



## CH Sustainable Management Guidelines 2nd POLICY BRIEF

ReInHerit

Number - 101004545



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## About the Deliverable

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## Acronyms and Abbreviation

|                           |     |
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| Consortium Agreement      | CA  |
| Description of Action     | DoA |
| Grant Agreement           | GA  |
| Key Performance Indicator | KPI |
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| Cultural Heritage Sites   | CHS |

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## 1. Executive Summary

The D7.7 Sustainable Management Guidelines 2<sup>nd</sup> Policy Brief presents the conclusions drawn from the implementation of the project during the second year of its life cycle. The ReInHerit 2<sup>nd</sup> Policy Brief sets a series of strategic recommendations on sustainable heritage management with an emphasis on closing the communication and collaboration gap between the sector's stakeholders. The aim of this document is to raise awareness and provide guidance to policy makers and heritage professionals at large for bridging the gap. Therefore, it provides insights for building a policy framework regarding sustainable heritage management.

## 2. Positioning of the ReInHerit project

Responding to the European Commission's key priorities – on digital strategies and cultural sustainability – and the challenges in the cultural heritage sector, the overall objective of ReInHerit is to create a model of sustainable heritage management based on a digital dynamic European network of heritage stakeholders. This model will be facilitated by a digital cultural heritage ecosystem (Digital Hub) in which all the stakeholders (heritage professionals, policy makers, researchers, communities, Tourist destination authorities/DMOs etc) will be provided with the tools and resources to communicate, experiment with, innovate and disseminate European cultural heritage. The aim of this sustainable model of heritage management is to address challenges currently faced by the heritage sector in Europe. To achieve this, a ReInHerit Digital Hub has been created that will serve two user segments: heritage professionals and visitors to museums/heritage sites. The user segment of visitors includes non-visitors who can be prospective visitors and importantly it addresses different subgroups of visitors with different cultural needs. Its innovative technological solutions will facilitate the development of a European cultural heritage network, open to all stakeholders, enabling collaboration within the sector. This focus on cooperation and its operational structure within the context of digital innovation has the prospect of being the core of sustainable cultural heritage management.

## 3. Cultural Heritage Management: challenges and opportunities

The cultural heritage sector, as emphasized by European and international treaties and policies, plays a critical role in cultural and, broadly, social sustainability. In response to rapid societal change, cultural heritage has been redefined as a resource and process that can contribute to the formation of inclusive, peaceful, and sustainable societies. In this context, museums and heritage sites must redefine their roles and persuade various communities of their importance in modern societies. This has prompted calls for more democratized and values-based approaches to heritage management, including bottom-up methodologies and various forms of knowledge and epistemologies. This transformation - in conjunction with economic, environmental, energy, humanitarian and health crises – has had a profound impact on the heritage sector. For the ReInHerit project, the first was to understand the opportunities and bottlenecks in the complex landscape of European heritage.

### **ReInHerit Research: key challenges for sustainable cultural heritage management**

The extensive primary and secondary research<sup>1</sup> conducted by the ReInHerit project has identified some key challenges that emerge from this radical transformation of the cultural heritage sector across Europe:

- **Need for interdisciplinary collaboration so as to avoid fragmentations.** The cultural heritage sector is becoming less discipline dependent as the concept of heritage is expanded and bottom-up approaches are increasingly adopted. This has resulted in a fragmented field with various professional experts who frequently struggle to communicate with one another; creating, thus, significant gaps and obstacles to the sustainable management of the heritage sector.

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<sup>1</sup> In the first year of the project, the primary research conducted under WP2 consisted of: a) focus groups interviews (34 professionals from 12 countries in Europe) in May 2021 and b) questionnaires (886 responses from heritage professionals and 2481 responses from visitors from 37 countries in Europe collected between October and December 2021).

- **Need to redefine the management of collections based on evolving ethical standards and infrastructure.** Museums have an important duty to collect, preserve, and disseminate tangible and intangible heritage, but this is becoming increasingly difficult due to a variety of constraints (such as institutional gaps in infrastructure or difficulties arising from illicit trafficking), as well as differences in mindsets.
- **Sustainable business models resilient to changes and crises.** The sector is pressured to generate income, whilst budgets are decreasing, and to create sustainable business models. Therefore, the heritage sector - characterized by diversity in terms of different institutional practices and frameworks - currently faces the challenge to reassess its underlying business models. Innovative approaches to funding and sustainability are needed for museums and CH institutions to be resilient to change and crises, to promote and diversify the cultural offer, as well as see opportunities where crises lay.
- **Management of COVID-19 brings an opportunity for digital services:** The outbreak of COVID-19 and the continuous constraints that have been imposed as a response to the pandemic present critical risks for the sector due to the intermittent closure of museums and sites. Museums and CH institutions are extremely vulnerable to unprecedented cost increases following a period of declining revenues during the pandemic. Importantly, this situation has heightened the different challenges faced by the sector, which now strives to find new methods of operating (including going digital and finding alternative energy sources) and dealing with abnormal situations where normal operation is not possible.
- **Redefining the relationship between museums and their various audiences.** Museums and heritage sites must care for highly complex and multi-layered communities (e.g., digital natives, digital heritage tourists, groups with varying capacities) whose demographics are changing faster than ever. Consequently, museums have found it difficult to retain or attract new core audiences; especially in the context of the Fourth Industrial Revolution, web-based museum audiences are frequently circumstantial in nature (they are in various discursive spaces and lack the cohesion characteristics of localized communities). The development of a much-needed deeper connection with the various communities is a complex process for heritage professionals who need to take into account major diversities in motivation, interests, barriers, experiences, and needs across different age groups.
- **Environmentally friendly museums and CH institutions.** Climate change and environmental issues have had a significant effect on the conservation and preservation of tangible and intangible heritage, and it has become an essential component of the sector's societal commitment. In order to better respond to today's environmental challenges, museums are expected to act as change agents and leaders.
- **Sustainable Digital transformation.** Further research was conducted by the ReInHerit project that mapped the current use of digital tools in Europe with the aim to examine as to whether organizations have made important steps towards digital transformation and innovation.<sup>2</sup> The ReInHerit research has shown that many museums and heritage sites are not able to follow the digital transformation and still face many adversities in entering the digital world, in achieving and sustaining digital transformation and innovation. A core issue here is the sustainable digital transformation for all museums, which has not been fully implemented (digital solutions are outsourced and heritage professionals are not active agents in digital transformation).

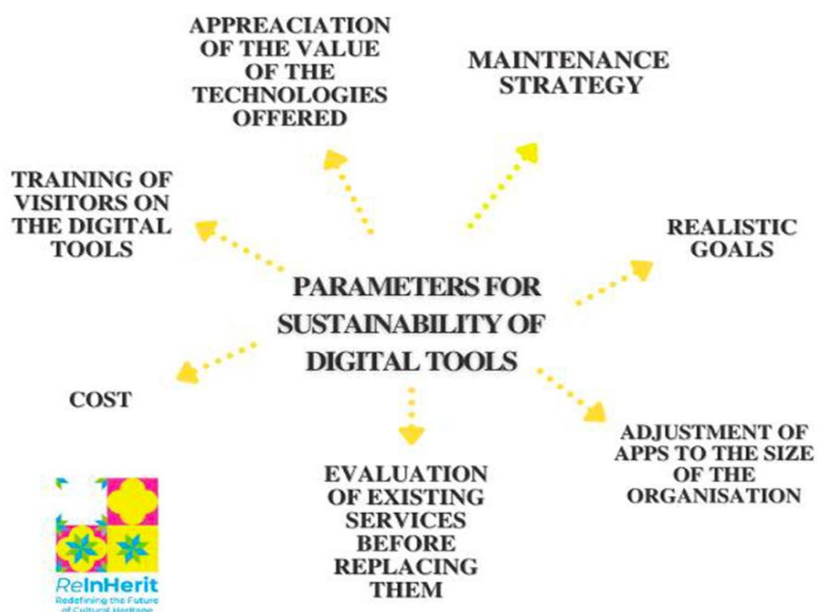
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<sup>2</sup> The current use of the technological tools (types and extend) by the sector, across Europe, was mapped by a survey and by focus groups. The ReInHerit national survey data has been collected by 4 questions, which were added as the final section of the questionnaires targeted to heritage professionals and disseminated 6.10.2021- 15.12.2021 from 37 countries in Europe. The national survey questions were answered by 506 heritage professionals working with digital technologies in their respective organizations. Five focus group interviews were conducted in March 2022 with 38 participants (heritage professionals and digital technology experts) representing 10 European countries (Austria, Croatia, Cyprus, Finland, Greece, Italy, Spain, Sweden, Switzerland, The Netherlands).

## Key opportunities: building a sustainable heritage sector

The qualitative and quantitative research conducted in the ReInHerit project has been valuable for the consortium for understanding how to develop the Digital Hub with its Toolkit as a valuable resource for building a resilient and sustainable heritage digital ecosystem. The adoption of digital technologies (that integrate physical and digital interactions) in museums and heritage sites has been aligned with social innovation: the democratic and inclusive approach to heritage management that has been taking place in recent decades. Reflecting on the capacity of museums to react to diverse social issues even in times of crisis, heritage professionals realise the multi-layered storytelling value of museum collections and react creatively on providing different stories related to different social issues.

On the one hand, the creation of digital solutions for social innovation is an important element of the ReInHerit project. It will lead to new ways of inclusion in heritage and improve the well fare and wellbeing of communities that will effectively contribute to the creation of inclusive, peaceful, and sustainable societies. On the other hand, the sustainability of the digital tools, themselves, has been identified by ReInHerit research as a crucial issue that needs to be considered in the design phase of the digital tools. This is related to a key priority<sup>3</sup> of the European Commission which is aligned with the New European Innovation Agenda<sup>4</sup>: “A Europe fit for the digital age: empowering people with new generation technologies”. The aim with this priority is to achieve digital transformation that will enhance both economic and environmental efficiency while developing new sustainable, circular and inclusive ways to satisfy human needs and wellbeing. The ReInHerit research gave a clear picture to the consortium as to whether organizations can implement digital transformation in the long-term and how the ReInHerit project can develop a sustainable model of heritage management. The key aspects of digital sustainability that have been identified are cost, skills, development and maintenance, IPR and collaboration.



**Fig. 1. Parameters for sustainability of digital tools**

The lack of open-source digital solutions that will enable heritage professionals to autonomously design

<sup>3</sup> [https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age_en)

<sup>4</sup> [https://research-and-innovation.ec.europa.eu/strategy/support-policy-making/shaping-eu-research-and-innovation-policy/new-european-innovation-agenda\\_en](https://research-and-innovation.ec.europa.eu/strategy/support-policy-making/shaping-eu-research-and-innovation-policy/new-european-innovation-agenda_en)

digital tools for enhancing visitor experiences was identified as a key issue in the ReInHerit project's focus group interviews. Collaborations or networks have been identified as an essential activity of the cultural heritage sector in these endeavors. However, it is still regarded by the sector as an additional task outside of its core mission and, as such, is outsourced. It is critical for the cultural heritage sector to facilitate various forms of collaboration among various stakeholders (both public and private) within the context of digital innovation, and for this action to be supported by policy frameworks. The strategic design of cultural experiences based on digital innovation processes and infrastructure, as the outcome of collaboration between museums and heritage sites, can be the medium for producing new meaningful relationships between the sector's stakeholders. The ReInHerit digital solutions have adopted a "user-centered" approach, meaning that the interaction between audiences and museum collections will be layered and diverse to serve different needs.

It has been shown that cultural heritage tourism can provide a very sound and effective basis for facilitating the cooperation and communication between museums and cultural heritage sites. This can be through sustainable tourism products and services around: UNESCO World Heritage Sites (Sustainable Tourism programme and related Heritage Journeys initiative); European Cultural Routes (including Cultural Routes of the Council of Europe) and European Heritage Label (EHL) sites; by Creative Tourism, including the contribution by Cultural and Creative Industries (CCIs); including Intangible Heritage; Industrial Heritage; Heritage Interpretation, Innovation and Digitisation; as well through 'Smart Tourism' initiatives (including Sustainability, Accessibility, Digitalisation, Cultural Heritage and Creativity, (as in the European Smart Tourism Capital designation of the European Commission), towards 'Smart Destinations' according to the UNWTO initiative. Sustainable mobility (low- or zero-carbon) can be introduced to cultural heritage tourist destinations, linked to Climate Action and the UN Sustainable Development Goals (SDGs, for 2030). All of the above provide significant, effective, and useful synergies of sustainable cultural tourism with Cultural Heritage management, by closely linked new smart technologies applications and digital transition developments in tourism. Cultural heritage tourism also benefits from a digital transition, through smart tourism and smart destinations initiatives and actions.

Digital collaborations, focusing on a sustained institutional commitment to experimentation and innovation as a core aspect of sustainable cultural heritage management, have the potential to empower small- and medium-sized museums and heritage sites to address their challenges and fulfil their important role in cultural sustainability.

## 4. Building the ReInHerit model of sustainable heritage management

The ReInHerit project recommends the following as **key pillars of sustainable heritage management**:

- **Open Access and Guidance**: technical documentation of digital tools and training resources will be available to heritage professionals in an open access format.
- **Human ecosystems**: strengthening the collaboration of professionals through digital infrastructure and experimentation (testing) of innovative technologies.

Developing these new apps following an **open-source approach along with documentation** on the digital hub of ReInHerit, allows small organizations with limited resources to re-implement them; forming, thus, a sustainable digital management.

## 4.1 ReInHerit Digital Hub

The ReInHerit Digital Hub will enhance the connections between cultural institutions, heritage sites and tourist organizations as well as offering new ways of accessing and representing local cultural offer and stimulating public participation and engagement with cultural heritage.

The Digital Hub's content contains 3 key areas:

- 1) **Resources for professionals key area:** it includes the toolkit, the webinars, the documentation on the development and implementation process for the videogame, the immersive performances and the best practices resources.
- 2) **Networking key area:** it includes the Forum and the online collections contributions.
- 3) **Engaging with heritage key:** it includes the Eshop, the Digital Exhibitions, the videogame, the promo of performances and Traveling exhibitions and the News.

### ReInHerit Digital Hub

- The Hub will foster collaboration and exchanges among stakeholders in CH.
- The Hub will present the events prepared within ReInHerit for a more general audience, i.e. the videogame, the performances, the Eshop, and the digital exhibitions, as well as news about the project and its results.
- The Hub will provide a range of topics the linking of which can 'guide' professionals through a path with multiple learning possibilities

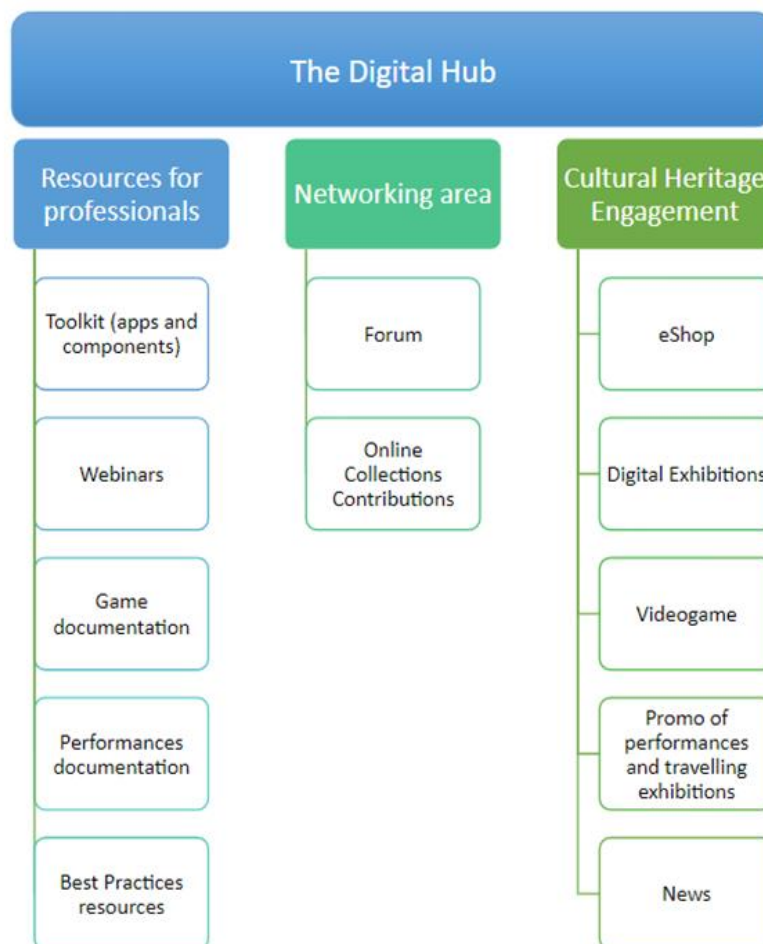


Fig. 2 Contents of the ReInHerit Digital Hub

## 4.2 ReInHerit Toolkit

The ReInHerit Toolkit is a set of innovative applications - that employ AI and computer vision, instructions, webinars that provide guidelines, prototypes for developing technology-assisted immersive performances, digital exhibitions and educational and smart tourism applications. The selection of the apps has been based on the outcomes of the ReInHerit primary and secondary research.<sup>5</sup> All the applications are released on the ReInHerit Digital Hub, including source code, documentation and associated webinars that describe the AI and CV technologies used to develop them. The applications developed are: Strike-a-pose and Face-fit, Smart retrieval, Smart restoration, Smart Lens, Smart tourism and Multimedia chatbot. A game prototype (with sample assets) has been developed and will be followed by the release of the game application.

### ReInHerit Toolkit: “User-centered” Approach

- Develop **phygital interaction** and **expanded user-experience**
- Promote **immersivity** and **interactive** experiences
- Create **narrative contents** via **participative storytelling**
- Use **gamification** and **playful** solutions
- Understand the user's **movement** and degree of **interest**
- Provide appropriate **information**
- Extend museum visits into sessions of **experiential education**
- Expand the modes of **visitor engagements**
- Trigger **emotions**, before, during and after the visit with **multisensory** engagement
- Develop **dynamic exhibits** that make visitors feel part of what is happening (enjoy).
- Create stronger **relationship** between the CH and the visitor
- Smart tourism apps, to enhance the visitor experience and improve **physical and intellectual accessibility** to heritage for sustainable and smart tourism

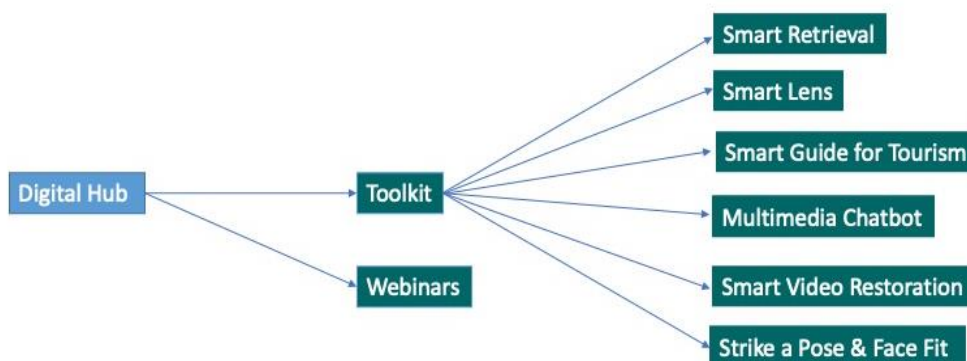


Fig. 3. The relationship of the Toolkit with the Digital Hub

<sup>5</sup> The results of the primary and secondary research conducted by the ReInHerit project provided the framework for the development of the Toolkit and Digital Hub Strategies. The primary research consists of a) questionnaires (886 responses from professionals and 2482 responses from visitors from 37 European countries) and national surveys on digital capacity in museums and heritage sites (506 responses from professionals from 37 European countries) taken place in autumn 2021; b) a set of focus groups interviews conducted in 2021 (34 professionals from 12 European countries) and a set of focus groups interviews conducted in 2022 (38 professionals from 10 European countries).

## 4.3 Travelling and Digital Exhibitions

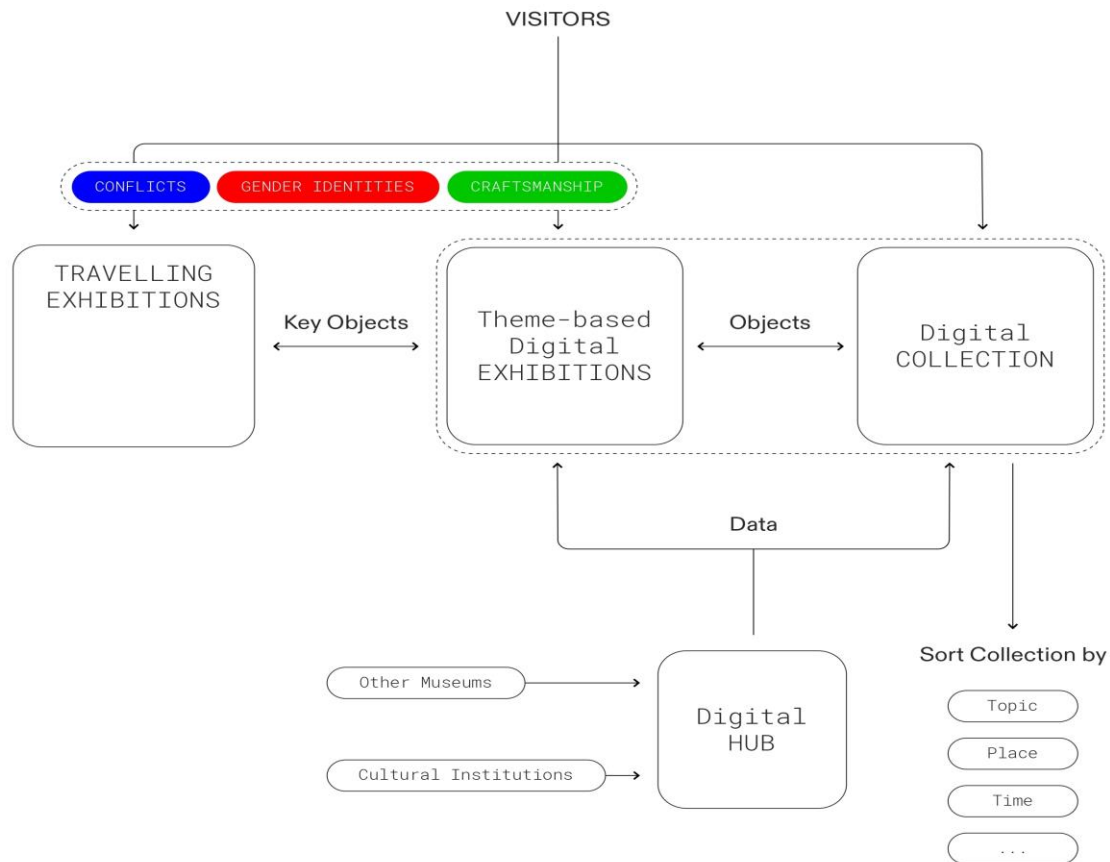
### Travelling Exhibition

The three museum partners co-developed a concept for a modular Travelling Exhibition based on the Strategy Report. Central to the curatorial concept is that the respective Thematic Area of each Travelling Exhibition is covered by objects of all three museum partners. Furthermore, the objects are shown as digital representations producing an immersive and engaging experience. This hybrid format has been developed with a view to using technologies that are affordable for smaller and medium-sized museums.

The three Travelling Exhibitions can be expanded with objects and narratives on the respective Thematic Areas by other museums that wish to take over the exhibition. The thematic areas are “Craftsmanship, Production and Environmental Issues”, “Gender Roles, diversity and Discrimination” and “Conflicts, Conflict Handling and Conflict Resolution” With this modular concept the range of perspectives changes every time the exhibition is shown. The narratives can be selected and made audible through the objects, but it also allows to play videos and interact with the objects through zoom and spin functions.

#### ReInHerit Travelling Exhibitions

- Interactive digital tools to engage young audiences. E.g. QR codes that lead to the digital exhibitions and the digital collections, Digital tool that allows visitors to interact with the projections and learn more about the exhibits through annotations.
- Modular exhibitions that can be implemented by any small and medium-sized museums.
- Use of technologies that are affordable for smaller and medium-sized museums.
- Inclusive exhibitions for people with disabilities through booklets featuring the content of the exhibition in large print for people with visual impairment, audio guides in Greek, English and German (depending on location), haptic stations that allow visitors to interact physically with the exhibition (copies of museum exhibits, other supplementary objects that allow visitors to interact with textures/materials), implementation of the exhibition design to allow comfortable viewership by people with assistive technology, videos in sign language



**Fig. 4. Travelling Exhibitions**

### Three interactive, Digital Exhibitions

Three Digital Exhibitions are published in cooperation with the University of Graz on the RelnHerit Digital Hub corresponding to the Travelling Exhibitions taking place in the three partner museums. One of the main objectives and innovations for the Digital Exhibitions was to incorporate interactive and engaging content that would serve as both an entertaining visitor experience as well as an effective strategy to present information about the exhibition objects.

Along with fulfilling these requirements, the interactive content has been implemented through sustainable, long-term supported toolkits that allows for the content to be hosted permanently and without relying on external platforms. This selection of appropriate toolkits makes the process of creating an engaging Digital Exhibition achievable for small and medium-sized museums. The digital online exhibition can radically transform the *Insitu* museum experience by introducing digitally-based media and modes of interpretation.

In addition, the Digital and Travelling Exhibitions with their three Thematic Areas “Craftsmanship, Production and Environmental Issues”, “Gender Roles, diversity and Discrimination” and “Conflicts, Conflict Handling and Conflict Resolution” are complemented by a growing Europe-wide Collection. CH institutions all over Europe can contribute their own objects to the Digital Exhibitions easily via a Google form. One main aim of the Digital Collection is to network and make already existing collection items visible and accessible to the world.

## ReInHerit Digital Exhibitions

- Users can generate various engaging interactive activities such as interactive videos, games, image annotations etc.
- Inclusivity by incorporating visual and textual elements as well as sound
- Communication of information through animated video content which incorporate audio narration
- Reduce the reliance on long texts
- Accessibility of collections through digital means

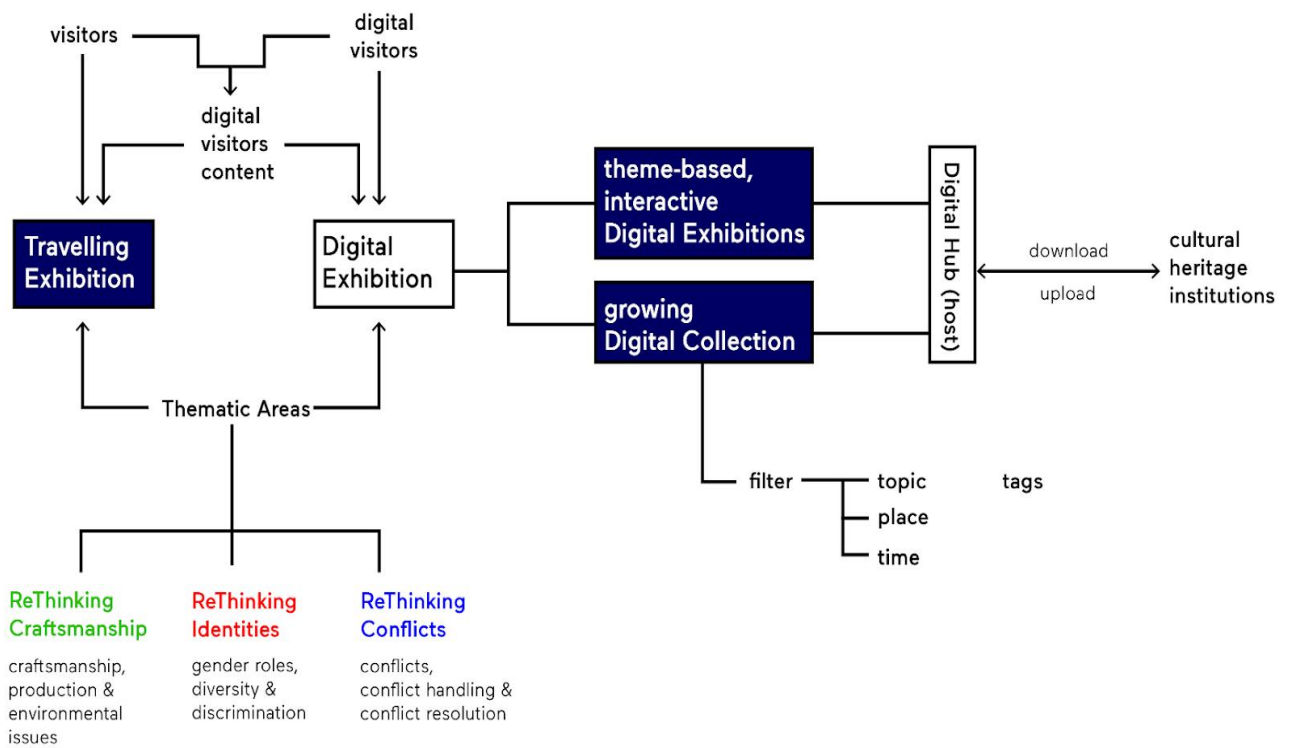


Fig. 5. Travelling and Digital Exhibitions

## 5. Policy Recommendations for creating a sustainable digital cultural heritage ecosystem

The development of the ReInHerit Toolkit, Exhibitions and Digital Hub has led to key recommendations on how a sustainable model of heritage management based on digital collaboration and communication between all stakeholders (in the form of a digital ecosystem). Our policy recommendations are structured around the following three themes:

### **Creative Digital Cultural Partnerships**

The work conducted by the ReInHerit consortium in the second year of the project has confirmed that **the cultural heritage sector needs stronger creative digital cultural partnerships** for cultural heritage professionals to effectively address their challenges and achieve sustainable cultural heritage management. More specifically, cultural heritage sites and museums need the following **resources that will facilitate the creation of strong collaborations**:

#### Human-Professional Resources

- To **extend collaborative relationships** within and outside the world of culture to empower cultural heritage professionals. This means to **open and sustain lines of digital communication and multidisciplinary collaboration** with research institutes and universities so that we enhance research excellence (enhance research teams, combine different skills, knowledge transfer, higher quality analysis, stronger networks, facilitate comparative analysis at an international level).
- To **create multidisciplinary networks with ESG experts** exploring the inclusion of the sector in the ESG materiality discussion and agendas by suggesting benefits for the corporate sector if it supports the cultural heritage sector (training of professionals, focus groups, common events, combined research).
- To **explore new models of interaction** (combined research, focus groups, designed interventions in museums) between the museums and heritage sites and the health sector e.g. the medical departments of universities, the relevant ministries etc. by examining ways of intervention in museums with the arts not only for chronic diseases or the public health in general, also focusing on prevention and awareness of a healthy lifestyle.

#### Digital Resources

- To **foster networks between museums, heritage sites, tourism industry and government** to develop and implement smart tourism solutions for facilitating access to European heritage.
- To **create digital platforms for facilitating and promoting collaborations** among museums, heritage sites, cultural foundations, and other relevant institutions that allow for the combination of different skills, knowledge transfer, higher quality analysis, stronger networks, comparative analysis, and collaboration at an international level.

#### Social-cross sectoral Resources

- To **create networks providing opportunities to connect museums with the creative industries**, e.g. in their key role in the tourism ecosystem, in forms of established festivals etc.

## Digital Infrastructure for collaboration

**Tangible methods for facilitating the digital transformation** of small and medium sized museums need to be developed to enable the communication and collaboration between them and other stakeholders. To achieve this, cultural heritage professionals in collaboration with research institutes and the ICT sector need to adopt the following methods:

### Technical

- To create **digital platforms with training methods for digital upskilling and reskilling** cultural heritage professionals that will facilitate the digital turn in cultural heritage management.
- To **guide professionals through multiple training resources** that will facilitate the digital transformation of the sector.
- To **develop open-source and reusable digital solutions** or modular exhibitions models to sustain the resources of small and medium-sized museums.
- To **develop virtual and augmented reality services** that will provide new ways to help preserve natural and cultural resources at risk, while enabling real-like visitor experiences

### Human-Professional Resources

- To **implement strategies** that ensure cooperation between digital designers (technical experts) and content producers (museum and CHS professionals). The aim is to foster synergies with other CH organisations and sites to develop maker-space environments and travelling programs to build new relationships with young people using new technologies.
- To **inform the sector of funding developments/opportunities** by considering developments in the public, private and community sectors on digital transformation issues both nationally and internationally.

### Social-cross sectoral Resources

- To **collaborate with local schools, the relevant ministries and the local authorities, using museums and heritage sites as educational bodies that can convey important messages**, such as that of environmental and energy concerns so as to inspire people and activate individual and collective agency.
- To facilitate the digital transition in **sustainable cultural tourism**, towards smart destinations

## Connection with Communities

The cultural heritage sector's approach to cultural experience has been shifted from a curatorial perspective to a value-based and human-oriented one but, in order for this shift to be meaningful, museums/heritage sites need tools that will enable them to align themselves with societal needs. To do so, the cultural heritage sector needs:

### Digital Resources

- To **transform the interaction with museum collections through digital tools** by developing apps that offer **different levels of interaction with the performance environment** and can potentially act as smart guide tools that adapt to the actions and interests of the visitor of a museum on site or as tools based on gamification and learning-by-doing using techniques such as style transfer and "deep fakes" applied to user-generated content.
- To **increase inclusivity and accessibility by incorporating all senses in the museum experience** through digital means in collaboration with vulnerable groups organizations and relevant ministries and government officials
- To **reach their audiences through different types of media platforms** and engage with European cultural heritage from different access points.

### Human-Professional Resources

- To **train CH professionals in audience research, marketing and communication** in order to better understand and approach young people lifting the barriers that prevent them from engaging with CH.

### Social-cross sectoral Resources

- To **inform and suggest solutions to policy makers for the digital upskilling of all age groups and educational backgrounds for the cultural heritage sector** to be truly inclusive, as cultural heritage management is increasingly becoming phygital and to adapt to the consequences of the pandemic (and its restrictions).
- To **create local networks with different stakeholders** by reaching out to schools, municipalities, ministries, and NGOs to co-produce key actions that will strengthen the sector.

### Outreach Resources

- To **invest to community engagement programmes in collaboration with the local authorities**, projects and services aiming at encouraging engagement with local audience.
- To **promote membership schemes** in order to foster loyalty and ensure return visits. In addition, associations of Friends of Museums create links between museums and the communities.
- To make the **local community, co-creator of thematic exhibitions** related to locally significant themes.
- To make museums and heritage sites more relevant and appealing by **introducing activities from the local creative sectors** (e.g., dance, art, music and themes from

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## Project Identity

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|--------------------|---|
| PROJECT NAME       | ReInHerit - Redefining the Future of Cultural Heritage, through a disruptive model of sustainability  |
| COORDINATOR        | Dr Ioanna Hadjicosti, Bank of Cyprus Cultural Foundation  |
| CONSORTIUM         | Bank of Cyprus Cultural Foundation (BoCCF), Cyprus ASOCIACIÓN ARTE SOSTENIBLE (Arte Sostenible), Spain University of Florence - MICC, Florence (UNIFI), Italy European Cultural Tourism Network (ECTN), Belgium School of law, University of Nicosia (UNIC), Cyprus CONSORZIO MATERAHUB INDUSTRIE CULTURALI E CREATIVE (MATERAHUB), Italy<br>Nicholas and Dolly Goulandris Foundation-Museum of Cycladic Art (Cycladic), Greece University Graz (UniGraz), Austria<br>CYENS-Centre of Excellence, Cyprus<br>Scientific non-profit association BLUE SHIELD, Greece Arcada University of Applied Sciences (ARCADA), Finland Stadtmuseum Graz GmbH (GrazMuseum), Austria |
| FUNDING SCHEME     | H2020-SC6-TRANSFORMATION TRANSFORMATIONS-2020<br>Culture beyond borders – Facilitating innovation and research cooperation between European museums and heritage sites  |
| GRANT AGREEMENT ID | 1010004545  |
| DURATION           | 1 March 2021-28 February 2024   |
| BUDGET             | EU CONTRIBUTION: €2.998.115   |
| WEBSITE            | <a href="https://reinherit.eu/">https://reinherit.eu/</a>   |



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