

TRAINING FOR STAKEHOLDER ALIGNMENT

Event Documentation

D.T2.3.2

Version 1
04 2018



Documentation of Results of the Train-the-Trainer Seminar on Stakeholder Alignment

Summary

This Train-the-Trainer Seminar was the second of three events of this kind within the Interreg-Project “European Cultural Route of Reformation” (ECRR). The seminar aimed at providing regional trainers with methodical tools, exchange of experience and contents on stakeholder alignment to enable and empower them to carry out training seminars with local stakeholders on this topic in their regions.

Best practice inputs, facilitated discussion, exchange of ideas, team work and cooperative generation of knowledge are central goals of this seminar, which should further on support the establishment of a learning and idea exchange network among the regional trainers.

Inputs by Cathleen Scheiner of PP 6 about the vision behind ECRR and a discussion in the setting of a public presentation opened the day, followed by the topic of the appropriate addressing of stakeholders. This has been rolled out on the example of “The Lutherpass” by Janine Kauk, Marketing Coordinator of Elbe-Elster. Table discussions about needs and expectations of different kinds of stakeholders finalized this topic. Time to practice! In order to try and learn to use some core arguments and to address the benefits for different stakeholders a role-play had been set up in smaller groups.

Strategic stakeholder management had then been presented by Christian Baumgartner of PP 11.

Finally the trainers elaborated in two groups possible agendas for a local training on stakeholder alignment.

Date and Place

The Train-the-Trainer Seminar took place at March 19th 2018 at the Chamber of Commerce in České Budějovice, Czech Republic.

Number and Types of Participants/Target Groups

41 participants joined the Seminar. Target groups reached:

Local public authority	4
Regional public authority	7
Interest groups/NGO	2
SME	5
Infrastructure and public (service) provider	10
Higher education and research	6
General public	1
Other	6

Topics tackled and links to deliverables and outputs

General topic: Stakeholder alignment

Subtopics: Importance of a clear vision; diversity of stakeholders; expectations, needs of different stakeholders as well as benefits and offers we can give to them; strategies and channels for stakeholder alignment, template agenda for a local seminar

Following deliverables influenced the training:

D. T2.1.1 Good practice catalogue



D. T2.1.2 Capitalisation report

D.T.2.2.1 Training Curriculum for the Preservation of Cultural Heritage

Expected effects and follow-up

We reached 41 participants from all countries who now are capable of leading local seminars and trainings on stakeholder alignment. ECRR and the awareness for it will be spread manifold by these people in their regions and countries. The TTT-seminar as a basis for regional trainings leads to participation processes for developing ECRR on the sites - which finally raises identity with the project amongst the local stakeholders.

Follow up:

The experience of the first two TTT-seminars as well as of the local stakeholder seminars will be included in designing the 3rd TTT-seminar on “Promotion” which will be held on October 16th-17th 2018 at Velenje (Slovenia).

Additionally, since the trainers know each other better, the methodology and framework for the peer reviews and mentoring will be developed and spread until the next TTT-seminar.

Documentation of Contents

1. Schedule of the TTT-seminar on Stakeholder Alignment

08:30 - 09:00 Registration and reception

09:00 - 09:30 Welcome (Matouš Radimec, RERA), Introduction, Meet and Greet, Organizational Issues

09:30 - 10:45 The Vision and Idea Behind ECRR (Cathleen Scheiner)

Motivation lecture and discussion

10:45 - 11:15 Coffee break

11:15 - 12:30 The Diversity of Stakeholders: Arguing for ECRR Benefits (Janine Kauk)

Impulse lecture and groupwork

12:30 - 13:30 Lunch break

13:30 - 14:15 Expectations of and Offers to Stakeholders

Groupwork and harvesting

14:15 - 15:00 Practice of Stakeholder Dialogues

Groupwork and reflection

15:00 - 15:30 Coffee break

15:30 - 16:15 Community Participation as Part of Stakeholder Alignment (Cathleen Scheiner)

Impulse lecture

16:15 - 16:45 Channels and Media for Stakeholder Alignment (Christian Baumgartner)

Impulse lecture

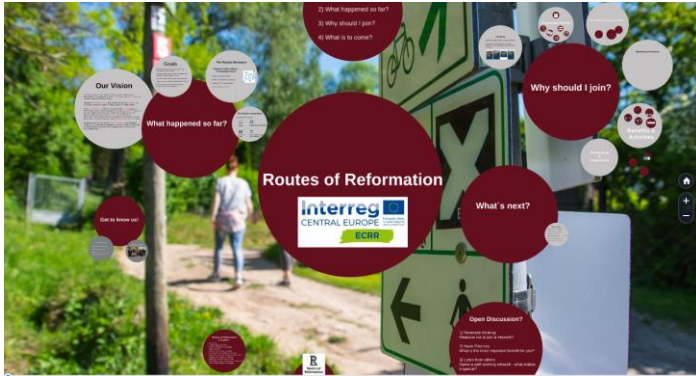
16:45 - 17:00 Break

17:00 - 17:45 Elaborating an Agenda for the Local Trainings

17:45 - 18:00 Closure and farewell

2. The Idea and Vision Behind ECRR

Presentation by Cathleen Scheiner



Questions raised in the following stakeholder discussion:

How can ECRR be appealing to kids/young people?

Discovering sites by quiz, audio-guide, reformation comic and other interactive tools.

How will ECRR gain sustainability in financial affairs?

There are three pillars of financing: fees, fundraising and public finance.

Can SMEs (Tourism) join ECRR - and what benefits do they get?

Yes, they can. There benefits are mainly higher presence in marketing activities and thus more guests.

I am already a member of a route. Why should I join another one?

ECRR co-operates with other routes. It definitely widens one market to be member of more routes!

The accessibility of our site is rather bad. How can ECRR help?

You may design your site just for groups who are looking for places like that!

Who will put information of the sites to the websites, app...?

Content should be provided from the partners themselves.

The big year of reformation was 2017. Why should I support this topic now?

Many people are now aware of this topic. It is a good chance to keep that alive and lead guests and inhabitants deeper into the history and presence of Reformation.

Is there an official exchange-platform for the members?

This can easily be integrated in the project's website.

Is there an ideal number of partners?

Is difficult to be answered right now.



Which kinds of memberships are possible?

Active member. Honorable member. Scientific member. Premium member.

What benefits gives ECRR to a pastor/a church?

Visibility of the church and its congregation. Support with English speaking visitors (English media). People get in contact with spiritual roots.

How can you gain new members? What is the procedure of it? Who nominates members? Who concretely should be the member (e.g. the city?)

Formally the body of ECRR will decide. Is not finalized by now.

Why is reformation an important issue?

Do I take any risk by supporting ECRR?



3. The Diversity of Stakeholders

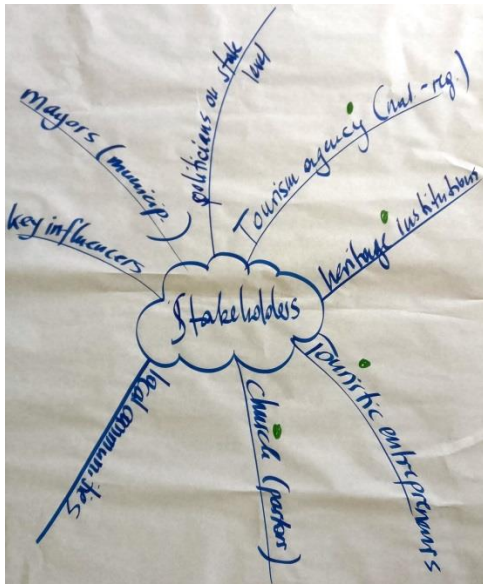
Presentation by Janine Kauk



(see attached file “ECRR Lutherpass”)

Results of the different Stakeholder working groups

- ✓ First step: Collecting and selecting relevant target groups
- ✓ Second step: Table discussions addressing three questions



Stakeholder:

a) Which needs do they have?

b) Which benefits can we offer?

c) Which objections may arise - and ways to address them?

3.1 Heritage institutions

a. Benefits

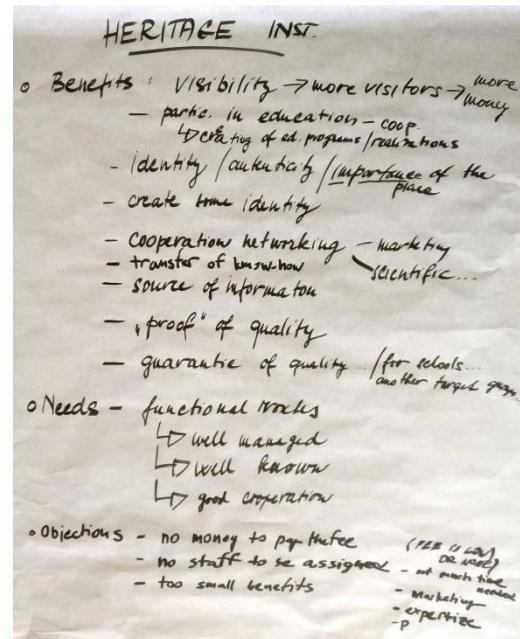
- Better and broader visibility leads to more visitors and more income.
- Particular in education co-operation would be important. Creating educational programs/realizations
- identity, authenticity, importance of the place
- create some identity
- co-operation networking (marketing, scientific,...)
- transfer of know-how
- source of information
- “proof” of quality
- guarantee of quality (important for schools and another target groups)

b. Needs

- functional routes: well managed, well known, good co-operation

c. Objections and possible answers

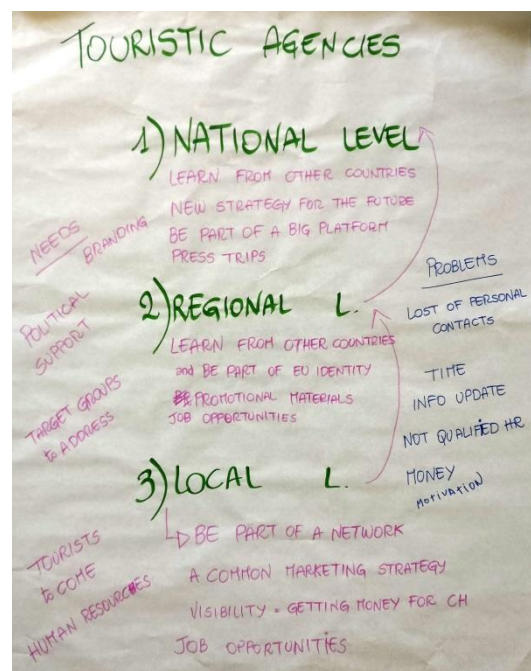
- no money to pay the fee (“fee is low or none”)
- no staff to be assigned (“not much time needed”)
- too small benefits (“marketing, expertise”)



3.2 Touristic agencies

a. Benefits

- local level:
 - being part of a network
 - a common marketing strategy
 - visibility = getting money for ch
 - job opportunities
- regional level
 - learn from other countries and be part of EU identity
 - promotional materials
 - job opportunities
- national level
 - learn from other countries



- new strategy for the future
- be part of a big platform
- press trips

b. Needs

- branding
- political support
- target groups to address
- tourists to come
- human resources

c. Objections and possible answers (“Problems”)

- motivation
- money
- not qualified human resources
- information updates
- time
- loss of personal contacts (national level)

3.3 Church

a. Benefits

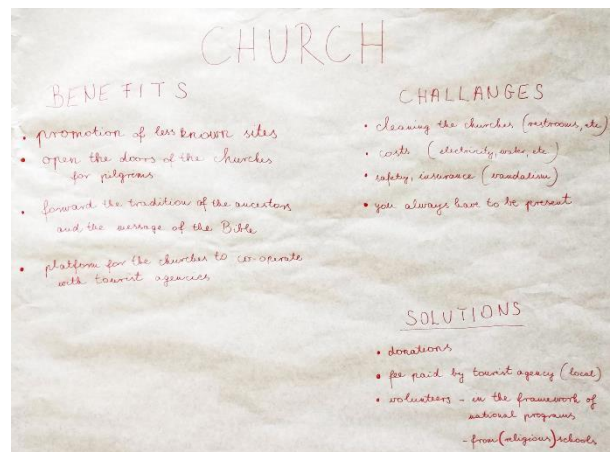
- Promotion of less known sites
- Open the doors of the churches for pilgrims
- Forward the tradition of the ancestors and the message of the Bible
- Platform for the churches to co-operate with tourist agencies

b. Challenges

- Cleaning the churches (restrooms etc.)
- Costs (electricity, water etc.)
- Safety, insurance (vandalism)
- You always have to be present

c. Solutions

- Donations
- Fee paid by tourist agency (local)
- Volunteers



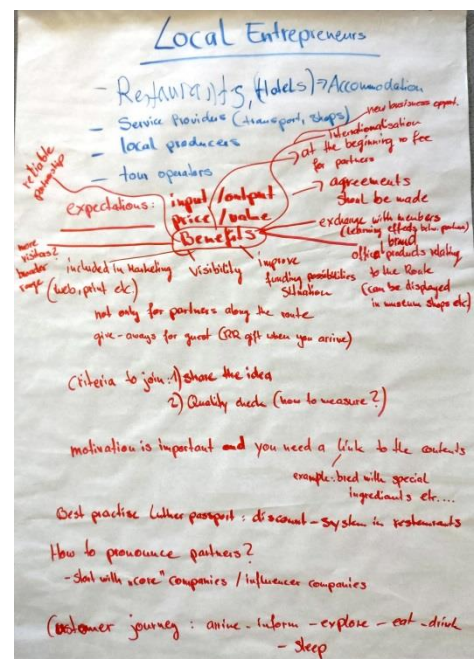
- in the framework of national programs
- from (religious schools)

3.4 Local entrepreneurs

- Restaurants, Hotels, Accomodation
- Service providers (transport, shops)
- local producers
- tour operators

a. Benefits - expectations: input-output, price-value

- Visibility
- improve funding possibilities situation
- official brand products relating to the route (can be displayed in museum shops etc.)
- exchange with members (learning effects between partners)
- agreements should be made
- at the beginning no fees for partners
- internationalization
- new business opportunities
- reliable partnership
- more visitors (?) - broader range
- included in marketing (web, print etc.)



Important issues

- not only for partners along the route
- give-aways for guest (PR gift when you arrive)
- criteria to join: share the idea, quality check (how to measure?)
- motivation is important and you need a link to the contents (example: bread with special ingredients etc.)
- best practice Luther-Passport: discount-system in restaurants
- How to pronounce partners? Start with "core" companies, influential companies
- customer journey: arrive - inform - explore - eat - drink - sleep

b. Needs

- revenue
- visitors/buyers
- positive image



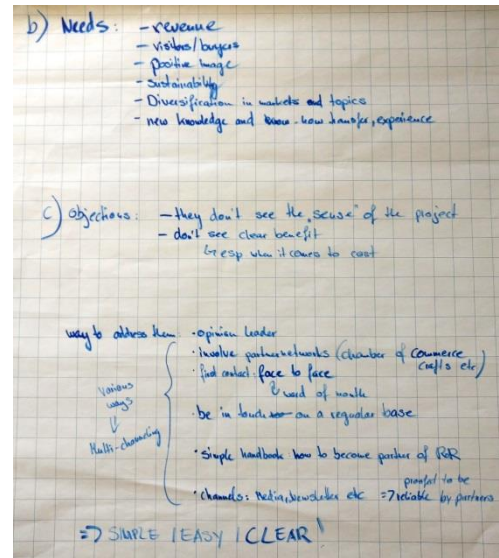
- sustainability
- diversification in markets and topics
- new knowledge and know-how-transfer, experience

c. Objections

- they don't see the "sense" of the project
- don't see clear benefit (especially when it comes to costs)

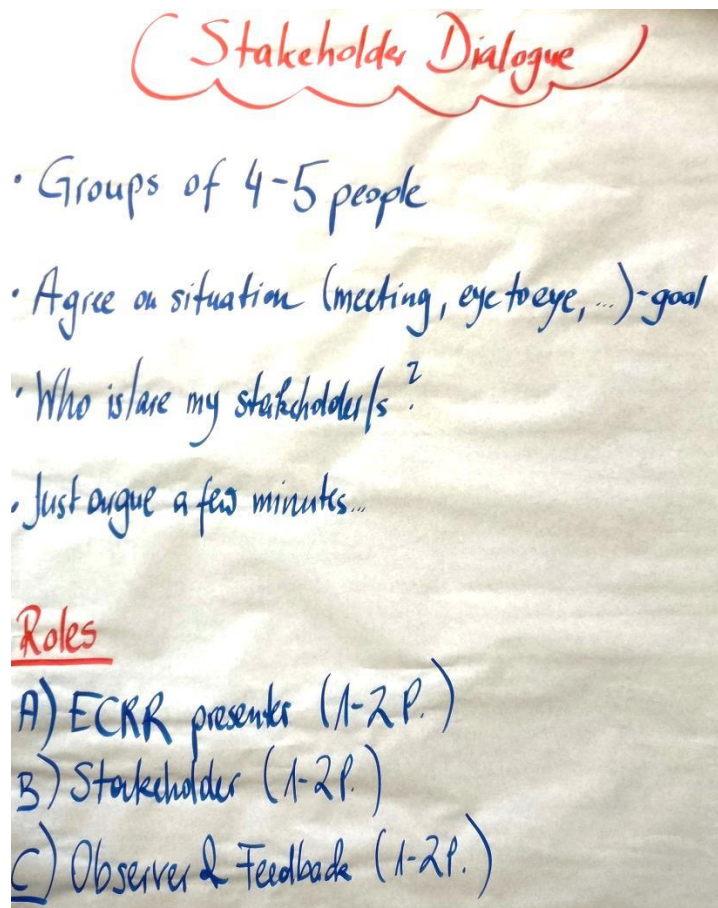
d. Ways to address them

- opinion leader
- involve partner networks (chamber of commerce/crafts etc.)
- first contact: face to face ("word of mouth")
- be in touch on a regular base
- simple handbook: how to become partner of RoR
- channels: media, newsletter etc. → proved to be reliable by partners
- generally: various ways and multi channeling → SIMPLE/EASY/CLEAR!



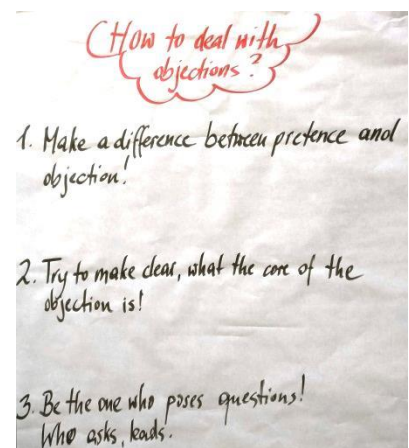
4. Practice of Stakeholder Dialogues

In groups of 4-5 people the trainers could make first experiences in discussing with stakeholders face to face - and that absolutely danger free...



Three issues that may help in dealing with objections:

- **Make a difference between pretence and objection!**
 Could be done by questions like this:
 Objection: Too little time! Possible way to treat the objection: "If we find a solution for your time problem will you then join the Route and its partnership?"
 Objection: Too expensive! Possible way to treat the objection: "If we agree on the costs will you then join the Route and its partnership?"
- **Try to make clear what the core of the objection is!**
 Could be done by questions like this:
 Objection: Too little time! Possible way to treat the objection: "When you speak about time problems what exactly do you mean?" / or "...what exactly are your concerns about time consume?"
 Objection: Too less benefits! Possible way to treat the objection:



“When you speak about the lack of benefits: which ones would you expect or need to make a decision of joining the partnership?”

- **Be the one who poses questions!**

Who asks leads! Don´t spend too much time on explaining or even defending your concern. Let the stakeholder talk about his expectations, desires, doubts - then you know what will most probably convince him or her.

Reflection of the dialogues

- One argument for the “time-objection” can be: “You can use already existing material!”
- The question aroused, what new members concretely have to do? What are their tasks and duties?
- Provide contents (monthly news, events quarterly), fix the plate.
- New question: “Are there additional costs to the fee?”
- Who takes care after the end of the project?
- Is there any competition with other routes or EU-projects?
- Multiple function of the material is important!
- How to convince atheistic stakeholders?

5. Stakeholder Participation

Lecture by Christian Baumgartner



see attached file “ECRR_Stakeholder_Participation”

6. Elaboration of Agendas for Local Trainings

To make it easier for the trainers to design adequate and relevant trainings/workshops for their own region two possibilities of agendas have been elaborated by two different groups:

Option 1

Designed for a mixed group with representatives of cities, SMEs, tourism, church and museums.

Agenda	Goals/Results
(1) Start with a pitch on Reformation, ECRR and RoR	Information, common basis
(2) Define the goal of the meeting	Clarity about time and contents
(3) Reports (of good practices) by local stakeholders	Attract interest
(4) Create links to local values	Get emotional connection
	for (3) and (4): Empower local guides (give knowledge on reformation)
(5) Break with catering, networking	Create atmosphere for conversation and building relationships
(6) Benefits of RoR for Stakeholders	Thinking about joining ECRR
(such as revenues, new offers and products, visibility of site and region, expertise, number of members = size of the network)	
(7) Collection of needs, questions, requirements by participants	Learn about the issues which are important to deal with
(8) Explain the next steps after the seminar	Concrete outlook for the near future

Option 2

Designed for a mixed group and the duration of some 4 hours.

Generally have in mind Christian Baumgartners input on “Stakeholder participation” and the tools included!

Agenda	Goals/Results
(1) The Vision of ECRR: presentation and site-visit on the spot (some 2,5 hours)	Get close to the topic, arouse interest and awareness
(2) Introduction by president, VIP or testimonial (5 min)	Raises identification with and acceptance of ECRR
(3) Input on best practices, e.g. cultural routes (30 min)	Awareness that projects like ECRR are successful
(4) Presentation of and statement on the kinds of membership (see existing document)	Clarity on possibilities and conditions, thinking about joining ECRR
(5) Common part and working groups on different topics (needs, ideas, questions...; 60 min)	Create atmosphere for conversation and building relationships & learn about the issues which are important to deal with
(6) Final conclusions	Concrete outlook for the near future

Breaks and catering should be cared about.

Important is the issue to have at least one or two persons who are able to “sell” ECRR!!

7. Selection of Pictures





8. Evaluation of the Seminar

1. Please indicate your country:

Austria	3
Czech Republic	8
Germany	6
Hungary	6
Italy	2
Poland	0
Slovenia	5

2. Please indicate your overall satisfaction with this seminar:

	Very satisfied	Rather satisfied	Neutral	Rather dissatisfied	Very dissatisfied
Registration process for the seminar	27	1	2		
Information provided before the seminar	15	8	5		
Contents of the seminar	17	11	2		
Methods applied during the seminar	12	16	2		
Networking and exchange opportunities	17	12			
Organisation of the seminar	24	5			
Venue	22	7	1		
Catering	26	3	1		

3. Did the seminar fulfil your expectations?

Yes, absolutely	19
Yes, but not completely	11
No	

3.1. If your expectations were not/not completely fulfilled, what are the most important reasons for this?



It was fine. Maybe more good practices examples products join event,..

Not enough fine

Was genau ist meine Aufgabe bei diesem Projekt?

Was genau wird von mir erwartet?

Concrete work to be done in project / in each country how to do it.

Help partners to focus on “work” and establishment of the road.

I still remained confused about the local seminar organization but the last part helped a lot.

In the afternoon only a few “news”

Sometimes I’m not satisfied because the partners ask interesting questions and we (“as the ECRR Network PP’s” cannot give an answer or provide the information.

Smaller groups that should work more effective.

More methods to win the stakeholders

Missing hard facts, which can be asked within the local seminars from the potential stakeholders.

3.2. What should be improved or changed for future Train-the-Trainer Seminars? How could they be better?

We need more information about the future contract condition to become a member of the route.

More experts from the field discussed, who can bring us professional view.

More methods.

Maybe keep the role play

Work more intense on the network.

In smaller groups

Specific tasks: ??? events, etc.

The difficulty is the different steps of developing of ECRR

Concentrate more on our task concerning the local training seminar.

Focused in clean instruction on How to do it - finding common approach out finding what will be “the think”, which will make our route interesting and will made people curious. Get to know plans on route (partners)

Übersetzung



It was great.

More detail instructions in some part → common understanding what is the aim of some exercise/debate.

Split into two (2) days - two morning sessions would be great.

The program could be shorter, seminar is very interesting and useful but it is a bit difficult to keep attention in the afternoon.

More action, more activity

4. What was the most interesting and beneficial aspect/component of the seminar?

The “best practise” (as Luther pass) and the speeches from experts.

Sharing experience

World cafe, presentation of good practise.

The presentation of four groups of different stakeholder depending upon their influence and interest.

Good examples, trying the roles.

Elaborating an agenda of local seminars.

Thinking about needs/problems/aims of the different stakeholders.

Practical advice for project groups, stakeholders, communication.

Nice exercises, learning from “mistakes”

The story about de Luther road was interesting and useful.

Kontakte/Austausch/Gespräche

Workshop, the ECRR show

Stakeholders view - different approach to different stakeholders. Seminar was good! Compliments!

Exchanging ideas during the group work and see the professionalism and enthusiasm of the individual rectors (especially the 2 girls)

I enjoyed it more than last time, it was more useful, more practical, catchable, more down-to-earth.

Role play

Concrete agenda for local seminars.

Presentation from Cathleen.

Presentation from Christian.

Interesting activates and ideas.

English language

Meeting of people, new contacts.

Inspiration

