-printing and Video Training for moderators (7 instructional videos in total). The hardcopy game can be downloaded, printed, prepared and played by institutions interested in training and in using the game’s DIY approach to develop their CNH projects. The materials provide instructions for moderators and workshop organizers on how to use the RURITANIA Game with local stakeholders. It includes detailed information about game elements, game rules and game-flow.</p> <p>The early development of the Game Kit during RURITAGE ensured that there was sufficient time to test it, with very positive feedback, resulting in its quick adoption as a useful tool for stakeholder engagement, confirming its exploitation potential. It allowed participants to experience and reflect on trade-offs and synergies between various strategies of developing rural areas. It also helped them develop a shared understanding of the major challenges and opportunities for their areas.</p> <p>By the end of the project a digital version will be developed as an added value, further enhancing its exploitation potential.</p>
<b>Situation of Access Rights:</b>
<p>Access rights are covered in the Consortium Agreement.</p> <p>The Universal Game in English remains open access to partners of the project and to potential users for a period of two years from Sept 2022.</p> <p>Replicators have full access to their localised game kits in their local languages.</p> <p>The Game is available on the CRS website, with a direct link and landing page from the RURITAGE website.</p>
<b>IPR measure(s) taken or intended:</b>
<p>Pre-existing rights remain with the originators for each of the contributory technologies.</p> <p>Thus CRS retains the basic copyright.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>CRS is the overall owner of the Serious Game Kit.</p> <p>The Kit has been successfully tested with Role Models and also implemented in Replicator regions.</p> <p>Local versions, translated into national languages have been provided to the six RURITAGE Replicators.</p>
<b>Stakeholders/Target Users:</b>
<p>The successful testing of the Game Kit confirms a wide target audience. Potential customers include representatives of local authorities at various levels, further replicators, policymakers, local community moderators, organisations developing and implementing local development strategies, representatives of NGOs, local activists, educators and research bodies.</p>

Proposed Exploitation Route (s):
<p>From an exploitation perspective, led by CRS, the standardised Serious Game Kit can be downloaded as a complimentary service as part of the service package of the RURITAGE offering or it may be personalised and tailored to specific needs of companies or municipalities willing to adopt and make use of the service, for an agreed fee.</p> <p>There are three principal exploitation aspects: as part of a consultancy package, training of regional users, and further developments for specific contexts.</p> <p>The game can form part of a consultancy delivery or part of skills development programmes. There could also be an opportunity to provide training for Trainers or Co-ordinators for the game.</p> <p>It is intended that the Game be easily personalised and sold to companies or municipalities for use in their regional contexts.</p> <p>Training and development are the two main routes. Consultants may be trained to use the game as an initial tool in their development assignments. Training may also form part of educational institution provision in this area.</p> <p>To ensure its exploitation potential is maximised, RURITANIA is also included in the collective exploitation plan covering a minimum of 18 months after the formal end of the RURITAGE project timeframe, to ensure its visibility is maximised across the target audience.</p>
Benefits (Impact Indicators) and Target(s):
<p>The long term aim is for the game to be used in 20 instances of local developments The target is to achieve a minimum of 20 municipalities, organisations or companies, adopting the Game kit in the medium to long term.</p> <p>It should also be the source of inspiration for adaptations in the development of cultural and natural heritage initiatives.</p>
Business Model and Sustainability Plan:
<p>The aspects of training and adaptation are central to the management and delivery of the Serious game. Training involves customers/clients, who are typically consultants, public sector bodies, educational institutions and NGOs.</p> <p><u>Training</u></p> <p>The education and NGO markets are different from major public sector and consultancy markets. Hence they are differently priced.</p> <ol style="list-style-type: none"> <li>i. <u>Training Workshop with RURITANIA general version</u> (in English), which may take a number of days:       <ul style="list-style-type: none"> <li>o With NGO- Education clients: 3,000 euro per workshop</li> <li>o Business and major public sector: 6,000 euro per workshop</li> </ul> </li> <li>ii. <u>Train the trainer</u>, who can then cascade the training in their organisations, involves more detailed assessment and delivery       <ul style="list-style-type: none"> <li>o NGO- Education: 3,400 euro</li> <li>o Business and major public sector: 6,400 euro</li> </ul> </li> </ol> <p><u>Adaptation and development</u></p> <p>This is again differentiated by market segment</p> <ol style="list-style-type: none"> <li>iii <u>Workshop with RURITANIA general version</u> (translated into national Partners' language):</li> </ol> <p>The offer includes:</p> <ul style="list-style-type: none"> <li>● Translation from English to national language done by Partner</li> <li>● Preparation of the national language version + printing</li> <li>o NGO- Education: 5,000 euro</li> <li>o Business and major public sector: 8,000 euro</li> </ul> <p>Transport and accommodation costs of moderators are not included in the above.</p> <ol style="list-style-type: none"> <li>iv. <u>Preparation of a dedicated board game, tailored to specific requirements:</u> (includes Partner's train</li> </ol>

the trainer): 10,000 - 50,000 euro

v. Preparation of a dedicated online game, tailored to specific requirements: (includes Partner's train the trainer): 30,000 - 100,000 euro.

#### Timeframe and Roadmap for Exploitation:

The Game has been produced and used and initial sessions have enabled development of training materials (months 24-48 of the project).

An online version is to be available by end of the project, enabling smaller groups and distance training.

A link for the RURITAGE website is to be established to ensure its availability and visibility by the end of the project.

A promotional plan for the project and its network will be developed in the next two months to enable promotion and demonstration to continue after project end. This will be implemented over the following 18 months.

Replicators can provide a setting for game demonstration, supported by CRS, over the next 18 months.

#### Barriers/Risks to be overcome:

Routes for publicity and promotion need to be further identified and actions to use them defined.

There are risks that social media promotion may be insufficient to generate enough interest in the game for its commercial exploitation.

Maintenance and easy demonstration online. This demands website maintenance costs and staff time in checking and updating the game.

To facilitate the above, staff resources will be provided on a voluntary basis by CRS over the next 18 months.

#### List of Actions, Responsibility and Timescale for completion

Activity No.	Description of Activity	Partners Responsible	Timeframe
1	Formulation of training programme around the RURITANIA board game kit	CRS	Month 36 of project (achieved)
2	Online version of game produced	CRS	Month 48 of project (achieved)
3	Integration of game into collective web presence with clear communication links	UNIBO, CRS, UoP	Month 48 of project
4	Implementation of collective social media and promotional strategy	UNIBO, Steering group	For 18 months after project end
5	Follow-up on any enquiries and requests that are received	CRS	For 18 months after project end
6	Feedback on developments and demand provided to secretariat and steering committee	CRS and other partners, coordinated by UNIBO	For 18 months after project end
7	Review of analytics, develop and agree future business model based on demand identified	CRS, UNIBO, Steering group	Every 4 months/ 18 months after project end

## **Exploitation Action Plan – RURITAGE Summer School**

<b>Weblink:</b>
<a href="https://www.ruritage.eu/schools/">https://www.ruritage.eu/schools/</a>
<b>Description:</b>
<p>As part of building new skills for the management of CNH, two week-long in-presence Summer schools were organised and successfully delivered during the project timeframe, after some delays due to COVID-19 restrictions. The Summer Schools served as a useful product for communicating the RURITAGE Paradigm, project learning, case studies, outputs and results. The themes of these Summer Schools were:</p> <ul style="list-style-type: none"> <li>• SAVONIA, Finland, (May 2022): Heritage-based regeneration at regional level: learning from practice; introducing the RURITAGE methodology to support rural areas to co-develop through their local heritage;</li> <li>• POLITO, Italy (June-July 2022): Digital Collaborative Engagement - Regenerating Cultural Natural Heritage to help build collaborative digital projects in heritage knowledge co-shaping for regional development.</li> </ul> <p>Of note, POLITO already has a proven track record of running an annual Summer School in the theme of Cultural and Natural Heritage in conjunction with international partner University of California Los Angeles (UCLA), the highest-ranked public university in the USA. This was its fourth edition and the addition of the RURITAGE thematic to this successful Summer School series has further enhanced this offering to the target audience.</p> <p>Given this success, it is envisaged that the Summer School has further replicability beyond the lifetime of the project and the exploitation plan has been prepared on this basis. After the project lifetime the responsibility for the continuation of the Summer Schools is taken up by POLITO.</p>
<b>Situation of Access Rights:</b>
Materials and case studies developed through the RURITAGE project are available as open access for the Summer Schools, acknowledging relevant authors.
<b>IPR measure(s) taken or intended:</b>
POLITO provides Learning Credits (2) for completion of the Summer School, giving additional credibility to the programme.
<b>Owners and Key Beneficiaries involved:</b>
<p>POLITO (and SAVONIA during RURITAGE timeframe) for delivery of Summer Schools.</p> <p>Other universities and KFPs (for lessons/module delivery) and Rs/RMs (as case studies).</p>
<b>Stakeholders/Target Users:</b>
<p>Academic participants, including Masters and PhD Students, early stage researchers (assistant Professor, Post-Doc fellow) along with suitably qualified CNH managers, professionals, practitioners and staff, civil servants, staff of local authorities and NGOs, rural and community activists.</p> <p>The POLITO Summer School will particularly target international and interdisciplinary academic participants in Cultural Natural Heritage fields of study.</p>

<b>Proposed Exploitation Route (s):</b>						
<p>The structure and format are already in place at POLITO for hosting its annual international heritage-based Summer School, so this approach will be maintained with the addition of the RURITAGE inputs for knowledge, teaching and case studies, featuring the RURITAGE paradigm and useful tools. Agreement will be reached with the valuable resource of relevant KFPs, Rs and RMs for teaching, case studies and other roles for the future editions.</p> <p>The Summer School will be included in the collaborative project activities and promotion through the RURITAGE network that will continue after the project timeframe, reaching target groups with a promotional strategy and social media campaign utilising the strong international network developed during the lifetime of the project.</p> <p>To facilitate participation and to adapt to educational trends, using latest technologies, the Summer Schools will also experiment with novel teaching approaches to facilitate in-presence, remote and multi-locational modalities where feasible.</p>						
<b>Benefits (Impact Indicators) and Target(s):</b>						
<p>The two Summer Schools delivered during the RURITAGE timeframe achieved the following:</p> <ul style="list-style-type: none"><li>• 63 applications received from more than 20 countries</li><li>• Participation by 28 students coming from 3 EU countries (Italy, Finland, and Hungary) and 10 beyond (USA, Thailand, Brazil, China, India, Philippines, Turkey, Norway, Saudi Arabia)</li><li>• Students were engaged in different ways through the programmes, working partially on their own projects and on real-life case studies.</li></ul> <p>In the future, a target of 20-25 participants per School should be achievable to ensure viability and sustainability. A further target is to increase employability in CNH amongst participants to 25%. This will depend on the nature of participation/participant profile.</p> <p>Based on the success of the in-presence Summer Schools, these have the potential to create additional project dissemination and exploitation opportunities for the RURITAGE paradigm, to foster the uptake of its tools and results and achieve the long-term targets and impacts. In particular, Summer Schools, with their international reach, will also contribute to reaching the target of at least 195 countries in the medium-long term.</p>						
<b>Business Model and Sustainability Plan:</b>						
<p>Typical hosting/hospitality cost for delivery of the Summer School is €4,500. It is expected that these costs will be covered by participant fees, based on a minimum number as follows:</p> <table><tr><td>Participant fee:</td><td>€300</td></tr><tr><td>Minimum Target number:</td><td>15</td></tr><tr><td>Gross income:</td><td>€4,500</td></tr></table> <p>To boost participation, the aim is to continue the successful collaboration with UCLA and UNESCO to run a joint Summer School programme for delivery on an annual basis.</p> <p>In the medium/long term, there may be potential for further extending the Summer School, with its possible evolution into a longer programme with additional credits. The future vision could eventually see the emergence of an Executive Master Programme targeting practitioners and scholars in the field aimed at increasing their practical knowledge and skills. This could serve to reach the target set out for communities reached, employment and enterprise creation. This option will be evaluated in the future, in association with the existing Professional Master Programme, and an appropriate business model put in place as appropriate.</p>	Participant fee:	€300	Minimum Target number:	15	Gross income:	€4,500
Participant fee:	€300					
Minimum Target number:	15					
Gross income:	€4,500					
<b>Timeframe and Roadmap for Exploitation:</b>						
<p>The continuation of the Summer School will build on the successful four-year collaboration between UCLA and POLITO, and the learning from the Summer Schools delivered during RURITAGE timeframe, including:</p>						

- Review of Summer Schools format during RURITAGE and feedback received;
- RURITAGE content, including tools, case studies and other materials;
- Assessment of demand across the target audience(s).

This will be followed by the following activities, planned on an annual basis:

- Revised programme with new themes in conjunction with UCLA and other relevant partners, with inputs from RURITAGE SIAs, outputs and case studies;
- Implementation of promotional strategy, including through the RURITAGE network;
- Delivery of Programme and review of performance to continually enhance future editions.

#### Barriers/Risks to be overcome:

Poor demand/uptake amongst potential participants leading to lack of viability. To maximise awareness and interest, the Summer School will be included for promotion across the wide RURITAGE network beyond the RURITAGE timeframe.

Risks identified as a result of COVID-19 pandemic restrictions, which had impacts on Summer schools with cessation of in-presence activities and with limited demand for online delivery. New learning formats will be explored to address future challenges.

Lack of innovation on programme content and delivery may reduce interest and demand over time. Regular review of programme content and delivery methods is required, towards the longer-term vision of further enhancing/extending the programme in line with opportunities and demand that may be identified.

POLITO will allocate some voluntary resources in the 18 months after the project ends, which will address the above issues.

#### List of Actions, Responsibility and Timeframe for completion:

Activity No.	Description of Activity	Partners Responsible	Timeframe
0	Two summer schools completed and feedback evaluated	POLITO, SAVONIA, other participating KFPs	Achieved
1	Review performance of Summer schools held in 2022 and identify potential for improvement	POLITO, SAVONIA, other participating KFPs	Q4 2022
2	Identify potential for annual Summer school in conjunction with UCLA and relevant partners, building on RURITAGE knowledge and expertise	POLITO, other participating KFPs	Q1 2023
3	Design, promotion and delivery of next Summer School to capitalise on opportunities and meet needs of target groups	POLITO, other participating KFPs, RURITAGE network	Q2 2023
4	Review of performance and consider steps to further enhance and expand delivery in line with long-term vision	POLITO, other participating KFPs, Steering Group	2023-2024



## Exploitation Action Plan – Professional Masters Programme

<b>Weblink:</b>
<a href="https://www.ruritage.eu/professional-master-program-2023/">https://www.ruritage.eu/professional-master-program-2023/</a>
<b>Description:</b>
<p>A One-Year Professional Masters Programme was developed during the project to provide target participants with knowledge and skills necessary for innovative management of Cultural and Natural Heritage (CNH) in rural areas. The Professional Masters is an applied, course-based programme, with assignments, group work, presentations, and other assessments as part of the delivery. This is based on the best practice learning from RURITAGE and other experiences internationally, with extensive teaching inputs from project partners.</p> <p>The delivery of the Programme was envisaged during the project duration, also as a useful product for communicating the RURITAGE Paradigm, and the project outputs and results. Two editions of the Masters course were planned. However, despite their widespread promotion to target groups, the eventual delivery did not materialise due mainly to the uncertainty and impact of COVID-19 restrictions on planning, organisation and logistics.</p> <p>As the detailed structure and content of the Professional Masters is already developed, the Programme will be available for further exploitation after the project timeframe. Nonetheless, the structure of the Programme is currently under review taking into consideration the identified needs of the target audience during the project, with a Professional Master level potentially not the most appropriate format to meet these needs. This will be further evaluated during the next phase of activities.</p>
<b>Situation of Access rights:</b>
Materials developed through the RURITAGE project are available as open access for non-commercial use, provided there is sufficient acknowledgment of authorship of the works.
<b>IPR measure(s) taken or intended:</b>
<p>The Professional Master Degree was initially established to be accredited by University of Bologna and the Politecnico of Torino (POLITO), and quality assured in this way.</p> <p>The potential is left open to develop Joint Title with other participating universities for subsequent editions.</p>
<b>Owners and Key Beneficiaries involved:</b>
<p>UNIBO as Task LEADER and for delivery of Masters Programme at University of Bologna.</p> <p>Other participating university partners (POLITO, UoP, Savonia, NMBU, UoC) for joint titles and module delivery.</p> <p>Other Knowledge Facilitation Partners (KFPs) for module preparation.</p>
<b>Stakeholders/Target Users:</b>
<p>For the current Professional Master syllabus, target participants include suitably qualified CNH managers, professionals, practitioners and staff, civil servants, staff of local authorities and NGOs, rural and community activists.</p> <p>For a Bachelor/Master Degree, that may be considered for the future, this will target students with various interdisciplinary backgrounds.</p>

<b>Proposed Exploitation Route(s):</b>
<p>Led by UNIBO, during the project timeframe, the Professional Masters Programme was promoted as a joint title between the University of Bologna and POLITO, whilst future editions aimed to include additional university partners in the title. This approach will continue in the future to widen the delivery and uptake potential.</p> <p>Following a review of activity during the RURITAGE timeframe, the future Programme will be agreed and promoted to the target groups via an international promotional strategy, including direct contacts to potentially interested stakeholders and organisations and a social media campaign utilising the strong RURITAGE network already built up during the lifetime of the project. It will also be promoted on the RURITAGE website, as an attractive proposition alongside the complimentary range of exploitable tools. To facilitate maximum participation and to adapt to educational trends, the Programme will include blended modalities, facilitating mixed online and in presence activities to suit the target audience. This approach is also aimed at reducing delivery costs.</p>
<b>Benefits (Impact Indicators) and Target(s):</b>
<p>The target for Developing New Skills during the RURITAGE project was 100 participants during lifetime of the project, including the Summer Schools and Professional Masters Programme (2 editions were planned).</p> <p>For the Professional Masters Programme this means an average of 20-25 participants per programme, (50 over lifetime of RURITAGE). This target will remain for the future, beyond RURITAGE, as a realistic goal. Based on demand, an annual programme may be possible, otherwise a biennial approach may be more realistic.</p> <p>An additional target is to increase employability in CNH amongst participants to 25%. This will be based on numbers of jobs secured by participants over the lifetime of the Programme.</p> <p>The Programme also has the potential to foster additional dissemination and exploitation opportunities for the RURITAGE paradigm, and the uptake of its tools and results and contribute to achieving the projects long term targets and impacts.</p>
<b>Business Model and Sustainability Plan:</b>
<p>It is envisaged that the cost of programme delivery will be covered by participant fees, based on a minimum number of participants, typically as follows for breakeven/sustainability:</p> <p style="padding-left: 40px;">Participant fee: €5,000        Target number: 20-25 (Minimum: 15)        Gross income: €45,000 minimum</p> <p>Participation on the Programme has the potential to attract sponsorship for participants from relevant organisations and authorities with interest/remit to promote rural regeneration including through CNH. Delivery of the programme will include extensive teaching inputs from project partners, including blended and on-line delivery, ensuring availability of necessary expertise and resources for most efficient and cost-effective delivery.</p> <p>Additionally, the widespread promotion of the programme via the continuing RURITAGE network and beyond should maximise awareness and interest from across the target audience.</p>
<b>Timeframe and Roadmap for Exploitation:</b>
<p>The proposed exploitation will initially learn from the efforts made throughout the RURITAGE project to facilitate the course design and delivery, including:</p> <ul style="list-style-type: none"> <li>• Review of Programme content/and any feedback received;</li> <li>• Review of Master typology, e.g. from professional Master to 2 years Master degree, etc.</li> <li>• Assessment of demand identified / target audience and niche segments;</li> <li>• Course format including blended modalities.</li> </ul> <p>An agreed programme across university partners, UNESCO and relevant KFPs will be prepared for registration with participating Universities in the Joint title.</p> <p>This will be followed by the following activities on an annual basis:</p>

- The inclusion of the Programme in the RURITAGE collaborative approach for effective promotion to reach the target audience;
- Timely Implementation of promotional strategy, including through the RURITAGE network;
- Applicant evaluation, selection and registration;
- Delivery of Programme within agreed timeframe;
- Review of performance to continually enhance future editions.

#### Barriers/Risks to be overcome:

Poor demand/uptake amongst potential participants leading to unsustainable delivery. To maximise awareness and potential uptake, the Programme will be included for promotion across the wide RURITAGE network beyond the RURITAGE timeframe and using a targeted promotional strategy.

Trends towards more blended learning and remote delivery across education sector may inhibit demand. However, there is a foundation for a blended learning format already in place as part of addressing COVID-19 challenges.

Programme may become stale/obsolete as knowledge in this sector increases over time. Regular review of programme content and delivery methods will be important in this regard.

UNIBO and other relevant partners will dedicate some voluntary resources in the 18 months after the project ends to facilitate the above.

#### List of Actions, Responsibility and Timescale for completion:

Activity No.	Description of Activity	Partners Responsible	Timeframe
0	Curriculum completed	UNIBO	Achieved
1	Review of Masters Programme and feedback from applicants to identify suitable delivery model, including review of Master typology (e.g. from professional Master to 2 years Master degree etc.), based on demand aspects.	UNIBO, other participating Universities and KFPs	Q4 2022
2	Registration of Programme for delivery and Signed Agreement for Activation across relevant universities	UNIBO, All participating University Partners	2023
3	Promotion and delivery of Programme based on agreed format across relevant partners, including teaching inputs from project partners.	UNIBO, participating University Partners, relevant KFPs, RURITAGE Network	2023 / 2024
4	Identify sponsorship opportunities to maximise participation levels.	All relevant partners in the RURITAGE network	2023-2024
5	Review market demand, programme delivery and results on annual basis and consider steps to enhance delivery and foster sustainability. Implement as appropriate	UNIBO, participating University Partners and relevant KFPs	2023-2024

## Annex 2: Letters of Commitment to RURITAGE Community Network

List as follows: (Signed Commitment letters available in Separate Document)

Organisation Acronym	Country
UNIBO	Italy
UNESCO	France
POLITO	Italy
WestBIC	Ireland
University of Plymouth (UoP)	United Kingdom
Consulta Europa (CE)	Spain
TECNALIA	Spain
ICLEI	Germany
Almende B.V.	Netherlands
Fundacion CARTIF	Spain
NMBU	Norway
Savonia UAS	Finland
CRS	Poland
APRE	Italy
ACIR Compostelle	France
University of Crete / NHMC	Greece
KATLA UNESCO Global Geopark	Iceland
MAGMA UNESCO Global Geopark	Norway
GEO-Naturepark Bergstrasse-Odenwald, UNESCO Global Geopark	Germany
DARe	Italy
Take Art	United Kingdom
KIBLA	Slovenia
AEICE Duero Douro	Spain / Portugal
FCM	Columbia
IZMIR Geopark	Turkey
DEM	Turkey
IZTECH	Turkey
ARGE UNESCO Global Geopark	Austria
NHMLPF	Greece
PIAM Onlus	Italy
HCC	Romania
ProEDU	Romania
KULTPROTUR	Slovenia
VVO / EMI, Visegrad	Hungary
CoAPP, Appignano del Tronto	Italy
FSMLRPH	Spain