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CULTURESCAPE

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WORK PACKAGE 5: STIMULATE ECONOMIC DEVELOPMENT
THROUGH ICH TOURISM INDUSTRY CAPACITY

Action 5.1: Joint Action Plan for ICH Tourism Development in the
Atlantic Area

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Atlantic CultureScape Stakeholder Group **Error! Bookmark not defined.**

GLOSSARY OF TERMS

- AAIICC = Agencia Andaluza De Industrias Culturales
- AA = Atlantic Area
- ACS = Atlantic CultureScape
- BBNPA = Brecon Beacons National Park Authority
- CIT = Cork Institute of Technology
- DGT = Dirección General De Turismo Del Gobierno Regional De Cantabria
- ICH = Intangible cultural heritage
- RMM = Município de Rio Maior
- NMDDC = Newry, Mourne and Down District Council
- SME = Small and Medium Sized Enterprise
- UVigo = University of Vigo

INTRODUCTION

The Atlantic CultureScape (ACS) project is co-financed by the Interreg Atlantic Area Programme through the European Regional Development Fund and that brings together seven partners and twelve associate partners from across the Atlantic Area (AA) in a consortium, led by Newry, Mourne and Down District Council in Northern Ireland, from 01/04/19 to 31/03/22. In addition to NMDDC, the partners include the Dirección General De Turismo Del Gobierno Regional De Cantabria, the University of Vigo and Agencia Andaluza De Industrias Culturales (from Spain), The Município de Rio Maior (from Portugal), Cork Institute of Technology (from Ireland) and Brecon Beacons National Park Authority (from Wales).



The twelve associate partners for the project are: The Ring of Gullion Handcrafts and Art, Tourism Northern Ireland, Fiddlers Green Partnership, Pembrokeshire Coast National Park Authority, Brecon Beacons Tourism Ltd, Grupo de Desarrollo Rural Litoral de la Janda, Instituto Andaluz de Patrimonio Histórico, Agência de Promoção da Cultura Atlântica, Comhairle Contae Mhaigh Eo, Cork County Council, Cluster de Turismo de Galicia, and Armorique Regional Park.

The project arose from the recognition across all partner regions that there was a cultural decline across the AA, which has become a common problem due to numerous factors including globalisation, demographic changes and agricultural intensification. These factors have led to less rural employment opportunities for younger generations and ultimately an erosion of cultural identity.

Various projects have focused on the tangible cultural heritage and its exploitation within European regions, but there has been very little development with regards to the 'intangible' that has been passed on by generations and has had a significant impact on the overall culture of a region and its identity. ACS seeks to support sustainable rural economic development through the enhancement of the tourism offering within each region. The tourism offer is focused on intangible cultural heritage (ICH) and creating unique authentic experiences based on the different regional cultures. It is this type of culture that will ultimately attract cultural tourists to a region and will also help to promote and strengthen cultural identity within the local community.

In order for this to happen, Atlantic Culture Scape aims to support collaboration between ICH stakeholders both within each region and transnationally, through the exchange of experiences and sharing of best practice. Best practice study visits are on going to each partner region, which is enabling increased cultural awareness and promotion across the AA. In addition to this, the ACS project has a number of key activities that will help each partner with the development of their tourism offer. Thus far the partners have conducted research into previous relevant Interreg projects, created a common inventory of ICH for the AA and produced seven ecosystem reports which include details of the sociocultural, economic and geographical information of each region. All of this information will be used to inform the actions that need to be taken by each partner within the ACS project to further develop their regional tourism offering.

The aim of the action plan is to outline the steps to be taken by each region in order to achieve the goals set out by the ACS project and bring sustainable economic and cultural benefits to each region.

DETAILS OF THE ACTIONS ENVISAGED

As previously mentioned, the main objective of the Atlantic Culture Scape project is achieved through the development of a tourism offering within each of the seven regions involved in the ACS project. In order to develop this offering, it was first necessary to access the ecosystem in existence within each region. The partners within each region conducted interviews with twelve firms from their region using a cluster mapping methodology provided by CIT. The data collected was then analysed using the V-LINC mapping and software tool, the results of which informed the ecosystem report of each region.

Using the data from the ecosystem report and the information collected during the interview process, conclusions were drawn up about the actions and the direction that each region believed were necessary to take in order to achieve the objects set out by the ACS project. Whilst some joint action plans focus on the project as a whole, we believe that the conclusions of the individual ecosystem reports support a regional approach for this action plan. In order to best represent each region, it was necessary to develop targeted actions for each partner region and ensure that such actions align with the overall goals and aims of the Atlantic Culture Scape project.

Three actions, determined to have the most significance, were chosen for each region. These actions are outlined in the action plan, with further sub-actions provided for each of the stakeholders involved where necessary. Some of the main actions are consistent throughout each region, such as the creation of an ICH micro-cluster (which is one of the overall aims of the ACS project), however, each action takes account of the different regional perspectives and as such may need to have different sub-actions. Each of the actions chosen have to align with the regional ICH goals and were chosen because they will enable the region to make the most significant progress in relation to regional development and the advancement of the ACS project goals. Each section focus on one of the ACS project partners and the specific region they are focusing on.

NEWRY, MOURNE AND DOWN DISTRICT COUNCIL

Project: Atlantic CultureScape

Partner Organisation: Newry, Mourne and Down District Council

Country: United Kingdom

NUTS3 Region: Northern Ireland

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NEWRY, MOURNE AND DOWN

The region of Newry, Mourne and Down which located across the southeast region of Northern Ireland was estimated to have a population of 180,021 in 2018 and cover an area of 1,632 square kilometres.¹ The region is comprised of a mixture of beautiful landscapes including coastline, mountains, woodlands, ridges and river corridors, and its strategic location provides opportunities for tourism development. This type of development could incorporate tangible elements such as buildings, monuments, landscapes, books, works of art and artefacts. Additionally, the region has significant ICH, with the area being rich in folklore, traditions, language and local historical knowledge, much of which is connected to the outstanding and diverse scenic landscape.

In terms of the current tourism offering, at present tourism is worth £47.7 million to the local economy and supports nearly 5,000 jobs within the region². Many of these businesses are small or medium sized indigenous companies who are highly committed to the local economy.

¹ NISRA (2020), Population Estimates: Making life better age groups (administrative geographies).

² NMDDC (2019), Performance and Improvement Assessment of Performance 2018-2019.

In order to increase the number of visitors to the region, NMDDC have outlined a number of tourism areas that need to be targeted, including adventure and recreational, sporting (such as golfing), and events/community festivals. These types of tourism offer can be linked to the rich cultural heritage of the region. Many of the events or festivals are related to the greater history of Ireland through the story of St. Patrick, the establishment of Christianity, and the legends or stories know across the country.

The involvement in a project such as Atlantic CultureScape will help the region to develop their tourism offering. The witnessing of best practice across the AA during study visits or the information sharing that takes place throughout the project will enable the region to develop their tourism experience at a high standard and increase the regions standing as a tourism destination. ACS will also help many SMEs to gain access to an international market (visitors and online where relevant) that previously may have been hard to attain. In order to progress the ACS project within the Newry, Mourne and Down region a number of steps need to be taken, these are outlined below with a view to providing as many benefits for the locality and its stakeholders as possible.

ACTION 1 – DEVELOP TOURISM ICH MICRO-CLUSTER FOR THE NEWRY, MOURNE AND DOWN REGION

THE BACKGROUND

Since the initiation of the ACS project one of the aims has been to create experiences enabling tourists to become immersed in the culture of a region. The ecosystem report and interviews conducted by NMDDC found that there currently is no formal relationship between ICH providers and tourism providers. Any of the business opportunities that are conducted are done so on an ad hoc basis without any formal structure. This lack of structure decreases the ability of customers to gain access to ICH products or services within the region and ultimately leads to a loss of potential revenue for tourism, hospitality and ICH firms.

Furthermore, a lack of information sharing between stakeholders was also identified, which prevents awareness of product and service offerings across the region and the referral of customers from taking place. In order, to combat these issues it was decided that NMDDC as

part of the ACS project should aid in the establishment of an ICH micro cluster. Clusters have been seen to promote the interactions and relationships between stakeholders, which can provide an optimum environment for transference of research/knowledge into practice/use which leads to the enhancement of innovation, research, entrepreneurship and regional development³. It is with this in mind, that NMDDC aims to develop an industry led micro cluster that can become the key driver for ICH experiences within the region.

ACTION 1 – Develop an ICH Micro-Cluster	
Actions	<ul style="list-style-type: none"> i) Organise a series of meetings between industry, government and academia involved in ICH, tourism and hospitality. ii) Outline the potential benefits of clustering and collaboration for all involved. iii) Establish a cluster manager/facilitator from industry that can lead the cluster. iv) Identify potential areas for collaboration and tourism development, as well as the supports required to achieve this.
Stakeholders Involved	<ul style="list-style-type: none"> i) NMDDC will organise all actions and facilitate meetings. ii) CIT will advise/ support in relation to cluster establishment. iii) NMDDC to liaise with stakeholders to identify a cluster manager/facilitator. iv) Stakeholders from the triple helix need to be involved in collaborative initiatives.⁴
Timeframes	February 2019 - September 2021.
Costs	Delivering the sub actions will mainly be the responsibility of NMDDC and will be covered through the staff costs and an external expertise budget.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and NMDDC.

3 Etzkowitz, H., & Zhou, C. (2017). The quadruple helix: University-industry-government innovation and entrepreneurship. Routledge.

4 It may not be possible for all stakeholders to be involved in all initiatives, but each initiative will be as inclusive as possible.

ACTION 2 – SKILLS DEVELOPMENT

THE BACKGROUND

Within the NMDDC region there is an estimated 102 registered tour guides. However, research and interviews with companies has shown that there is a need to upskill these individuals and provide essential training to ICH providers. This type of training can be identified through the use of best practice examples that currently exist across the AA such as Limerick Lace making workshops or the Catch and Cook experience on Ireland’s north coast. These can be expanded and developed further in consultation with industry stakeholders.

Whilst the NMDDC ICH providers involved in the ACS project have repeatedly shown how passionate they are about not only their products or services but also the culture of the region, many of them have identified a lack of knowledge and awareness in relation to the key skills required to develop a sellable experience within the tourism industry. These skills include conducting sales pitches, recognising and persuing new market opportunities, and pricing products/services. Although some of this training can take place in a group environment, there may also be a need for one to one mentoring support in order to customise the support for individual firms. This type of training will ultimately increase the standard of the tourism experience developed within the NMDDC region and ensure that the level of experience across the AA is of a high and standardised quality.

ACTION 2 – Skills Development	
Actions	<ul style="list-style-type: none"> i) Identify the industry training needs of the region. ii) Identify best practice regarding Northern Ireland tourism standards. iii) Arrange new training programs for tourism facilitators. iv) Create a database of tour guides and experiences that have reached a suitable standard within the NMDDC region.
Stakeholders Involved	<ul style="list-style-type: none"> i) NMDDC will lead all actions. ii) AAIICC will advise/support in relation to training activities. iii) Stakeholders from the triple helix will be the recipients of the training opportunities.
Timeframes	February 2020 - September 2021.

Costs	Delivering the sub actions will mainly be the responsibility of NMDDC but mechanisms for funding training programs. A training programme is included in the ACS budget and NMDDC also have other training programmes which this report and its action will inform through UNESCO Global Geopark (aUGGP) may need further support.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and NMDDC.

ACTION 3 – ENABLE THE DEVELOPMENT OF A DIGITAL MARKETING PLATFORM

THE BACKGROUND

Once a cultural tourism offering/experience has been developed by NMDDC, it is essential that all stakeholders involved in the experience take a co-ordinated approach to the marketing of this experience. Within the ecosystem report those interviewed identifies digital marketing as a weakness and an area where their firms lack sufficient capabilities. Therefore, the stakeholders would require advise/support in relation to the creation of a joint marketing platform and may also need training with regards to the best promotional tools to use and how they function. Some of this support may come in the form of marketing strategies for SMEs that will collaborate through ACS, as well as the business marketing workshops that will be created within each region.

Additionally, one of the objectives of the ACS project is to create an international marketing strategy for all of the cultural tourism experiences created across the AA. This platform will not only give stakeholders in the NMDDC region a transnational platform for advertisement, but it will also enable the NMDDC tourism experience to reach international tourists.

ACTION 3 – Enable the development of a Digital Marketing Platform

Actions	<ul style="list-style-type: none"> i) Identify the firms that require support in relation to digital marketing. ii) Facilitate business marketing workshops for SMEs. iii) Provide marketing plans for SMEs where required.
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	iv)	Enable the NMDDC tourism experience to gain access to international markets across the AA
Stakeholders Involved	i) ii) iii)	NMDDC will lead all actions. Stakeholders from SMEs and government will be involved in all actions. RMM will support/advise in relation to individual marketing strategies.
Timeframes		March 2021 - March 2022
Costs		NMDDC will take responsibility for delivering the sub actions. Additional digital marketing costs are included in the ASCS budget.
Funding Sources		Interreg Atlantic Area; Atlantic CultureScape Project and NMDDC

DIRECCIÓN GENERAL DE TURISMO DEL GOBIERNO REGIONAL DE CANTABRIA

Project: Atlantic CultureScape

Partner Organisation: Dirección General De Turismo Del Gobierno Regional De Cantabria

Country: Spain

NUTS3 Region: Cantabria

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LIÉBANA

The region of Cantabria in Northern Spain has an estimated population of 581,078 and covers an area of 5,321 square kilometres⁵. Whilst much of the population is located along coastal settlements such as Santander, there are also dispersed population settlements with smaller population densities located in the valleys located inland and to the south of the region. One such settlement is the region of Liébana which has a population of around 5,290 and is known for its natural beauty as a result of its central location within 'Picos de Europa'. Its distinct geographical nature means that a total of 65% of Liébana is comprised of slopes and almost 70% of the region is 700 metres above sea level. Whilst a region with this level of natural beauty can be visually appealing, it can also lead to significant challenges in economic development.

Currently, the region relies heavily on the hospitality sector, as it accounted for 56.9% of the total business activity. However, the tourism sector is seasonal and at the moment is focused on the months of July, August and September. Additionally, the majority of visitors (80%) are domestic tourists of which a significant amount come from Madrid and its surrounding areas.

⁵ National Institute of Statistics (INE) (2019), Municipal register of inhabitants.

In order to increase the economic value of tourism to the region, the number of overnight stays needs to be increased and the tourism season needs to be extended.

The region provides much scope for expansion as it has a lot to offer visitors. In terms of a tourism offering, Liébana has much to offer including: enabling tourists to be immersed in nature within the national park, discover the history of the brown bear from the region, visit a wide range of museums, and experience a number of pilgrimage sights and walking routes. Furthermore, there are a number of festivals that take place throughout the year and through continued development along with international marketing, perhaps this could enable more tourism outside of the seasonal window.

Participation within the ACS project promotes economic development and provides an international perspective for the region. However, in order for the project to progress at a region level there are a number of actions that need to be taken. These actions as outlined below will hopefully enable the region to have unified approach to tourism and ultimately provide benefits to the region.

ACTION 1 – DEVELOP AN ICH TOURISM MICRO-CLUSTER IN LIÉBANA

THE BACKGROUND

During the [V-LINC](#) interviews conducted for the regions ecosystem report, firms identified a need for the creation of a regional tourism product. This goal relates to the ultimate aim of the ACS project, in order for this experience to be developed it is first important that a willingness to collaborate is established. This type of collaboration should not only include industry stakeholders but also involve the relevant government bodies and an academic involvement if applicable. Best practice across Europe has shown that one of the best ways to create this collaboration is through the development of what is known as a micro cluster.

A successful cluster can lead to increased influence and economic development. However, in order to achieve this they need to be industry led, robust and require dedicated leaders⁶. The creation of this type of organisation within Liébana would ensure the long-term sustainability of tourism experiences and would also ensure the commitment of industry to the experience development prior to resources being applied. However, one of the issues identified within the region is the lack of willingness to collaborate especially amongst tourism entrepreneurs. It is therefore essential that the benefits of clustering are outlined at an early stage to increase the potential for collaboration.

ACTION 1 – Develop an ICH Micro-Cluster	
Actions	<ul style="list-style-type: none"> i) Arrange collaboration meetings between industry and government representatives. ii) Outline the potential benefits of clustering and collaboration for all involved. iii) Establish a leader(s) from industry that can manage the cluster. iv) Identify potential areas for collaboration and development
Stakeholders Involved	<ul style="list-style-type: none"> i) DGT will lead all actions. ii) Relevant stakeholders will participate in the initiatives. iii) CIT will advise on/support cluster development.
Timeframes	February 2019 - September 2021.
Costs	Delivering the sub actions will mainly be the responsibility of DGT and will be covered through their staff costs.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and DGT.

ACTION 2 – INCREASE CUSTOMER BASE ON A REGIONAL AND NATIONAL BASIS

THE BACKGROUND

The majority of the firms within Liébana are SMEs whose focus has been on the local market with a cautious view to expansion regionally and nationally. Whilst SMEs in general tend to have more flexibility in terms of reaction to market conditions, they tend to have very little

⁶ Brookings Metropolitan Policy Program (2018), Rethinking Cluster Initiatives.

influence in terms of regional policies, and have a lack of focus on a national or international market due to their limited of resources. This is the case for firms within Liébana, who recognise the potential for national markets but as of yet have not had the capabilities to attract them.

The development of a micro cluster as outlined in Action 1 will enable the industry firms to collaborate but once this step has been taken then a joint approach to tourism must be instilled in all aspects of economic development. During the ecosystem interview process firms identified a need to increase regional and national custom. As part of experiences developed through the ACS project, firms will have an increased opportunity for internationalisation and access to an international marketing plan. Additionally, individualised marketing plans will enable firms to identify potential target markets, not only on an international level but also nationally and regionally.

ACTION 2 – Increase customer base on a regional and National basis	
Actions	<ul style="list-style-type: none"> i) Establish target markets for potential tourism experiences. ii) Create relevant marketing strategies. iii) Support the regional and national promotion of the developed experience. iv) Support the transnational marketing of the ICH experiences.
Stakeholders Involved	<ul style="list-style-type: none"> i) DGT will lead all actions. ii) Stakeholders from SMEs and government will be involved in all actions. iii) RMM will support/advise in relation to individual marketing strategies.
Timeframes	March 2021 - March 2022.
Costs	DGT will take responsibility for delivering the sub actions. Addition digital marketing costs may need to be funded externally.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and DGT.

ACTION 3 – INCREASED COLLABORATION BETWEEN LIÉBANA AND NANSA

THE BACKGROUND

It is suggested that in order to bring greater economic development to the region a collaboration should be formed between Liébana and the neighbouring region of Nansa. Both regions have similar offerings and face similar challenges. However, as a result of the regional boundary, a lack of working relationships and communication difficulties, as of yet the regions have failed to collaborate.

In relation to tourism, visitors do not understand these difficulties and do not want to adhere to the boundaries they create, therefore tourism tends to break down these barriers to collaboration. Increased collaboration between these regions can lead to joint tourism packages which can use an increased set of resources to attract a larger target market to the area. However, since sustainable collaboration is required, it is important that strong relationships are developed between the regions. Since these relationships do not already exist, at the initial phases it may be necessary to get a neutral party to facilitate the establishment of a joint working group between the two regions.

ACTION 3 – Increase collaboration between Liébana and Nansa	
Actions	<ul style="list-style-type: none"> i) Establish a joint working group between Liébana and Nansa. ii) Identify inter-regional collaboration opportunities. iii) Support the development of joint tourism plans. iv) Support a cross regional marketing plan.
Stakeholders Involved	<ul style="list-style-type: none"> i) DGT will lead all actions. ii) Stakeholders from Liébana and Nansa are invited to participate and engage in collaboration opportunities.
Timeframes	June 2019 - March 2022.
Costs	DGT will take responsibility for delivering on all sub actions and will be done through staff costs.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and DGT

MUNICÍPIO DE RIO MAIOR

Project: Atlantic CultureScape

Partner Organisation: Município de Rio Maior

Country: Portugal

NUTS3 Region: Centro

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RIO MAIOR

The municipality of Rio Maior is a Portuguese region, located to the north of Lisbon inland, which covers an area of 272.76 square kilometres. The region has a population of around 21,110, which is spread across various settlements, the largest of which is the parish of Rio Maior with over half the population (12,005) resident here⁷. In terms of the landscape, the region mostly consists of land at an altitude of below 500m with various water ways running through the region. The north of the region is comprised of the Serras D'Aire and Candeeiros Nature Park, which is a limestone area. The south of the region is flatter and includes the flood plains of the main river (the Maior river).

Around 45% of all employment in Rio Maior is related to the wholesale and retail trade and repair of motor vehicles and motorbikes. Tourism does play a part in the region through attractions such as the [Rio Maior Salt Pans](#) which are the only inland salt pans in Portugal, and the [Alcobertas Dolmen](#) which is older than the pyramids of Egypt and has been a place of worship for more than 5,000 years. However, in order to further develop tourism in the region

⁷ Instituto Nacional de Estatística Portugal (2011), Rio Maior, Santarém District Population.

the creation of sustainable cultural experiences is essential. These types of experiences include the unique food production techniques such as salt, olive oil and organic herbs, and other ICH elements such as poetry and traditional craftsmanship.

However, the focus is not on the development of mass tourism but rather creating a high value offering that would result in maximum economic benefit to the region with minimum erosion of the culture and heritage of the region. This type of tourism development is also the aim of the ACS project and participation in this project will enable RMM to gain an international perspective on cultural tourism as well as the ability to witness and learn from cultural offerings across the AA. However, in order for the Rio Maior region to progress in terms of the ACS project and development of an ICH tourism offering, there are a number of steps the region needs to take, these steps are outlined below.

ACTION 1 – REINVIGORATE TOURISM MICRO-CLUSTERS

THE BACKGROUND

Whilst Rio Maior already has a developed cluster which is comprised of micro and small firms that are varied and of good quality, the cluster has reached a certain level of maturity in relation to its perception of tourism and its importance for the region. In order to change these perceptions and promote the development of tourism it is necessary to reinvigorate the cluster that exists through renewed meetings and new members. Additionally, the ecosystem report found that there is a lack of information sharing between firms in the region and therefore firms do not understand what other firms have to offer.

In order to combat these challenges, once the new meetings of the cluster take place, it may be necessary to identify those firms that are interested in tourism development and willing to collaborate. These firms can be used to form a new micro-cluster from which the tourism experience for the region can be formed. In addition, since this this new micro-cluster is formed from industry members within various sectors, it could be beneficial to choose one

member from each sector to be the leaders that drive the new micro-cluster. This would ensure that all industry stakeholders feel that their best interests are represented.

ACTION 1 – Reinvigorate Tourism Micro-Clusters	
Actions	<ul style="list-style-type: none"> i) Establish new meetings for the Rio Maior cluster. ii) Identify firms that are interested in tourism development and collaboration and use these firms to develop a tourism micro-cluster. iii) Allow information sharing between firms e.g. through an evaluator pitch. iv) Identify leaders from industry that are willing to drive the micro-cluster.
Stakeholders Involved	<ul style="list-style-type: none"> i) RMM will lead all actions. ii) Industry and government stakeholders will participate in all actions. iii) CIT will advise/support cluster development.
Timeframes	February 2020 - September 2021.
Costs	Delivering all sub actions will be the responsibility of RMM.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and RMM.

ACTION 2 – SKILLS DEVELOPMENT

THE BACKGROUND

Within the Rio Maior region there are several firms who already conducted guided tours for tourists and have registered as tourism entertainment companies. However, as part of the ACS project it is essential to ensure that each region is providing services that are of a similar high quality. In order to make this a reality, further training may be required to firms that will be interacting with tourists on a regular basis. One such training need, as identified during the ecosystem report, is the requirement for improved language skills. Firms have mentioned French and English are the two main languages that need to be obtained in order to provide the highest quality services for tourists.

Whilst some firms may have already identified training as a requirement for the progression of their firm, other firms may need assistance in terms of training identification. Additionally, once key firms have been identified and individuals are trained, these individuals will be able to network and cluster with firms across the AA and also become part of the pool of ACS ambassadors who will represent each region transnationally.

ACTION 2 – Skills Development	
Actions	<ul style="list-style-type: none"> i) Identify the training needs of each firm. ii) Identify training providers of sufficient standard. iii) Establish a list of suitable representatives for training. iv) Enable trained individuals/firms to network across the AA.
Stakeholders Involved	<ul style="list-style-type: none"> i) RMM will lead all actions. ii) All stakeholders will participate in actions where suitable. iii) AAIICC will advise/support in relation to training activities.
Timeframes	February 2020 - September 2021.
Costs	RMM will be responsible the delivering of all actions. Additional funding may need to be sourced to fund language or skills development programs.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and RMM.

ACTION 3 – DEVELOPMENT OF A DIGITAL MARKETING PLATFORM

THE BACKGROUND

It is essential that the regional tourism experiences, developed as part of the ACS project, take a co-ordinated approach to the marketing of their experience. Whilst external expertise can be used to establish the initial digital marketing platforms if required, individuals/firms would need to be able to update these platforms on a regular basis and in a suitable manor. However, the ecosystem analysis found that many firms within the region identified digital marketing as an area where their firms would require training/up skilling in order to be able to conduct adequate marketing and attract specific target markets.

One of the objectives of the ACS is to provide the necessary training support requirements for the ICH cluster in relation to marketing plans. As part of this support it may be possible to support the upskilling of firms in terms of digital marketing and support the creation of digital marketing hubs using existing platforms. Additionally, the international marketing strategy created in order to link all ICH experiences combined within the ACS project, will provide firms in Rio Maior an opportunity to gain access to international tourism markets and to be part of a transnational marketing strategy.

ACTION 3 – Enable the development of a Digital Marketing Platform	
Actions	<ul style="list-style-type: none"> i) Develop a co-ordinated marketing strategy for the Rio Maior tourism experience. ii) Conduct business marketing workshops for SMEs, where training will be provided in relation to the use of digital marketing platforms. iii) Support the creation of digital marketing platforms for the tourism experience using existing technologies. iv) Enable the tourism experience to be a part of the international marketing strategy of the ACS.
Stakeholders Involved	<ul style="list-style-type: none"> i) RMM will lead all actions. ii) All regional stakeholders will participate in the actions outlined.
Timeframes	March 2021 - March 2022.
Costs	RMM are responsible for delivering all sub actions.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and RMM.

CORK INSTITUTE OF TECHNOLOGY

Project: Atlantic CultureScape

Partner Organisation: Cork Institute of Technology

Country: Ireland

NUTS3 Region: Southern and Eastern

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GAELTACHT MHÚSCRAÍ

Cork, which is a county located in the South of Ireland has a population of around 542,868 and covers an area of 7,500 square kilometres⁸. Tourism is very important to the economy generating over €833 million in revenue and supporting around 22,500 jobs. However, the strategic development plans for the region are aimed at increasing the number of visitors to the city of Cork and along the coastal region. This means that much of the county is outside of the strategic planning in relation to tourism. One such area is Gaeltacht Mhúscraí, which is located to the West of Cork, on the border with county Kerry. It has a population 3,785 and covers an area of 455 square kilometres.

Múscraí is one of only seven areas in Ireland where Irish is the main spoken language and its dialect is distinct from the other regions. In addition to the language, the region also has much to offer tourists including battlefield sites, archaeological sites, two pilgrimage sites and a diverse intangible culture including traditional songs, dance, lore, music, sport and more.

Whilst the region has a lot of potential in relation to a tourism offer, it also faces several challenges. Firstly, although the cultural elements available would provide a very immersive and authentic experience for cultural tourists, the lack of coordination and available

⁸ Central Statistics Office (2016), Census 2016, Accessed on 21/11/19.

information in relation to tourism makes it difficult for the region to attract and retain visitors. The signage can be hard to follow unless you are familiar with the region and there is no tourism information centre in the region. In this regard, the region needs a lot of development before tourists will recognise it as destination.

Additionally, the development of a road that will bi-pass the region will also mean a change for the way business is conducted. Previously, one of the main towns in the region was located on the main route between Cork and neighbouring county of Kerry, which meant the region received a lot of passing trade. However, the new route will bi-pass the towns in the region and therefore the passing trade will no longer be of economic benefit.

Participation in the ACS project will not only help to keep the culture of the region alive, but it will also help the region to gain some structure in relation to tourism development and provide additional economic development for the region. This in turn will help to make the region a destination where cultural tourists will want to stay rather than just pass through.

ACTION 1 – DEVELOP A TOURISM MICRO-CLUSTER IN GAELTACHT MHÚSCRAÍ

THE BACKGROUND

From the [V-LINC](#) interviews conducted whilst collecting data for the ecosystem report, it was clear that a lack of collaboration exists between actors in the region especially on a formal basis. Firms are willing to refer business on an ad-hoc basis but this is sporadic and has no formal structure. Without a formal structure, it becomes difficult for tourists to access the extent of the tourism products or services on offer within the region and ultimately this results in a loss of potential income. In addition to the lack of collaboration, there is also a lack of information sharing, partly due to the geographical divides amongst villages within the region.

In order to combat these issues it is important to bring all tourism stakeholders together in order to discuss the potential for collaboration and tourism development. One collaboration

method which has a proven track record across Europe is that of a micro-cluster, which would enable the involvement of not only industry stakeholders but also the relevant stakeholders from government agencies and academic institutions. Whilst it is important that the cluster is industry led, firms within the region have already identified the involvement and support of government agencies as being key to gaining access to international markets. Their involvement would also give industry access to knowledge that would otherwise be unobtainable.

ACTION 1 – Develop an ICH Micro-Cluster	
Actions	<ul style="list-style-type: none"> i) Organise a series of meetings between tourism stakeholders including industry and government agencies. ii) Establish potential areas for collaboration and development in relation to tourism. iii) Identify an industry leader(s) to drive the cluster. iv) Identify any supports required for tourism development and the potential barriers.
Stakeholders Involved	<ul style="list-style-type: none"> i) CIT will lead all activities. ii) Stakeholders from industry, community organisations, and government will be involved in all actions.
Timeframes	February 2020- September 2021
Costs	CIT will take responsibility for delivering on all sub actions and this will be done partly through staff costs of the project.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and CIT.

ACTION 2 – INCREASE DIGITAL MARKETING AWARENESS

THE BACKGROUND

Once tourism experiences are developed, it is important to approach the marketing of them in a coordinated manner. This type of approach ensures tourists will receive clear information regarding the services/products that are on offer and how they can avail of these services. Many firms identified marketing, especially digital marketing, as an area where training is

required. Whilst this type of training may be available at a local level, it may also as be possible for the micro cluster to engage with academic or government institutions who can facilitate the provision of this service. For example, the marketing department students in Cork Institute of Technology, as part of live case study training, develop marketing strategies for firms and this may be something in which the developed tourism experience can participate.

Furthermore, once cultural experiences have been developed across the ACS partnership, the objective of the ACS project is to create an international marketing strategy for this cultural route. This strategy will potentially enable Gaeltacht Mhúscáí to gain access to international tourists and to take part in marketing on a transnational scale. This is essential for the region as international tourists have been identified as a significant focus for the region.

ACTION 2 – Increase Digital Marketing Awareness	
Actions	<ul style="list-style-type: none"> i) Identify the micro-cluster firms that require support in relation to digital marketing. ii) Facilitate business marketing workshops for SMEs. iii) Provide marketing plans for SMEs where required. iv) Enable the tourism experience to gain access to international markets across the AA
Stakeholders Involved	<ul style="list-style-type: none"> i) CIT will lead all actions. ii) Stakeholders from industry, community organisations, and government will be involved in all actions. iii) RMM will support/advise in relation to individual marketing strategies.
Timeframes	March 2021 - March 2022
Costs	CIT will take responsibility for delivering on all sub actions and this will be done partly through staff costs of the project.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and CIT

ACTION 3 – INCREASE THE RECOGNISED LEVEL OF TOURISM EXPERTISE

THE BACKGROUND

One of the main objectives of ACS is to develop ICH tourism experiences across the AA, however in order to do this effectively, it is essential that the experiences created within each region be of a similar standard. Tours are currently provided by several individuals on a regular basis, and whilst these might be of an exceptional quality many of these providers have received no formal tour guide or experience training. Furthermore, within the Múscaí region, a lack of tour guides has been identified as a potential issue and research has only managed to identify one tour guide (recognised by the tour guides of Ireland) located in the region.

It is essential that once collaboration and commitment from industry, towards the development of an ICH tourism experience, has been obtained, then tour guide training with a regional focus should be encouraged and supported. Industry members have stated that due to the distinct cultural nature of the region, where possible tour guides should be residents of the region as they are immersed in the culture on a daily basis and would be able to provide an authentic view for tourists.

This type of training QQI training can be facilitated by a number of providers however, it may be valuable to involve Fáilte Ireland (the government tourism agency) in the discussions surrounding the training needs of the region, as they are expert in this area and destination development.

ACTION 3 – Increase the recognised level of tourism expertise

Actions

- i) Establish the training needs of the region.
- ii) Identify suitable training providers in collaboration with Fáilte Ireland.
- iii) Identify industry representatives suitable for training programs.

	iv)	Create a database of tour guides and ICH ambassadors that have reached a qualifying standard within the Gaeltacht Mhúscraí region.
Stakeholders Involved	i) ii)	CIT will lead all actions, in collaboration with industry, community organisations, and government actors. AAIICC will advise on/support training needs.
Timeframes		February 2020 - September 2021.
Costs		CIT will take responsibility for leading on all sub actions however, additional funding may need to be sourced for training programs.
Funding Sources		Interreg Atlantic Area; Atlantic CultureScape Project and CIT

UNIVERSITY OF VIGO

Project: Atlantic CultureScape

Partner Organisation: University of Vigo

Country: Spain

NUTS3 Region: Galicia

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A GUARDA

Galicia is an autonomous community located in the northwest region of Spain. This autonomous community is comprised of various towns and cities including A Guarda, which is a coastal town located in the province of Pontevedra on the Spanish side of Portugal's northern border. A guarda has a population of 10,013 and covers an area of around 20.5km²⁹. The region overlooks the Atlantic ocean on one side and has the Miño river on the other, with the Santa Trega Mountain in the middle.

Companies within A guarda are SMEs mainly focused on the services industry (67%) of which tourism is a significant part. A guarda has a lot to offer tourists but the main focus is Santa Trega Mountain, which hosts much of the archaeological, religious and landscaping heritage of the region and attracts over 186,000 visitors each year¹⁰. The settlement of Santa Trega is a 4th century archaeological site, which is considered to be a significant reflection of Catreoro-roman culture in the northwest of Spain. Whilst the Santa Trega mountain is also the location of the Santa Trega religious settlement, stone crosses, monuments, museums and more,

⁹ National Statistics Institute (INE) (2019), Municipal register of inhabitants 2018.

¹⁰ Galician Statistics Office (2019)

there are many more examples of built cultural structures located around the region including a castle, a watchtower, churches, fountains, windmills and pottery kilns.

Whilst the region has much to offer in terms of its built cultural heritage, there is also a lot of ICH closely linked to these structures and the history behind them, for example such as the pilgrimages to the Santa Trega religious settlement. In addition to this, there are also traditional crafts and skills such as boat carpentry, net mending, the art of dry stone as well as other elements such as the singing of old sailors' songs.

Whilst a clear picture of the tangible cultural heritage of the region is easily accessible, gaining access to the intangible elements is a bit more difficult in terms of tourism. As a result of this, through the ACS project the region aims to help develop its ICH to enable tourists to become immersed in the culture through various experiences. In order to achieve these aims, there are several steps that need to be taken within the region. These steps will be outlined in the plan below and will be undertaken primarily by the University of Vigo.

ACTION 1 – DEVELOP AN ICH MICRO-CLUSTER IN A GUARDA

THE BACKGROUND

One of the aims of the ACS project is to create collaborations within the regions across the AA and to date this is not something that has been considered by firms within A Guarda. All the firms interviewed for the ecosystem report were considered to be micro firms and as such were focused solely on survival and attracting new local customers. It also meant that the firms considered themselves to be limited in terms of the target markets they could attract and the research and development they could conduct.

In order to increase the capabilities of these firms especially in terms of attracting new markets and customer it would be necessary for collaboration to occur. Best practice across Europe has shown that one of the most beneficial types of collaboration is through the formation of a cluster, or in this case, due to the number of stakeholders involved it would be considered a micro-cluster. The micro cluster would bring together not only industry stakeholders but also stakeholders from government and academia. It would enable firms to

discuss potential collaborations in order to attract larger markets together without changing their basic style of operation. It also provides opportunity to enhance existing skills and acquire new knowledge, which would increase the chances of support from government agencies.

ACTION 1 – Develop an ICH Micro-Cluster	
Actions	<ul style="list-style-type: none"> i) Arrange meetings between ICH and tourism stakeholders including members of industry, government and academia. ii) Outline the potential benefits of clustering and collaboration for all involved. iii) Discuss potential areas of collaboration and development, as well as supports that be required. iv) Identify industry member(s) that could lead the cluster.
Stakeholders Involved	<ul style="list-style-type: none"> i) UVigo will lead all activities. ii) Industry and government stakeholders will participate in all actions. iii) CIT will advise/support the development of clusters.
Timeframes	February 2020 - September 2021.
Costs	UVigo will be responsible for delivering on all sub actions and this will be supported through staff costs of the project.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and UVigo.

ACTION 2 – INCREASE STRATEGIC PLANNING CAPABILITES AMONGST SMES

THE BACKGROUND

The ecosystem report for the region of A Guarda discovered that the companies interviewed were primarily focused on the short-term day-to-day goals of the firm and did not tend to consider the medium and longer-term potential or targets. The interviews found that firms were finding it hard to organise themselves and a lack of strategic planning is limiting growth. This will have an impact on the firms as strategic planning provides a focus for businesses, enables forward thinking, provides direction in terms of target markets and enables businesses to target their marketing at specific group or groups.

Whilst strategic planning comes naturally to some business owners, it can also be a skill that can be learned by others. Regarding firms in A Guarda, it appears that they would greatly benefit from training in relation to the development of skills linked to medium term strategic planning. This can not only be structured at an individual firm level but can also be linked to the cluster in order to develop a larger scale plan.

ACTION 2 – Increase strategic planning capabilities amongst SMEs	
Actions	<ul style="list-style-type: none"> i) Identify bodies capable of providing training in relation to strategic planning for firms. ii) Provide firms with training for improving strategic planning capabilities. iii) Assist with the creation of strategic medium plans for the micro-cluster and SMEs.
Stakeholders Involved	<ul style="list-style-type: none"> i) UVigo will lead all actions. ii) Industry stakeholders will participate where relevant.
Timeframes	February 2020 - September 2021.
Costs	UVigo will be responsible for delivering on all sub actions and this will be supported through staff costs of the project.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and UVigo.

ACTION 3 – TARGETED TRAINING PROGRAMS TO ENHANCE POTENTIAL ICH TOURISM GROWTH

THE BACKGROUND

Within the A Guarda region, ICH tourism is completely undeveloped in relation to tourism. Whilst the development of tourism experiences related to ICH is a target for the region training would be required for firms in order to ensure they have the capabilities to create suitable products/experiences. Various training is needed in order to ensure that the ICH experiences are of a similar standard to those developed across the ACS project partner regions and as such can be cross promoted.

Firms in A Guarda have indicated that they may not have the capabilities to obtain training as a single entity, and some one on one training may be required. In terms of the ability to provide exceptional ICH experiences, the ACS project will develop training workshops to ensure firms within the region are able to deliver the experience created. As it is unclear exactly the specific types of training most needed within the region, it would be necessary to conduct a training needs analysis of industry members.

ACTION 3 – Targeted Training Programs to Enhance ICH Tourism Potential Growth	
Actions	<ul style="list-style-type: none"> i) Identify the training needs of each firm and the region. ii) Provide ICH experience training workshops. iii) Establish a list of suitable representatives for training. iv) Create a database of tour guides and ICH ambassadors and enable them to network across the AA.
Stakeholders Involved	<ul style="list-style-type: none"> i) UVigo will lead all actions. ii) Stakeholders to participate in actions where suitable. iii) AAIICC will advise/support in relation to training activities.
Timeframes	February 2020 - September 2021
Costs	UVigo will be responsible for delivering on all sub actions, which will be supported through staff costs of the project.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and UVigo.

BRECON BEACONS NATIONAL PARK AUTHORITY

Project: Atlantic CultureScape

Partner Organisation: Brecon Beacons National Park Authority

Country: United Kingdom

NUTS3 Region: West Wales and the Valleys

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BRECON BEACONS NATIONAL PARK

Brecon Beacons National Park is a category V protected area located in the South of Wales, around 40km north of Cardiff. The park covers an area of 1,327 square kilometres and has a population of around 33,000, the largest of which is located in the settlement of Brecon (population 7,500 people)¹¹. The area is known for its diverse natural landscape which is covered in mountains, woodlands, farmlands and sweeping valleys with many features to explore including rivers, gorges, hidden waterfalls, and caves. It is this natural beauty that attracts the most visitors to the park, especially from individuals in the south of Wales and southern England seeking to escape an urban lifestyle.

Tourism is considered very important within the region, as it is worth over €300 million per year to the economy and is responsible for over 4,000 full time jobs¹². In addition to the natural landscape, the region has a lot in terms of a tourism offer including [Blaenavon Industrial Landscape](#) world heritage site and numerous historical churches, monuments and buildings. Furthermore, the intangible cultural heritage is evident through the local skills, crafts and traditions such as the hand turning of wooden love spoons, harp playing and Welsh

¹¹ Office for National Statistics 2011, Census 2011.

¹² MS (2018), Sustainability Appraisal Scoping Report November 2018.

wool working, as well as the distinctive language, witnessed in the local place names of the region.

However, currently 75% of visitors to the region are day visitors who come to explore the region but do not contribute significantly to the local economy. In order to combat this, the BBNPA have identified two areas where that can be targeted to make the region a recognised tourism destination as opposed to a region that is visited for only one day. The first of these areas is the International Dark Skies Reserve, which is targeted towards astro-tourism and hopes to attract stargazers to stay in the region.

The second area BBNPA are targeting is the development of cultural experiences within the region especially the ICH which would enable tourists to become immersed in the Welch culture and would hopefully enable cultural tourists to see the region as a tourism destination worth staying in for a few nights. BBPA see the ACS project as transformative in helping the development of ICH tourism. In order to progress the aims of the project further at a regional level BBPNA need to take a number of steps. These actions are outlined below and aim to bring economic benefits to the region in the form of sustainable cultural tourism.

ACTION 1 – DEVELOP AN ICH MICRO-CLUSTER IN BRECON BEACONS

THE BACKGROUND

BBNPA have a number of strategies/policies that they use in relation to successful tourism development and its sustainability for the region. As part of this strategy, BBNPA have taken a collaborative integrated approach to tourism and as a result have developed a number of clusters within the region. These clusters should bring benefits to the region as more tourists seek experience based holidays and this is especially the case with cultural tourism. However, as of yet they have not focused on the topic of ICH and the ecosystem report showed that many of the ICH firms within the region are working on a semi-professional basis and were unsure of the commercial viability of their firm.

With ICH tourism under threat from low numbers it is essential that industry be brought together in order to discuss collaboration and the potential for development within the cultural market. Since the region already has experience in terms of cluster development, the development of an ICH micro-cluster within the region would not only help to bring industry partners together but it would also enable them to identify the potential target markets and the supports required to significantly develop the sector. Furthermore, this micro cluster should include representatives from government and relevant existing tourism providers who may be able to provide supports for any experiences developed.

ACTION 1 – Develop an ICH Micro-Cluster	
Actions	<ul style="list-style-type: none"> i) Organise a series of meetings for ICH stakeholders from both industry and government agencies including existing tourism providers. ii) Identify potential areas for collaboration. iii) Identify industry member(s) that could lead the cluster. iv) Identify supports required for experience development and identify any potential barriers to sustainability.
Stakeholders Involved	<ul style="list-style-type: none"> i) BBNPA will lead all actions. ii) Stakeholders will participate in all actions. iii) CIT will support/advise in relation to cluster development.
Timeframes	February 2020 - September 2021
Costs	BBNPA will take responsibility for obtaining each action and this will be covered under staff costs.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and BBNPA

ACTION 2 – DEVELOP A COORDINATED MARKETING STRATEGY

THE BACKGROUND

One of the main objectives of the ACS project is the creation of ICH experiences across the AA and this type of development at its initial phase is done through the ICH micro-cluster and its stakeholders. However, prior to commencing experience development it is important to consider the type of target market or markets that the experience is looking to target. That

enables the micro-cluster to focus on a particular niche customer base, and once the experience has been developed, will enable them to take a strategic joint approach to marketing. A coordinated approach to marketing will not only increase the firm's ability to gain access to tourists on a regional/national level but will allow more tourists to gain insight into the products and services that are on offer within the region and encourage them to see it as an ICH destination.

The development of this type of strategic planning for marketing is supported through the ACS project and aims to ensure the BBNPA ICH experience is successfully marketing their products and services to bring economic benefits to the region. Additionally, a marketing strategy will also be created for the ACS project across the AA, which will enable the BBNPA firms to be a part of a transnational marketing strategy and to attract international tourists.

ACTION 2 – Develop a Coordinated Marketing Strategy	
Actions	<ul style="list-style-type: none"> i) Identify the target markets for the ICH experience. ii) Facilitate business marketing workshops for SMEs. iii) Enable the development of a marketing plan for the ICH experience. iv) Enable the participation in an international marketing strategy.
Stakeholders Involved	<ul style="list-style-type: none"> i) BBNPA will lead all actions. ii) Micro-cluster stakeholders will be involved in all actions. iii) RMM will support/advise in relation to individual action plans and marketing strategies.
Timeframes	February 2020 - September 2021
Costs	BBNPA will take responsibility for delivering on all sub actions and this will be done through staff costs of the project.
Funding Sources	Interreg Atlantic Area Atlantic CultureScape Project and BBNPA.

ACTION 3 – CONDUCT NECESSARY TOURISM TRAINING

THE BACKGROUND

Whilst one of the aims of the ACS project is to create cultural experiences across the AA, it is essential to ensure that all experiences are of a similar high standard to be able to cross promote and market the experiences. In order bring each experience to a similar level it might be necessary to provide training for industry members in each region.

In terms of the industry members within the BBNPA region, those who wish to provide services in relation to tour guiding would need to aim to complete blue/green guiding badges. This blue/green badge training would ensure that firms providing tour-guiding services do so at a level that ensures a high-quality experience for tourists, and therefore would be considered to have enhanced value. Furthermore, once this training is complete, tour guides can be added to the ACS database of ICH ambassadors and tour guides, which will enable them to network and cluster with firms across the AA.

In addition to tour guiding training, a needs analysis should be conducted in relation to subsequent training that may be required by firms in order to continue to develop their firm and products/services. If additional training needs are identified government agencies such as BBNPA can be used to help firms obtain the training required from suitable suppliers.

ACTION 3 – Conduct Necessary Tourism Training	
Actions	<ul style="list-style-type: none"> i) Conduct a training needs analysis of firms. ii) Identify suitable training providers. iii) Support the training of suitable individuals from the micro cluster. iv) Enable recognised ambassadors/tour guides to network across with firms across the AA.
Stakeholders Involved	<ul style="list-style-type: none"> i) BBNPA will lead all actions. ii) Stakeholders will participate where suitable. iii) AAIICC will advise on/support training needs.
Timeframes	February 2019 - September 2021

Costs	BBNPA will take responsibility for each action and this work will be covered under project staff costs. Additional funding may need to be sourced for training programs.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and BBNPA

AGENCIA ANDALUZA DE INSTITUCIONES CULTURALES

Project: Atlantic CultureScape

Partner Organisation: Agencia Andaluza De Industrias Culturales

Country: Spain

NUTS3 Region: Andalucia (Huelva, Cádiz and Sevilla)

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LA JANDA

La Janda is a county located in the autonomous community of Andalusia in Southern Spain. It is a coastal region on the Atlantic Ocean that covers an area of 1,537km² and has a population of over 80,000. The landscape of the region is quite diverse. In addition to coastal features with marshland formations, the east of the region is dominated with rugged mountainous terrain and large forests. In contrast to this, the North, West and central parts of the region are covered by grasslands and the South consists of flatlands surrounded by minor elevations, which makes it an ideal location for agriculture.

Historically, agriculture along with farming, forestry and fishing were the primary economic activities of the region but this has begun to change over the last number of years. Whilst the community has still retained its rural nature, and agriculture is a large part of this, the region does not create enough employment to cater for the population. In order to try to combat this issue development began in a number of areas including tourism and holiday activities, of which the virgin beaches became the biggest draw for tourists to the region. However, the seasonal nature of tourism and the lack of tourism within the inland areas has led to a changing approach towards sustainable tourism development.

It has been suggested that in order to combat the seasonal nature of tourism and the declining rate in the primary sectors, innovative approaches should be taken in order to combine these two elements. This would mean a move towards development of cultural tourism and

showcasing the traditions of the region. In terms of the cultural heritage of the region there is a lot on offer for tourists, including castles, defensive walls, watchtowers, churches, caves and archaeological sites. Whilst there is an extensive built heritage that tourists could visit, it is the intangible heritage of the region that would enable tourists to become immersed in the regions culture.

The intangible heritage includes elements such as traditional trap-netting, basket weaving, traditional fishery and livestock, wine and honey production, boat carpentry, cork debarking, gastronomy and traditional festivals, and creates a unique identity for the region. In terms of tourism, the ICH of the region is completely under developed but the region is aiming to change this through involvement the ACS project. The aim of the ACS project is not only to bring an economic benefit to the region but to help retain and promote the culture of the region. For this to happen a number of steps need to be taken within the La Janda region so as to provide focus and synergy to the industry members in the region. A number of these steps are outlined below and aim to help La Janda tackle some of the challenges and threats outlined in the Rural Development Strategy for the area¹³.

ACTION 1 – DEVELOP AN ICH MICRO-CLUSTER IN LA JANDA COUNTY

THE BACKGROUND

The county of La Janda has already developed numerous micro-clusters that have been used to bring industry together within different sectors. These micro-clusters include the agro-food industry (fisheries, salt workers, wineries, food producers etc), the tourism industry (hotels, restaurants, tour guides etc) and the artisans who use raw materials to create sustainable products. However, whilst the micro-clusters tend to have the similar aims and challenges, for the most part they exist solely within their sector and are not organised in such a way that there is potential for cross collaboration. There are no formal structures that enable cross-

¹³ <https://www.jandalitoral.org/planificacion/estrategia-de-desarrollo-local-2014-2020>

sectorial collaboration and therefore the capability of the micro-clusters to stimulate economic growth is restricted to the markets that have already been developed.

Not only does the lack of collaboration prevent benefits for industry members, it also makes it difficult for tourists to gain access to or be aware of the ICH products/experiences that are in the region. In order to combat these barriers, the region needs to focus on the creation of a new cluster that encompasses stakeholders from various sectors, who are willing to discuss the recognition and development of a new ICH tourism market. In addition to industry stakeholders, the new micro-cluster should also include representatives from government agencies such as GDR Litoral de la Janda and Patronato de Turismo (provincial tourism board). Industry members have identified the role of government agencies as important in terms of local supports and in providing assistance in gaining access to international markets.

ACTION 1 – Develop an ICH Micro-Cluster in La Janda County	
Actions	<ul style="list-style-type: none"> i) Organise a series of meeting with cross-sectorial industry and government stakeholders. ii) Discuss the potential areas for collaboration and development. iii) Identify industry members that are willing to lead the new micro-cluster. iv) Identify the supports needed to develop ICH experiences for the region.
Stakeholders Involved	<ul style="list-style-type: none"> i) AAIICC will lead all actions. - In collaboration with Janda coast Rural Development Group and with the support of Cádiz Provincial County Council - (Diputación de Cádiz) ii) Stakeholders will participate in all actions. iii) CIT will advise/support cluster development.
Timeframes	February 2020 - September 2021
Costs	It will be the responsibility of AAIICC to deliver on all sub actions and this work will be funded through staff costs of the project.
Funding Sources	Interreg Atlantic Area Atlantic CultureScape Project and AAIICC.

ACTION 2 – PROVIDE TARGETED SKILLS TRAINING FOR FIRMS

THE BACKGROUND

It is important for the ACS project that the ICH experiences within each region are of a similar high standard and as such, training may be required in order to help firms achieve a quality standard. La Janda firms interviewed for the [V-LINC](#) ecosystem report also identified training as an area that they are looking to develop skills from in the future. However, the difficulty arises when you look at the various sectors that exist within the region and the potential training needs or demands required. Whilst most of the firms will have common needs such as learning about the ICH sector and experience development, other needs would be specific to certain firms such as foreign language training.

In order to help firms, obtain the most beneficial types of training, a needs analysis of industry stakeholder within the region should be conducted. Once this analysis is complete the providers of these types of training can be identified. In relation to ICH experience development and becoming ICH ambassadors, the ACS partners will support this common training need, with the collaboration of training providers such as Andalusian Institute for Historical Heritage, the Heritage Interpreters Association and the Andalusian Anthropologist Association. For other training needs, AAIICC might be able to connect firms with specialized bodies such as the [Andalucía Lab](#) for tourism studies or other recognized experts in marketing strategies and tourism promotion. This type of training identification will enable firms to upskill whilst keeping costs to a minimum, as there are opportunities for collaborative learning and not the high costs associated with one to one training.

ACTION 2 – Provide Targeted Skills Training for Firms

ACTION 2 – Provide Targeted Skills Training for Firms	
Actions	<ul style="list-style-type: none"> i) Conduct a training needs analysis for local firms. ii) Identify suitable training providers. iii) Provide ICH experience and ambassador training of suitable individuals from the micro cluster. iv) Enable recognised ambassadors/tour guides to network across with firms across the AA.

Stakeholders Involved	<ul style="list-style-type: none"> i) All actions will be led by AAIICC. In collaboration with Andalusian Institute for Historical Heritage, IAPH, Janda coast Rural Developmen Group, GDR, and the support of Cádiz Provincial County Council - (Diputación de Cádiz) ii) iii) Stakeholders will participate in actions where suitable.
Timeframes	February 2020 - September 2021.
Costs	It will be the responsibility of AAIICC to deliver on all sub actions and this work will be funded partly through staff costs of the project. Along with it AAIICC will hire an external specialized firm to implement the training workshops with funds of ACS project. (Additional Funding for training programs may need to be sourced externally).
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and AAIICC.

ACTION 3 – DEVELOP A CO-ORDINATED MARKETING STRATEGY FOR DEVELOPED TOURISM EXPERIENCES

THE BACKGROUND

Whilst many firms spend years creating unique branding and marketing strategies, this can be quite onerous, time consuming and expensive for SMEs. In addition, once the brand has been developed it can be very difficult to increase brand awareness and to reach target markets outside of a certain geographical scope. Research has indicated that tourists are now more likely to seek out experiences and the purchasing of entire packages prior to visiting a region and therefore, the marketing of regions needs to be focused on this as well.

Consequently, once a new ICH micro-cluster has been developed it is important that the cluster takes a joint approach to the marketing of any experiences or collaborations developed. The joint approach will enable the development of unified and distinctive ICH image that represents all of the stakeholders involved in the micro-cluster. This image can then be used to attract cultural tourists not only at regional level but also across national and international stages.

The ACS project will provide assistance in terms of creating a marketing strategy and plan for ICH and local firms. Additionally, one of the aims of the ACS project is to create an international marketing strategy for cultural experiences across the AA. This would give La Janda access to a transnational marketing strategy and the capability to reach international tourists.

ACTION 3 – Develop a Co-ordinated Marketing Strategy for Developed Tourism Experiences	
Actions	<ul style="list-style-type: none"> i) Co-ordinate the development of a distinctive ICH brand for the region. ii) Facilitate business marketing workshops for SMEs. iii) Develop a co-ordinated marketing strategy for the experience. iv) Enable the tourism experience to gain access to international markets across the AA.
Stakeholders Involved	<ul style="list-style-type: none"> i) AAIICC will lead all actions. In collaboration with Janda coast Rural Development Group and with the support of Cádiz Provincial County Council - (Diputación de Cádiz) and Andalusian Tourism Department ii) Tourism stakeholders will participate in all activities. iii) AAIICC with the support of ACS partnership will advise/support the development of an international marketing strategy.
Timeframes	March 2021 - March 2022
Costs	It will be the responsibility of AAIICC to deliver on all sub actions and this work will be funded through staff costs of the project and with the support of specialized agents paid through the external expertise budget line.
Funding Sources	Interreg Atlantic Area; Atlantic CultureScape Project and AAIICC.

CONCLUSION

The purpose of this joint action plan was to provide a background of each of the ACS regions and the individual areas of focus each region has in developing an ICH offering. The actions focus on the key regional challenges and opportunities and highlight areas for growth and development. Whilst there are separate actions outlined regionally, there are opportunities for collaborative actions across regions who are facing similar challenges and skills deficits.

Regarding the actions outlined, common themes exist in three areas across all of the ACS partners. The first of these is the formation of an ICH micro-cluster. This action will aim to bring together all relevant stakeholders of the triple helix and enable them to discuss areas for collaboration and development within each region. It is a necessity if the ACS project is to be successful, as each region will have to have strong connections between business, academia and government to be successful. Each region will need to take different approaches to the formation of this micro-cluster based on the level of cluster experience in the region and capabilities of industry but the end goal still remains the same for each one.

The second key area that the regions have identified is the marketing associated with any experiences or collaborations that arise from the project. It is deemed important not only that partner regions have a marketing strategy but also the long term capability to market products and services in order to achieve the best return on investment possible. It is clear that the collaborative marketing strategy for the ACS project will provide partner regions with a platform for international tourism that otherwise would have been hard to obtain.

The final area of focus was the training of industry members in each region. The types of training required at a regional level differed and in some cases needs more analysis. However, it was apparent that each region requires additional training or upskilling in order to ensure the capability to develop a similar standard of experience, which can be co-marketed to tourists across the Atlantic Area.

Whilst a differing approach is required in each region, it is essential that the extensive knowledge and experience of each ACS partner be shared collaboratively across regional actions in order to achieve maximum benefit for partners and synergies for the ACS project.



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DEVELOPING INTANGIBLE CULTURAL HERITAGE EXPERIENCES ACROSS THE ATLANTIC AREA

The 'intangible' element of cultural heritage has received little attention in the Atlantic Area in recent years. The Atlantic CultureScape project sets out to address this by identifying and enhancing enjoyment of authentic Intangible Cultural Heritage experiences. The three year project brings together seven transnational partners and twelve associate partners and is co-financed by the Interreg Atlantic Area Programme through the European Regional Development Fund.



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