Workshop Report on “Identifying business models for family-owned heritage houses”

6th of November 2018

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Introduction

Heritage Houses for Europe. Exchange & Innovate

Family-owned heritage houses are a treasure chest full of European culture and exemplify the notion of European heritage. They are a dynamic sector providing quality jobs and smart, sustainable and inclusive growth. They bring social and environmental benefits to European citizens.

However, they are the hidden face of cultural heritage. We have identified a lack of comprehensive, systemic data on family-owned heritage houses’ sector. Family-owned heritage houses are at the crossroads of different challenges such as innovative financing and management models as well as new forms of governance. This project will aim at unleashing the potentialities of the sector.

The main specificity of this heritage is that the burden and responsibility of maintaining it falls on the shoulder of the family. The project will highlight and circulate innovative thinking among managers of heritage houses to reinforce their competencies and capacities. Managers are at the centre of this project.

Study

The European Commission has awarded a study on “open micro-business models for innovation in European family-owned heritage houses” to a consortium of the European Landowners’ Organization (ELO), the European Historic Houses Association (EHHA) and IDEA consult.

The study will:

- Demonstrate the contribution of family-owned heritage houses to Europe’s economy, culture, tourism and environment
- Map existing EU funding mechanisms for family-owned heritage houses
- Highlight innovative business models
- Issue policy recommendations towards EU institutions

This unique study is made for and with family-owned heritage house owners and managers.

The consortium gathering the European Landowners Organization, the European Historic Houses Association, and IDEA Consult has an exclusive access to networks of heritage houses owners which will be involved throughout the lifespan of the project by interviews, workshops, survey, events and a final conference.

It will build up the legacy of the 2018 European Year of Cultural Heritage for family-owned heritage houses; and will be a major lobbying tool for the sector in the future.
Workshop 1

Aim and objectives

On November 6th 2018, the consortium hosted the first workshop of the project. This event was the first step of a process aiming at researching and promoting the added-value of family-owned heritage houses, culturally, economically and socially.

Representatives of the primary and secondary target groups (among them ELO and EHHA owners and experts, heritage stakeholders, policy-makers, SME’s/Cultural creative sector professionals) were invited to participate in a workshop in Brussels (side event of the EHHA General Assembly and Conference – 6th November 2018).

Aim: validating questions concerning the nine building blocks of the business model canvas and the elements of the value proposition map.

Objectives:

✓ Sharing the language for describing, visualizing, assessing, and changing business models. We have opted to make use of the Osterwalder business model canvas as an easy, understandable and fast learning visual tool to understand and develop business plans. During the workshop we have measured and analyse the usability of the above-mentioned business model canvas within the framework of this project.
✓ Validation of the survey questions to be sent to EHHA and ELO members identifying existing business models for family-owned heritage house owners and managers in Europe.
✓ Identification of the main categories of business models as used today by family-owned heritage house owners and managers in Europe.
✓ Validation of the identified case studies.
✓ Identifying illustrative cases for each of the main categories identified during the workshop.
✓ Explore the diversity of existing and innovative business models for heritage houses

Expected outputs of Workshop 1

▪ List of main categories of business models as used today by family-owned heritage house owners and managers in Europe
▪ Validated questions on the nine building blocks of the business model canvas and the value proposition canvas
▪ List of pre-identified case studies
▪ 10 case studies linking the value proposition to the business plans
▪ Workshop report
Methodology

Conceptual approach
The workshop intended to be an interactive experience allowing participants to learn about and implement the Osterwalder business model canvas, share their experiences, and validate the questions for the survey.

The workshop was moderated by an international expert on participative approaches, Estelle Balian, having a long track record with DG Research (European Commission). A second person, not identified to the audience, was keeping track on the number of questions, remarks and contributions of the participants to each of the business model canvas building blocks.

To enable all participants to contribute significantly to the workshop they were assigned to small groups systematically including two heritage house owners and one or two other participants representing various expertise and perspective.

No sound recording was made during the workshop as this could influence the contributions of the participants, especially when revealing financial related information, including number of visitors, costs, revenue, number of personnel, etc.

Participants with no prior knowledge of the Osterwalder business model canvas were asked to report on the outcome of the different working groups during the workshop. This enables to investigate the easiness with which participant are able to structure the information gathered into the framework of the proposed Osterwalder business model canvas.

Objective 1: Sharing the language for describing, visualizing, assessing, and changing business models. We have opted to make use of the Osterwalder business model canvas as an easy, understandable and fast learning visual tool to understand and develop business plans. During the workshop we have measured and analyse the usability of the above-mentioned business model canvas within the framework of this project.

As one of the main objectives of the workshop was to check the ease of use of the business model canvas for family-owned heritage house owners and managers the moderator was asked to give a short introduction in the Osterwalder business model canvas but to refrain from answering additional questions on the model. Thus participants have to find their way by discussing among each other the different aspects. This way the self-evidence of the model can be tested. This is directly relevant to the case studies as we need a view of concepts that we have to explain specifically to the heritage house owners of the identified case studies.

During the workshop questions and other contributions (non-questions) were monitored during 3 times 30 minutes. Two periods of 30 minutes were allocated to the first part of the workshop. Another period of 30 minutes was allocated to the second part of the workshop. In the second part of the workshop the 30 minutes period was divided over 4 periods of 7,5 minutes. The periods of 7,5 minutes started at the beginning of the discussion of each of the individual case studies.

If the Osterwalder Business Model Canvas is evident to use for the participant we expect an increasing number of questions, often (but not always) combined with an increasing number of comments.
Before giving the audience the opportunity to reach for a first time to the Osterwalder Business Model we provided them with a short presentation on the definition of a business model and on the basics of the Osterwalder business model canvas based on the Handbook developed by Osterwalder & Pigneu; « Business Model Generation » 2010. The main elements of this presentation will be repeated throughout the duration of the project.

Main elements of the presentation were:

Business model (BM): 1. a business model in the Cultural and Creative Sectors is understood as a set of assumptions about how an individual entrepreneur or an organization create value, deliver value to a customer, and capture the value and turn it into economic, social and / or cultural output. 2. A business model is a combination of a variety of core logics and strategic choices for creating and capturing value. The ‘value’ of new BMs cannot be identified just in simple monetary terms. The many dimensions of the value of the CCSs in society include also cultural, social and environmental values. 3. It includes financial (e.g. revenues from tourism or agriculture or food and beverage) as well as non-financial benefits (e.g. from the enjoyment of living somewhere or recreational experiences).

To describe a business model four main areas of a business should be tackled: customers, offer, infrastructure, and financial viability. Within the business model canvas those four main areas are described through nine basic building blocks: customer segments, value propositions, channels, customer relationships, key resources, key activities, key partnerships, cost structures, and revenue streams.

For each of these elements, questions have been identified.
A. Customer Segments

*Defines the different groups of people or organizations an enterprise aims to reach and serve.*

Customers comprise the heart of any business model. Without (profitable) customers, no company can survive for long.

In order to better satisfy customers, a company may group them into distinct segments with common needs, common behaviours, or other attributes. A business model may define one or several large or small Customer Segments. An organization must make a conscious decision about which segments to serve and which segments to ignore. Once this decision is made, a business model can be carefully designed around a strong understanding of specific customer needs.

Customers in the case of family owned heritage will consist of (list non-exhaustive):

- Visitors (individuals, schools, …)
- Businesses in the local area the house purchase supplies and services
- Cultural activities operators (concerts, theatres, film directory etc…)
- Scientist, researchers (historian, archaeologist etc…)

Customer groups represent separate segments if:

- Their needs require and justify a distinct offer
- They are reached through different Distribution Channels
- They require different types of relationships
- They have a substantially different profitability
- They are willing to pay for different aspects of the offer

Questions to be answered:

- For whom are we creating value?
- Who are our most important customers?

B. Value Propositions

The Value Proposition is the reason why customers turn to one company over another. It solves a customer problem or satisfies a customer need. Each Value Proposition consists of a selected bundle of products and/or services that caters to the requirements of a specific Customer Segment. In this sense, the Value Proposition is an aggregation, or bundle, of benefits that a company offers customers. Some Value Propositions may be innovative and represent a new or disruptive offer. Others may be similar to existing market offers, but with added features and attributes.

Some of the cultural values attached to cultural heritage for examples have been already describe in the ‘Cultural Heritage Counts for Europe’ report 1 as: ‘aesthetic value’, ‘spiritual value’, ‘social value’, ‘historical value’, ‘symbolic value’, and ‘authenticity value’. According to the report, spiritual, historical, and symbolic value all describe impacts related to identity (and the formation of it) through a variety of mechanisms. Those values will be particularly relevant for heritage houses and also reflect the specificity of the sector.

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1 Heritage Counts, p. 9
Questions to be answered:

- What value do we deliver to the customer?
- Which one of our customer's problems are we helping to solve? Which customer needs are we satisfying?
- What bundles of products and services are we offering to each Customer Segment?

C. Channels

*Describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition.*

Communication, distribution, and sales Channels comprise a company's interface with customers. Channels are customer touch points that play an important role in the customer experience.

Channels serve several functions, including:

- Raising awareness among customers about a company's products and services
- Helping customers evaluate a company's Value Proposition
- Allowing customers to purchase specific products and services
- Delivering a Value Proposition to customers
- Providing post-purchase customer support

Questions to be answered:

- Through which Channels do our Customer Segments want to be reached?
- How are we reaching them now?
- How are our Channels integrated?
- Which ones work best?
- Which ones are most cost-efficient? How are we integrating them with customer routines?

D. Customer Relationships

*Describes the types of relationships a company establishes with specific Customer Segments.*

A company should clarify the type of relationship it wants to establish with each Customer Segment. Relationships can range from personal to automated.

Customer relationships may be driven by the following motivations:

- Customer acquisition
- Customer retention
- Boosting sales (upselling)

Questions to be Answered:

- What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
- Which ones have we established? How costly are they?
- How are they integrated with the rest of our business model?
E. Key Resources

_Describes the most important assets required to make a business model work._

Every business model requires Key Resources. These resources allow an enterprise to create and offer a Value Proposition, reach markets, maintain relationships with Customer Segments, and earn revenues.

Different Key Resources are needed depending on the type of business model. Rebuilding a castle into a hotel requires capital, whereas a garden festival focuses more on human resources. Key resources can be physical, financial, intellectual, or human. Key resources can be owned or leased by the company or acquired from key partners.

**Questions to be answered:**

- What Key Resources do our Value Propositions require?
- What Key Resources do our Distribution Channels require?
- What Key Resources do our Customer Relationships require?
- What Key Resources do our Revenue Streams require?

F. Key Activities

_Describes the most important things a company must do to make its business model work._

Every business model calls for a number of Key Activities. These are the most important actions a company must take to operate successfully. Like Key Resources, they are required to create and offer a Value Proposition, reach markets, maintain Customer Relationships, and earn revenues. And like Key Resources, Key Activities differ depending on business model type. For family owned heritage houses active in the cultural sector key activities can be the development of museum exhibits, event organisation or welcoming guests when active in tourism.

**Questions to be answered:**

- What Key Activities do our Value Propositions require?
- Our Distribution Channels?
- Customer Relationships?
- Revenue streams?

G. Key Partnerships

_Describes the network of suppliers and partners that make the business model work._

Companies forge partnerships for many reasons, and partnerships are becoming a cornerstone of many business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources.

We can distinguish between three different types of partnerships:

- Strategic alliances between non-competitors
- Competition: strategic partnerships between competitors
- Joint ventures to develop new businesses

**Questions to be answered:**
H. Cost Structure
*Describes all costs incurred to operate a business model.*

This building block describes the most important costs incurred while operating under a particular business model. Creating and delivering value, maintaining Customer Relationships, and generating revenue all incur costs. Such costs can be calculated relatively easily after defining Key Resources, Key Activities, and Key Partnerships. Some business models, though, are more cost-driven than others. So-called “no frills” airlines, for instance, have built business models entirely around low Cost Structures.

**Questions to be answered:**
- What are the most important costs inherent in our business model?
- Which Key Resources are most expensive?
- Which Key Activities are most expensive?

I. Revenue Streams
*Represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings).*

If customers comprise the heart of a business model, Revenue Streams are its arteries. A company must ask itself, for what value is each Customer Segment truly willing to pay? Successfully answering that question allows the firm to generate one or more Revenue Streams from each Customer Segment. Each Revenue Stream may have different pricing mechanisms, such as fixed list prices, bargaining, auctioning, market dependent, volume dependent, or yield management.

A business model can involve two different types of Revenue Streams:
- Transaction revenues resulting from one-time customer payments
- Recurring revenues resulting from ongoing payments to either deliver a Value Proposition to customers or provide post-purchase customer support

**Questions to be answered:**
- For what value are our customers really willing to pay?
- For what do they currently pay?
- How are they currently paying?
- How would they prefer to pay?
- How much does each Revenue Stream contribute to overall revenues?
Objective 2: Validation of the survey questions to be sent to EHHA and ELO members identifying existing business models for family-owned heritage house owners and managers in Europe.

The survey questions were finalized after this workshop. The final version will be release on the website in January 2019: https://www.europeanlandowners.org/heritage-houses-for-europe/survey/

The aim of the survey is to gather data on the socio-economic impact of family-owned heritage houses as well as to further broaden the already wide variety of business models. We used this workshop to validate our survey questions and to identify any weaknesses or shortfalls. This objective was not clearly outline during the workshop, we preferred to keep it simple: focus on the business model canva with the participants and test, analyse on our side.

During the workshop, each small group was invited to work on the current business model of each of the heritage house owner present at the workshop trying to provide some elements for the 9 building blocks of the business model canvas:

1. Customer segments
2. Value propositions
3. Channels
4. Customer Relationships
5. Revenue streams
6. Key resources
7. Key activities
8. Key partnerships
9. Cost structure

The objective was to understand what information is needed for each building block/ which questions are triggering answers, to connect each building block with a specific heritage house business model, to get some practical/hands-on experience in the use of the Business model Canvas.

During the discussions we had a special interest in the questions asked by the participants leading to relevant answers in order to develop the Osterwalder business model canvas.

Groups were invited to report on this first exercise and the facilitator captured on large post-its the different business models trying to organise them thematically.

During group discussions and during the reporting afterwards large number of identical or related questions asked and discussed by the workshop participants were overlapping with questions in the survey. If the question and the possible answers were close enough to those in the survey questions were considered as validated.

Survey questions not yet raised were brought into the discussion by the moderator. When picked up by the workshop participants questions were considered as validated.

Special interest was given to questions not covered in the survey. Here the moderator further discussed those questions to see if they should be taken on board of the online survey or when developing the case studies.
For each of the 9 building blocks of the Osterwalder Business Canvas the following questions were taken on board of the online survey (numbers in front of the questions refer to the numbering in the online survey):

A. Customer segments
28. Do you use any of the following elements to differentiate entry fees? *Multiple answers possible*
29. Do you use any of the following elements to differentiate entry fees? *Multiple answers possible*

B. Value propositions
43. How would you describe your services or products? *Multiple answers possible*

C. Channels
42. How are your goods sold?
47. Which of the following media do you use to promote the activities related to your heritage house? *Multiple answers possible*

D. Customer Relationships
48. During the survey, you have indicated that you organize activities for your local community: could you give examples of successful activities where you engage with your local community?
49. During the survey, you have indicated that you collaborate with schools, professional arts- and craftsmen or research institutes: could you give examples of successful activities where you engage with these partners?

E. Revenue streams
22. Could you estimate the total turnover you realized for the house and/or grounds from these activities in 2018 (or in 2017 if data for 2018 is not yet available)?
23. Could you estimate the share of each of these activities in the total turnover for the house in 2018 (or in 2017 if data for 2018 is not yet available)?
24. Could you estimate the share of each of these activities in the total turnover for the house in 2018 (or in 2017 if data for 2018 is not yet available)?
25. Could you estimate the total number of visitors* to the house and/or grounds in 2018 (or in 2017 if data for 2018 is not yet available)?
26. Could you estimate the shares of the following types of visitors* in the total number of visitors in 2018 (or in 2017 if data for 2018 is not yet available)?
27. What is the average spending of your visitors (incl. the entry fee)?
30. Could you estimate how many people attended the cultural (live) events* you hosted at the house and/or grounds in 2018 (or in 2017 if data for 2018 is not yet available)? *i.e. Concerts/musical performances/festivals/plays/theatre performances/film showings
39. Have you made use of subsidies or tax reductions to buy, restore or open the heritage house and/or surrounding grounds?
40. I have made use of subsidies or tax reductions to: *Multiple answers possible*
41. I have made use of subsidies or tax reductions to: *Multiple answers possible*
F. Key resources
1. My heritage house is located in: (location)
2. My heritage house (ownership)
3. My heritage house is: (protection)
4. What is the construction year of your house?
5. Please indicate the number of years you/your family have been owners of the house:
6. My heritage house is located in:
7. Does your heritage house include land*? *such as forests, agricultural land, nature areas, recreational areas (gardens, ...)
8. Could you estimate the total floor area of the house?
9. Could you estimate the total land area?
10. Could you estimate the shares of the following types of land in the total land area?
11. Could you estimate the total value of your house?
12. Could you estimate the total value of your house and grounds?

G. Key activities
13. In what way do you/your family use your heritage house?
14. Which of the following commercial activities do you organize in the house and/or on the grounds (on a regular or irregular basis)? Multiple answers possible
15. Please specify the type of products you produce at the house/on the grounds
16. Which of the following cultural or leisure activities do you organize in the house and/or on the grounds (on a regular or irregular basis)? Multiple answers possible
17. Which of the following educational/research, community or environmental activities do you organize in the house and/or on the grounds (on a regular or irregular basis)? Multiple answers possible
18. Which of the following commercial activities do you organize in the house (on a regular or irregular basis)? Multiple answers possible
19. Please specify the type of products you produce at the house
20. Which of the following cultural or leisure activities do you organize in the house (on a regular or irregular basis)? Multiple answers possible
21. Which of the following educational/research, community or environmental activities do you organize in the house (on a regular or irregular basis)? Multiple answers possible

H. Key partnerships
36. Could you estimate the share* of local suppliers in these average yearly costs? *i.e. the average share over the last 3 years
37. Could you estimate the cost share* related to the construction sector (i.e. repairs, maintenance, one-off (re)developments, ...) in these average yearly costs? *i.e. the average share over the last 3 years
46. Which of the following organisations do you consider a key partner? Multiple answers possible
I. Cost structure

31. Do you have employees* working in the house and/or on the grounds? *i.e. persons who are on the payroll of the house (i.e. have an employment contract and receive compensation in the form of wages, salaries, fees, gratuities, piecework pay or remuneration in kind). Are included: part-time workers, seasonal workers, persons on short-term leave. Are excluded: volunteers or workers on long-term leave.

32. Could you estimate the total number of employees* directly employed at the house and/or on the grounds in 2018 (or in 2017 if data for 2018 is not yet available)? *whole number

33. Do you have any volunteers working in the house and/or on the grounds?

34. Could you estimate how many volunteer days* (i.e. the total number of days from all volunteers together) you had in 2018 (or in 2017 if data for 2018 is not yet available)? *whole number

35. Could you estimate the average yearly total costs* (excl. employment costs) over the last three years (in euros)? *whole number

38. Did any of these costs* include investments to meet energy or thermal efficiency requirements? *related to the construction sector, in the last 3 years

Objective 3: Identification of the main categories of business models as used today by family-owned heritage house owners and managers in Europe.

During the first part of the workshop we made use of the opportunity to validate the survey questions (objective 2). For the participants the main aim of this first part was however to identify main categories of business models as used today by family owned heritage house owners and managers in Europe. Participants to the workshop were asked to discuss their individual business plans in small groups. They were invited to make use of the above described Osterwalder Business Model to fill in the business model canvas based on their individual business cases. Afterwards all information was brought together. Participant where than asked to make large categories of possible business plans based on common properties.

Objective 4: Validation of the identified case studies. Identifying illustrative cases for each of the main categories identified during the workshop.

The main categories of business models as identified during the workshop were used to classify the pre-identified case studies. This classification exercise was performed after the workshop to get an indication of the distribution of the pre-identified case studies. In those categories were not enough case studies were present additional case studies based on the characteristics identified during the workshop will be added before starting to work on the individual case studies.

Objective 5: Explore the diversity of existing and innovative business models for heritage houses

The second part of the workshop is fully dedicated to the actual understanding of innovation for heritage houses. There will be no in-depth analysis of the information gathered during the second part of the workshop which will be fully dedicated to innovative business models. The analysis is seen as a preparatory action of workshop 2 in function of the outcome of the digital survey and the case studies.
Participants of the workshop were asked to identify 4 innovative ideas. 4 smaller discussion groups were installed based on the identified innovative ideas. Each idea was then discussed at a table with a group of participants answering the following questions:

- What innovative activity/potential would I like to start related to my heritage house?
- What are the current qualities of my property?
- What would be my main constraints/risks?
- How could I try to overcome them?
- What would be the first steps to get started?

The four volunteers were asked to report on the outcome of the discussion.

**Results & discussion**

We have opted to combine the results and discussion section of this report to avoid redundancy in the text. In this report study results refer to direct contributions of workshop participants to the objectives. Study results are described on a white background. Discussion is about interpreting those contributions, relating our study findings to other activities in the project (e.g. survey questions, identified case studies) or contextualizing the outcomes of the workshop. You recognize the discussion by a grey background.

**Objective 1: Sharing the language for describing, visualizing, assessing, and changing business models.** We have opted to make use of the Osterwalder business model canvas as an easy, understandable and fast learning visual tool to understand and develop business plans. During the workshop we will measure and analyse the usability of the above-mentioned business model canvas within the framework of this project.

During the first part of the workshop, immediately after presenting the Osterwalder business Canvas, we measured the number of questions and other contributions (non-questions) during a period of twenty minutes. We did exactly the same in the 30 minutes after presenting the case studies.

In the second part of the workshop we measured after each of the presentations of the case studies. During 7,5 minutes we calculate the number of questions and other contributions (non-questions).

In the figure below each of the 3 periods is indicated. The number of questions is indicated by ‘?’, the number of comments made by ‘!’.
All blocks of the business model canvas showed a decreasing trend in questions except for the ‘Value proposition’. Here the number of questions remains high in the first part of the workshop and increases significantly during the second part of the workshop. The number of comments in general increases. An exception to this is ‘Customer relationships’. For the survey there is no need to know or to interpret the terminology of the Business Canvas model so no additional action has to be taken towards the digital survey.

The increasing trend of questions on the ‘Value proposition’ during the workshop gives a clear indication that participants are struggling with the definition and the applicability of the ‘Value proposition’. Special attention has been given to this building block. A better explanation with several examples from value propositions on heritage houses should give participants of the case studies and the illustrative cases a better insight how to interpret ‘Value proposition’.

The decreasing trend of the number of comments on ‘customer relationships’ is probably related to the lesser attention given to this building block of the Business model canvas during the second part of the workshop.

**Objective 2: Validation of the survey questions to be sent to EHHA and ELO members identifying existing business models for family-owned heritage house owners and managers in Europe.**

In the first session, the following existing business models reported by owners of heritage houses were identified and grouped in categories (See Annex 4 for detailed results). Each of the business models below is based on an existing heritage house but participants were able to add additional activities. The reporting on each of the business models was done by one of the participants explaining the different formats used.
A. Business model case study 1:
This business model is based on the offer of various services:

- Museum on the history of the site, which was awarded the price for best digital strategy – also guided tour in museum
- Host of several types of events: business seminars, weddings, festivals
- The castle also offers space for a school with 7 classes
- There is a cafeteria on the premises

The current value propositions or provided services are visits of the Museum and clients for organised events who are currently mainly Czech citizens. Most of the current revenue stream is based on small wallet share of visitors and payments for events.

B. Business model case study 2:
It is a country houses, with garden, landscapes as monument, farmland, woodland, 350 hectares. Small estate but pristine 18th century French style Louis 15-16 house. The owner lives in the house and has several offers of services:

- Garden: There is one kitchen garden and they develop a new business there. An organic garden to enable the farm to extend and then sell the product. They hope that in 5 years, it will be beneficial.
- Farm: meat with label organic. It’s integrated in the landscape. The soil is fertilized, no need of watering. Organic farm.
- Woodlands, natural area. Hunting purpose, leisure activity. A more private use.
- Botanical roses, they have old roses

For developing the gardens, they explored the « Replanting project- Natura 2000 but they were confronted to the limit of Natura 2000: “you have terrible consequences as you are no longer authorized to do sport event, motorbike, golf activities, hunting.”

Some potential activities: they want to develop the video production for movies of the site. The house is currently not sustainable and they are looking into other business models to increase revenue.

C. Business Model case study 3:
The main provided service in this case is “agritourism” including food and accommodation. However, there is currently a struggle as legislation for farm holiday in Italy does not exist. Main issue is to have a specific License in Italy as they are not recognised as Bed and breakfast or Hotel. The objective is also to use local food: from producer to consumer and to reduce the intermediaries. The target customers would be tourists including foreigners who are attracted by authenticity and reconnecting to local products and nature.

The objective is to offer: Recreation, organic product, beautiful roses, garden event, house event, music concert, group visiting the house.

D. Business model case study 4:
This current business model has a value proposition around visits and providing Tea/coffee to visitors however it is one of the only Business Model that targets middle class costumers with high number of visitors (Middle Class Visitors interested in nice things 10.000 visitors, 2500 coaches). Coaches companies are also targeted to ensure regular visitors.

E. Business model case study 5:
This business model has an innovative offer on providing “intensive language classes” for students from 11 to 17 and for adults. The targeted costumers are schools, business
people who need an immersion fast learning experience, wealthy families who want their children to quickly be proficient in one language. The innovative aspect is that the house is not the “subject” but rather the premises of a business that is totally different.

F. Business model case study 6:
This business model is providing as a single value proposition: an exclusive dinner experience in the Palace. The target customers are both very rich tourists who travel through Europe in River Boats and the travel agencies that organise these selective tours and arrange for making a stop for dinner in the house. There are 3 or 4 events per month but the revenue allows for covering costs of the house maintenance.

G. Business model case study 7
This is a special situation as the owner has bought this house at the age of 25 years old (the Business Model includes himself as this is a personal project) and it is located in a very remote area. The house offers several services related to cultural activities: guided tours, concerts, markets, parties, weddings, re-enactments.

H. Business model case study 8
This business model includes a wide scope of services and products with the organisation of different types of events and an emphasis on regular corporate seminars on weekends. Renting of houses also provide revenues. Many events are also organised without a real benefit but to promote the property in the local communities and maintain links with local people.

I. Business model case study 9
This business model has two main value propositions: farming and real estate renting. The key customers are the renters and local communities as well as tourists interested into local farming products.

From both the process of using the business model canvas and the content on current business models, it is possible to identify several interesting points:

**Key questions asked by the participants to their counterparts in order to fill in the canvas:**

**Customer segments**

- Who are your customers?
- Do people travel a long way to come?
- Do people come because it is beautiful? The countryside aspect?

Several business models target customers from upper social class who are wealthy and aim for exclusive offers to meet their requirements. Other business models have extended to a wider scope of potential customers offering a diversity of services. Participants are trying to identify each other customers. However, in none of the working groups people looked at the way customer could be segmented offering comparable products/services for different income groups. When informing if segmentation of customers is a practice known by the owners/managers the answers were all negative. In the case and illustrative studies specific attention has to be given on this aspect. When the non-existence of customer segmentation is as general as indicated by the workshop this building block should get special attention during the second workshop as there is a large potential for innovative business model development.
**Value propositions:**

- What would be your value proposition?
- Part of the value is the remote setting and landscape?
- Maybe you have the only cultural value proposition in the area?

Participant are not really making the difference between the value proposition and activities. In one case specific reference was made to the value of the property. In the outcome of objective 1 we already indicated that participants were struggling with the definition and the applicability of the ‘Value proposition’. In the survey we have only one question related to the value proposition as it is very difficult to answer multiple choice questions on this topic. When studying the case studies and illustrative cases special attention should be given to the value proposition. This is particularly important because the value proposition is at the centre stage of the Business model canvas. In workshop 2 we will organise a specific part on the value proposition.

**Channels**

- What channels do you use?
- Do you have an online platform?
- How do people know about your house activities?

Participants had a good insight in what channels are and how they can reach different people with different channels. Questions were comparable with those asked in the online survey.

Many of the participants indicate the difficulty to reach potential clients and are asking for one or more common platforms to realise this. Here participants were asking for innovative business models not directly related to the heritage house but giving heritage house owners/managers the necessary tools to focus on the principle activities of their heritage house business model. The development of such platforms should certainly be part of workshop 2 focusing on innovation.

Branding of products and services linked to heritage houses was also seen as a major problem as there are only few initiatives focusing on the products and services of heritage house owners/managers. Several participants highlighted the need to create an official label for the heritage houses or the creation of a license specific to heritage houses.

Specific reference is made towards the need for a network of heritage houses, especially for touristic purposes.

**Customer relationships**

- How do you build relationship with people coming on tours?

Participants have a good understanding of customer relationships. However, most of them do not have procedures in place or act on this topic. Clearly this building block is underutilised and could be an interesting approach to develop innovative business models. The survey has a limited number of questions on this topic which could give the necessary information how to make use of customer relationships when innovation business models for heritage houses.

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*[Image: European Historic Houses ELO European Landowners' Organisation IDEA CONSULT thinking ahead]*
**Revenue streams**

- How many visitors do you have?
- Where does the revenue come from?

When discussing revenue streams in most of the working groups reference was made to the number of visitors. Visitors can indeed be a good indication of revenue streams. This is however not always the case. It is remarkable that at no time someone directly asked for financial information. This clearly is a sensitive issue which is not often discussed in public. However, at the same time several remarks on revenue were shared among the participants: the inability to make enough money to maintain the property, the low income related to the heritage house, etc. During discussions participants gave the impression that money is the major driving force of their activities. At the same time, it is clear that many of them are unable to build a profitable business model. As the project is developing tools to develop (innovative) business models we have to take care that heritage house owners are getting the necessary information to set up a financially sound business model.

The online survey gives family-owned heritage house owners and managers the possibility to give adequate financial information without being exposed. This information will play an important role when making choices on the business models to be developed further as key examples.

**Key resources**

- Do you have land surrounding the house?

As each of the participants introduced their heritage house at the start of their working group almost no additional questions were asked on the heritage house as key resource. The online survey has many questions on key resources to enable us to link information on the heritage house to the business models developed.

**Key activities**

- What activities do you carry out?
- Is it the only activity you have in the house?
- What is the most profitable activity you carry out?
- How many events per year do you hold?
- Do you provide accommodation?
- Do people stay in the house after the dinner?

Most of the participants indicated that multiple activities are developed to gain the necessary income to maintain the property. For this it is of the utmost importance that heritage house owners and managers are able in the online survey to indicate their involvement in multiple activities. In the online survey most of the questions on key activities allow multiple answers.

**Key partnerships**

- Who are your partners?
- Who are your key partners? Travel agencies?

Half of the heritage house owners/managers are claiming to anchor their activities into local communities and local production of food and/or craft products. Participants show a good knowledge on key partnerships but are not always able to indicate their importance when discussing e.g. revenues or costs indicating the key partners are not well enough embedded in the business models developed. There is a clear opportunity here when developing innovative business models.
**Cost structure**

- How many employees do you have?
- What is the cost of ...?

Participant show an excellent knowledge on the costs related to the heritage house, the personnel, heating, electricity, etc. We could notice an imbalance on the knowledge and the willingness to share information (even exact financial information) on costs while we were unable to convince them to do the same on the revenue side. Here again this leads to the impression that money was an important (if not the most important trigger to participate to the workshop).

**Other/Various**

- Do you live there?
- Do you manage events yourself?
- Can you live in the house when you have the events?
- Do you share dinner with them?
- Do you define yourself as business for local authorities?
- Who owned the castle previously?

Participants showed a keen interest in the compatibility between activities organised and living in the heritage house. This is a question not taken on board of the online survey. As most heritage house owners/managers indicate this as an important element in building the final business model we will take this on board in the specific case studies.

**Examples of Business model canvas**
Objective 3: Identification of the main categories of business models as used today by family-owned heritage house owners and managers in Europe.

Participants were asked to summarize the diversity of existing business models. Some potential categories were proposed:

**Education**
- Organisation of intensive language classes for children (11-17) and adults
- School in a castle
- Botanical gardens (this could also belong to nature conservation)

**Cultural tourism**
- Museum
- History tours
- Hosting or connecting with local festivals/events

**Artistic Activities (could be included in cultural aspects)**
- Hosting residences for artists (this could also belong to events)
- Hosting exhibits
- Video or film making

**Agritourism/Rural tourism**
- Wine tour
- Experiential visits
- Host hunting groups (this could also belong to sport events)

**Exclusive accommodation or food**
- Exclusive dinner for wealthy tourists (e.g. residence palace in Vienna)

**Production of specific goods**
- Production of organic meat
- Wood production
- Crafts/artisanal (e.g. leather goods)

**Nature Conservation**
- Host experiences of living Nature

**Real estate/renting**
- Long term renting/residential
- Renovate a village/old houses to rent them

**Event organisation**
- Rent spaces for companies/business events
- Rent spaces for family events like weddings
- Organise sport events
- Rent spaces for concerts (can also belong to artistic activities)

**Provide accommodation and Food**
- B & B
- Restaurant
- Bar
At the end of session 1 participant indicated the need to think beyond the usual activities, not always think of the house as the «subject», move to thinking of innovative ideas to make some benefits from other types of activities than those related to the house itself. An excellent introduction to the second part of the workshop.

**Objective 4: Validation of the identified case studies. Identifying illustrative cases for each of the main categories identified during the workshop.**

The pre-identified case studies (see annex 3) are a parallel activity to the workshop. We will run interviews and research on more or less 50 heritage houses, coming from this list in Annex 3 or heritage houses discovered during this one year project. The workshop and its outcomes help us to understand, adapt and validate the main categories required for our upcoming cases studies analyse.

For each of the categories identified by the workshop participants we have found several possible case studies within the pre-identified case studies. For those case-studies we already have an agreement with the heritage house owner/manager to participate to this study. As during the workshop revenue became an important topic it became clear that most of the pre-identified study-cases are rather large heritage houses or estates. We therefore will search for each of the categories some smaller heritage houses in order to create a project outcome in which all heritage house owners have an interest when setting up their (innovative) business model.
Objective 5: Explore the diversity of existing and innovative business models for heritage houses

In session 2 of the workshop participants were asked to choose four innovative ideas.

Participants discussed in four small groups on strengths and constraints of the innovative ideas identified.

Group 1:

‘Bouquet-type of activities’ – William Cartwright-Hignett

A successful diversified rural estate is a collection of micro-enterprises, each of which in their own right might not be capable of survival. Thanks to the mutual savings on overheads and staff-sharing the estate became both profitable and sustainable.

The diversity of activities can be wide ranging, and often incongruous at first sight, but somehow, they are able to coexist. At Iford Manor Estate, for example, they have both a tearoom and a motocross circuit. Because of the distances involved, one is not disturbed too much by the other. The key to success with diversification is **to maximise the positive connections, and minimise negative impacts**, between different aspects. This can be done both on the input and the output side – i.e. cross-marketing vs. cost-sharing.

In the group the discussion focused on how to add value by increasing the number of connections between different aspects of the business, and how to add new angles or activities to further increase opportunities.

Iford Manor has a garden open to the public, with a new Head Gardener joining the team in July 2018. He comes with a high media profile which will provide new opportunities. They have permission to construct a new café and visitor centre to open in 2020. Presently they have around 12,000 visitors per annum. They would like to have around 25,000 by 2023. How can they best widen their range of activities?

Ideas which came from the discussion:

- **Consider creating a new vegetable garden:**
  - Increase the length of the visit;
  - Use the products in the café
  - Sell any over-production
- **Create accommodation within some outbuildings**
  - High-margin value add;
  - Become the hub from which people visit other gardens;
  - More time spend in the café
  - Staff-sharing from café & housekeeper;
  - Could link into the estate shoot;
  - Could be used for events such as weddings in the garden;
- **Offer educational courses:**
  - Widens the range of reasons to visit;
  - Links into the restaurant;
  - Extends the season through winter;
  - Could link to accommodation;
  - Could link into the wider valley;
- **Vertically integrate products into the café:**
  - Beef from the farm;
  - Cider ([www.ifordcider.com](http://www.ifordcider.com))
  - Home-produced vegetables
o Also... other local suppliers or businesses who would like to set up in our agricultural barn conversions;
o Maybe... Wines from other Historic Houses?

- Sell plants:
  o To visitors;
  o As a stand-alone business attracting more people to the garden;
  o To people on educational courses;
  o To the trade – specialist plant sales

- All of which builds the brand:
  o Which then improves the price of the products and garden entry;
  o Which widens the market and reputation
  o Which increases sales and opportunity, perhaps in future for franchising into non-location-specific opportunities.
    ▪ In other words, getting sufficiently well-known through these connections, that we start to take Iford out to people, rather than bringing people into Iford – which creates scalability and repeatability which are the essential criteria for any growth business or product.

General comments which came out of the discussion:
  - People today are looking for experiences rather than things;
  - Health is high on the agenda;
  - Accommodation is a high-margin product if done well;
  - Provenance, authenticity and local are key words for the consumer at the moment.

Group 2:

“Our own exclusive travel agency” proposed by Alfonso Pallavicini

The idea is to develop a unique network of privately-owned houses having a specific brand: “Historic Houses” and to create an income travel agency for the house owners so that the organisation of the trips is not outsourced and all income is kept in the HH network.

Current strengths come from our existing network of 50 000 houses privately owned. Many have a B&B activity and quality standards.

The main constraints might be around regulations to make houses conform to security legislation.

A first step could be to start with a partnership with existing travel agencies and tour operator(s) to have a first test phase.

There is a need to have a EU website for the network and to work on branding. Maybe some programme like “adopt a house” could be developed.

Group 3:

“Reconnect to Nature” proposed by Charles-Antoine de Theux

The idea is to develop the farmland and the village of 10 houses along principles of sustainable development through the building of a community.

A possibility would be to develop a time share for the houses => build a community of people who e.g. also pay the gardener then and can e.g. harvest own bio-food from the grounds.
There is a need in this case to include a mix of residents in the farms, e.g. include pensioners so that they can be locally active on the estate if they want to.

In addition, it could be possible to develop a partnership with “high-end” schools -> you already have a community -> e.g. let them have access to a part of the castle or grounds.

The community could become the “Big family of the chateau” -> develop a community of consumers who e.g. come to help a couple of hours every month. However, the downside of this is the loss of privacy. There is a need to look for a balance between “economy” and “privacy/social”.

One important constraint is that communities would need to be managed and this might be time-intensive.

The idea would be to first realize a “step by step” growth as a test phase.

Some of the key values to promote: authenticity, reconnect with nature, storytelling, sense of belonging, sanctuary

Example of KNEPP in UK. https://knepp.co.uk/: they have abolished all farmland; land was intently overgrown. Castle now organize “safaris” in the English “wilderness”: “Rewilding in West-Sussex”.

Group 4:

“Food and Accommodation: A fully experiential stay” proposed by Vittorio Giulini

The offer proposed by the participants of the workshop was: “Hospitality with rooms and food”. Food refers not only to guests in the house, but also for others interested.

Participants listed ideas and how it works in reality in different countries:

- Today, there is a strong focus in Ireland on 2nd hand weddings. Working with elderly people has a number of positive aspects; they are usually less crowdy and don’t break things.

- In Italy heritage houses are often used for anniversaries and family reunions (70€/person). Appendices of the house can be used for smaller groups. Here again age (elderly people) is an important driving factor.

- In most EU member states, it is not allowed to give money to private houses without being registered as a company.

- In Belgium there is a focus on smaller groups paying a higher contribution (150€/person + donation). Listed heritage houses have set up a foundation through which people to around the house (e.g. restoration) can be paid. The backside of having a listed house is that the government has right to interfere in your own private property.

- In France donations are only possible through trusts.

The strengths of the House: 76 Hectares of untouched landscape around the historic house in Gavi/Piedmont/Italy. People are looking for an experience in a historic house and the gardens surrounding the house. Most participants show a keen interest in the production of wine.

The constraints:
In Italy, there isn’t a similar branding to other EU countries like « Tourist Historic House ». There is a difference between houses open to public and historic houses.

They need to have a license and some exceptions to rules related to access for handicapped people, kitchen and bathrooms. They need to adapt to the cold etc.

**Constraints**

1- Profit seeking should not lead to losing the “soul” of the house
2- Historic house does not always fit with the idea of “open to public” as people might still live in it.
3- Not all heritage houses are equally available to be open to the public: structure, space, access, etc.
4- Spaces available for hospitality are not always adapted to our current needs/standards
5- Keeping the building up for the next generation means that we need to keep up with change

*How to overcome them:*

- In Italy and even in the EU it would be useful to have a specific brand name for Historic Houses.
- An EU website specifically for these Historic Houses focusing on tourism could be a big help.
- The EU should insist at the EU member state level for an increased financial support to assist historic houses to open the house to the public

There should be an EU recommendation to national governments about the importance of historic houses for experimental tourism in EU. Historic Houses are nowadays the best experience for tourists.

Each of these proposals explored a different way of developing value propositions for family-owned heritage houses. Each brings a specific added value with: 1) the idea of targeting multiple services and products while still promoting some excellence, 2) the community development around gardening and reconnecting with nature, 3) the mutualisation of a service that is usually subcontracted (tour operator) and 4) the local hospitality promotion.

Innovative ideas came out of the discussion regarding the need to “package services” and connect all the different propositions so they nourish each other, also the need for branding better each house but maybe also branding the “heritage houses” through an official network. It is also clear that in some countries, there is a need for strengthening the legal status of heritage house (e.g. In Italy) and this could be also through a stronger network and the development of a European branding or identity.

Regarding the target customers, all proposals tend to remain in the more traditional types of service around renting, food and accommodation and visits. There seems to be a need to step even further and explore other types of services and products or even other types of customers that are not yet on the « horizon » of heritage house owners.
Conclusions

This workshop is embedded in a strategy that aims to better understand current business models for family-owned heritage houses and to identify innovative ideas and opportunities.

The following general conclusions can be made

Objective 1: Sharing the language for describing, visualizing, assessing, and changing business models. We have opted to make use of the Osterwalder business model canvas as an easy, understandable and fast learning visual tool to understand and develop business plans. During the workshop we will measure and analyse the usability of the above-mentioned business model canvas within the framework of this project.

For most of the building blocks the Osterwalder business model canvas is self-evident. For each of the building blocks we have listed the remarks made during the workshop. In most cases slight adaptations on the approach towards the study cases and illustrative cases solve the problem. However special attention should be given to the value proposition as this is not always understood by workshop participants. Some well-chosen examples of value proposition for family-owned heritage houses will probably solve the problem.

Objective 2: Validation of the survey questions to be sent to EHHA and ELO members identifying existing business models for family-owned heritage house owners and managers in Europe.

At the level of the individual building blocks we can conclude:

Costumer segments

None of the working groups people looked at the way customer could be segmented offering comparable products/services for different income groups. When the non-existence of customer segmentation is as general as indicated by the workshop this building block should get special attention during the second workshop as there is a large potential for innovative business model development.

Value propositions:

When studying the case studies and illustrative cases special attention should be given to the value proposition. This is particularly important because the value proposition is at the centre stage of the Business model canvas. In workshop 2 we will organise a specific part on the value proposition.

Channels

Branding of products and services linked to heritage houses was also seen as a major problem as there are only few initiatives focusing on the products and services of heritage house owners/managers. Several participants highlighted the need to create an official label for the heritage houses or the creation of a license specific to heritage houses.

Specific reference is made towards the need for a network of heritage houses, especially for touristic purposes.
Customer relationships

Clearly this building block is underutilised and could be an interesting approach to develop innovative business models.

Revenue streams

During discussions participants gave the impression that money is the major driving force of their activities. At the same time, it is clear that many of them are unable to build a profitable business model. As the project is developing tools to develop (innovative) business models we have to take care that heritage houses owners are getting the necessary information to set up a financially sound business model.

Key resources

The online survey has many questions on key resources to enable us to link information on the heritage house to the business models developed.

Key activities

Most of the participants indicated that multiple activities are developed to gain the necessary income to maintain the property. For this it is of the utmost importance that heritage house owners and managers are able in the online survey to indicate their involvement in multiple activities.

Key partnerships

Participants show a good knowledge on key partnerships but are not always able to indicate their importance when discussing e.g. revenues or costs indicating the key partners are not well enough embedded in the business models developed. There is a clear opportunity here when developing innovative business models.

Cost structure

We noticed an imbalance on the knowledge and the willingness to share information (even exact financial information) on costs while we were unable to convince the participants to do the same on the revenue side. This leads to the impression that money was an important (if not the most important trigger to participate to the workshop).

There is a good diversity of services and products across all heritage houses and business models presented during the workshop. One common aspect is that very few of the properties are providing only a single service or a single product. Diversification is a well-known methodology. Most of the business models have the property as central element. Only one heritage house presented is providing of service where the “House” or its surroundings are not a necessity for the activity developed. This Heritage House is offering intensive language classes on its premises organising all steps from marketing to hiring and organising of the teaching and internships.

Several house owners, report that the revenue stream from all services and products offered is not enough to pay for the maintenance expenses. While most of the business models are based on revenues from visitors most of the participants do not want too many people on or in their property: “they think they are in Disneyland”, “no respect”, “crowded” are often heard complaints. They live in and on their property and want to maintain their privacy. This is however not always compatible with setting up a successful and profitable business model.
Objective 3: Identification of the main categories of business models as used today by family-owned heritage house owners and managers in Europe.

The following categories were identified:

- Education
- Cultural tourism
- Artistic Activities (could be included in Cultural aspects)
- Agritourism/Rural tourism
- Exclusive accommodation or food
- Production of specific goods
- Nature Conservation
- Real estate/renting
- Event organisation
- Provide accommodation and Food

Objective 4: Validation of the identified case studies. Identifying illustrative cases for each of the main categories identified during the workshop.

Most of the pre-identified case studies are rather large heritage houses or estates. We therefore will search for each of the categories some smaller heritage houses in order to create a project outcome in which all heritage house owners have an interest when setting up their (innovative) business model. We will as well identify illustrative cases for each of the main categories identified during workshop 1. The illustrative cases will be structured in interviews at location involving owners, personnel, and local stakeholders.

Objective 5: Explore the diversity of existing and innovative business models for heritage houses

There was no in-depth analysis of the information gathered during the second part of the workshop. The analysis is seen as a preparatory action of workshop 2 and will be done alongside the outcome of the digital survey and the case studies.
Next steps of the project “Heritage Houses for Europe”

Survey, case studies and illustrative cases
Based on the validated questions of the business model canvas and the value proposition map (outcome of workshop 1) a questionnaire has been developed which feed the survey, the case studies and the illustrative cases. For the survey questions will be mainly formulated as closed questions. The same questions will be used as open questions for the case studies. For the illustrative cases an on-site investigation will be done on top of the open questions for the case studies.

A. Online Survey
The online survey has been finalized and validated by the European Commission. The final version will be release on the website in January 2019:

https://www.europeanlandowners.org/heritage-houses-for-europe/survey/

The aim of the survey is to gather data on the socio-economic impact of family-owned heritage houses as well as to further broaden the already wide variety of business models.

B. Additional interviews on business models – case studies
At least 50 out of the 79 pre-identified family-owned heritage houses (see annex 3), and other relevant Business Model identifies along the project, will be studied making use of short (15 to 20 minutes) structured interviews by telephone or videoconference. Within those short-structured interviews non-quantitative information will be gathered on the most important elements of their business models according to the business model canvas developed by Osterwald (2004, 2008, 2010). The information which will be gathered is indicated in the Osterwald Business Mapping Canvas and the Value proposition map. Both are explained below and are based on the questions validated during workshop 1.

C. Illustrative cases: detailed study (at location)
Illustrative cases will be identified and used as the backbone for the analysis and description of business models directly linked to the identified building blocks of the value propositions for family-owned heritage houses. A detailed study (quantitative and qualitative) will be made using the methodology of Osterwalder (with structured interviews at location involving owners, personnel, and local stakeholders).

D. Data processing and analysis
The different types of information and data collected throughout all previous steps will be systematically structured and analysed by the research team. The themes covered will be related to the business model canvas and the value proposition canvas as described earlier. Special attention will be given to:

- value proposition
- key resources
- customer segment
- cost structure

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Technical sheets on business models for European heritage houses will be developed based on the above variables.

The data processing and analysis will result in a structured SWOT analysis for each of the identified business models. Based on the existing business models a set of innovative business models including a SWOT analysis will be developed.

The SWOT will include replicability, the comparison of best practices between business models, and business opportunities in case of innovative business models.

The SWOT analysis will directly feed the formulation of conclusions and (policy) recommendations.

E. Workshop 2
The proposed innovative business models developed will be validated during workshop 2. Workshop 2 will be organised on 29th April 2019.

This workshop will be organised together with the team involved in the socio-economic impact analysis. During the workshop, the research teams will present their results (Socio-economics & business plans) to the participants, after which they can give feedback and make argued amendments to the results. The workshop will be moderated by two senior researchers with extensive experience in moderating such workshops.

Based on the feedback, the draft analysis, SWOT and issues reporting will be finalised by the research team. This reworked version will serve as the starting point for the formulation of the conclusions and recommendations.

F. Toolbox
Based on the technical sheets (common and innovative approaches) an educational toolkit will be built: ‘Can I do this at home’. Based on the users’ choice of value proposition, key resources, customer segment and cost structure they will be able to identify the most useful business models to realise an improved business model or to start a new business.

G. Final report & final conference
Conclusions and recommendations, based on and illustrated by the large number of case studies, interviews, data analysis and SWOTs will be used as main input into the final report and the final conference.
Summary of the Workshop Evaluations

Full evaluations are available in Annex 5.

Participants appreciated the opportunity to exchange and share best practices and experiences. The friendly atmosphere and the participative formats were also among the positive elements of the workshop. Innovative ideas were shared and this created motivation for exploring even further beyond the “comfortable and usual” options.

Some participants would have preferred the first session on business model canvas to be more focused on one or two of the building blocks and introduced by an expert of business models who could then provide better guidance to the specific Heritage House context.

Most participants considered that the main negative point was the timing that was too short and the need to use a full day to go more in details and focused conversations.
## Annex 1: List of participants

<table>
<thead>
<tr>
<th>Name</th>
<th>First Name</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beldiman Karlsons</td>
<td>Dana</td>
<td>Vice President Latvian HH association / Private owner</td>
</tr>
<tr>
<td>Bellamy</td>
<td>Anne-Sophie</td>
<td>Lawyer for Historic Houses</td>
</tr>
<tr>
<td>Brardinelli</td>
<td>Eva</td>
<td>Policy and Communication Officer- UIPI</td>
</tr>
<tr>
<td>Cartwright-Hignett</td>
<td>William</td>
<td>Coordinator EHHA Next Gen / Private owner</td>
</tr>
<tr>
<td>Cause</td>
<td>Emmanuelle</td>
<td>Union International Prorpiétaires Privés</td>
</tr>
<tr>
<td>Cowell</td>
<td>Ben</td>
<td>Director General HHA</td>
</tr>
<tr>
<td>de Gerlache</td>
<td>Bernard</td>
<td>Private owner</td>
</tr>
<tr>
<td>d’Ursel</td>
<td>Ghislain</td>
<td>Honorary President EHHA / Private owner</td>
</tr>
<tr>
<td>de Theux</td>
<td>Charles-Antoine</td>
<td>Private owner</td>
</tr>
<tr>
<td>Giulini</td>
<td>Vittorio</td>
<td>ADSI Board Member / Private owner</td>
</tr>
<tr>
<td>Iuel</td>
<td>Birthe</td>
<td>President Denmark (BYFO) / Private owner</td>
</tr>
<tr>
<td>Kinský</td>
<td>Constantin</td>
<td>Private owner</td>
</tr>
<tr>
<td>Le Marié</td>
<td>Thibault</td>
<td>Private owner</td>
</tr>
<tr>
<td>Lock</td>
<td>Leon</td>
<td>King Baudouin Foundation / Private owner</td>
</tr>
<tr>
<td>Mikrou</td>
<td>Ionna</td>
<td>Business Model Expert</td>
</tr>
<tr>
<td>Raes</td>
<td>Kristoffel</td>
<td>Specialist - Project coordinator Schelde Sterk Merk</td>
</tr>
<tr>
<td>Sagehomme</td>
<td>Charles</td>
<td>Private owner</td>
</tr>
<tr>
<td>Sandberg</td>
<td>Sigbjorn</td>
<td>Policy Officer at the European Commission</td>
</tr>
<tr>
<td>Sciacchitano</td>
<td>Erminia</td>
<td>Policy Officer of Culture, Heritage, Economy of Culture</td>
</tr>
<tr>
<td>Staus-Rausch</td>
<td>Constantin M.</td>
<td>Private owner</td>
</tr>
<tr>
<td>Weber</td>
<td>Thomas</td>
<td>Next Gen Domus Antiqua Helvetica / Owner</td>
</tr>
<tr>
<td>Wezenbeek</td>
<td>Tom</td>
<td>Specialist - Project coordinator Schelde Sterk Merk</td>
</tr>
</tbody>
</table>
Annex 2: Workshop’s Program 6th of November 2018

« Identifying business models for family-owned heritage houses »

Moderator: Estelle Balian, an international renowned expert in participative processes, will guide you through an interactive analysis of existing business processes for heritage houses. Together, during this workshop we will identify a variety of models with their interactions and main characteristics.

Planning of the day

9:00 - 9:30 - Welcome and registration

9:30 – 10:00 - Introduction to the workshop

10:00 – 11:00 - Asking the right questions to analyse/develop a business plan for family-owned heritage houses

11:00 - 11:45 - Identifying categories of business models for family-owned heritage houses

11:45 – 12:25 - Identifying illustrative cases for each of the main categories proposed

12:25 – 12:30 - Next steps & Closing of workshop

13:00 – 14:00 – Lunch
# Annex 3: Pre-identified case studies

<table>
<thead>
<tr>
<th>Country</th>
<th>Heritage house</th>
<th>Business models/activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austria</td>
<td>Schloss Grades, S. R. Monument und Denkmal Erhaltungs GmbH, Constantin M. Staus-Rausch</td>
<td>Summer master classes with artists</td>
</tr>
<tr>
<td></td>
<td>Hardegg, Maximilian Hardegg</td>
<td>Pig breeding, vineyards, wine production, water management</td>
</tr>
<tr>
<td>Belgium</td>
<td>Château de Westerlo, Simon de Mérode</td>
<td>Farming, wildlife conservation, woodland forestry, hedges and water systems.</td>
</tr>
<tr>
<td></td>
<td>Het Loo, Thierry de l’Escaillie</td>
<td>Farming, wildlife conservation, woodland forestry, hedges and water systems.</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>Castle of Burgozone</td>
<td>Sustainable wine production</td>
</tr>
<tr>
<td>Crotia</td>
<td>Castle Bežanec, Sinisa Krizanec</td>
<td>First hotel-castle in Croatia</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>Castle Blatná, Family Germenis-Hildprandt</td>
<td>Piano Courses &amp; Concerts, Fishing Festival</td>
</tr>
<tr>
<td></td>
<td>Castle Dobříš, Family Colloredo-Mannsfeld</td>
<td>Fish Feast and St. Wenceslas Feast, Innovative activity supporting local Fishing “industry” and history of a National Patron</td>
</tr>
<tr>
<td></td>
<td>Castle Úholičky, Family Svoboda</td>
<td>Harvest Festival: revival of a local traditional Harvest Festival</td>
</tr>
<tr>
<td>Denmark</td>
<td>Château de Ledreborg, John Munro</td>
<td>Tourism</td>
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<tr>
<td>Estonia</td>
<td>Padaste Manor</td>
<td>Hospitality</td>
</tr>
<tr>
<td></td>
<td>Atla Manor, Raivis Juks</td>
<td>Pottery (production), training centre, art workshops</td>
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<tr>
<td>Finland</td>
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<tr>
<td>Putkaste Manor, Kristjan Paemurru, Elina Paemurru</td>
<td>local community activities, second-hand shop / local congregation hold services at the Manor House / local village council holds events at the site / local festival ‘Huu Folk’ holds events at the Manor; library with study rooms with public access, concerts, theatre, other cultural events (including summer courses for music students).</td>
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<tr>
<td>Gårdsskulla / Svidja Estates, Gustav and Henrik Rehnberg</td>
<td>Farming (organic beef and field production), forestry (timber, firewood, Christmas trees, wood chips for heating), hunting (moose, deer, birds etc.), tourism (guided tours, Private Agriculture Museum), events (weddings, Conference, Christmas market).</td>
<td></td>
</tr>
<tr>
<td>Kullo Gård / Kulloon kartano / Kullo Manor, Thomas and Peggy Frankenhaeuser, Jakob Frankenhaeuser</td>
<td>Multi-functional farm, forestry (timber, firewood, Christmas trees, wood chips for heating), hunting, farming, golf, quarrying, shops, real estate and tourism.</td>
<td></td>
</tr>
<tr>
<td>Malmgård estate, Creutz family</td>
<td>Organic farming (with guided tours, selling local organic foods), beer and cider brewing, events (meetings and conference), tourism (Christmas market).</td>
<td></td>
</tr>
<tr>
<td>Aminne Gods, Bjorn Wahlroos</td>
<td>Meeting and dining hall for private events, farming, forestry, wildlife conservation</td>
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<tr>
<td>Koskis Gård, Frederik von Limburg Stirum</td>
<td>Historic Church (1/3 private in Finland), cattle breeding, organic farming, forestry, hunting and fishing, tourism.</td>
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<tr>
<td>France</td>
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<tr>
<td>Chateau La Mazure, Thibault Le Marie</td>
<td>Language classes</td>
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<tr>
<td>Château de la Bourdaisiere, Louis Albert de Broglie</td>
<td>Cutting edge organic tomato culture, Dalhia Color, permaculture</td>
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<tr>
<td>Château d’Yvoire (Haute-Savoie), Yves &amp; Anne-Monique d’Yvoire</td>
<td>Garden (Jardin des cinq sens, Jardin conservatoire (graines et semences), partenaire du Centre de Ressources de Botanique Appliquée (CRBA) de Lyon</td>
<td></td>
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<tr>
<td>Château de Vixouze (Cantal), Serge Pilicer</td>
<td>Events (seminars, international forums, winter animations)</td>
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<td>Location</td>
<td>Description</td>
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<tr>
<td>Lanniron Estate, François et Marie de Massol</td>
<td>Tourism (XVIIth century gardens, visits, events, golf), high quality camping accommodations</td>
<td></td>
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<tr>
<td>Château de la Gabelle</td>
<td>Farming (lavender), accommodation, tourism (workshops to prepare lavender and cereals farmed on the estate).</td>
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<tr>
<td>Château des Pères (Ille et Vilaine)</td>
<td>Artists in residence</td>
<td></td>
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<tr>
<td>Logis de la Constantinière (Anjou)</td>
<td>Cultural activities</td>
<td></td>
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<tr>
<td>Château d’Equilly (Manche), Clémence Huline</td>
<td>Association promoting craftsmanship and craftsmen</td>
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<tr>
<td>Château de Commarque (Dordogne), Jean and Aude de Commarque</td>
<td>Workshops promoting traditional craftsmanship</td>
<td></td>
</tr>
<tr>
<td>Château de la Ferté-Saint-Aubin, Lancelot Guyot</td>
<td>Project ‘Tous au château’: using volunteers and engaging with the local community</td>
<td></td>
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<tr>
<td>Germany</td>
<td></td>
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<tr>
<td>Verwaltung Guenther Graf v.d. Schulenburg</td>
<td>Farming (preparation and sale of specialty foods), riding, real estate</td>
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<tr>
<td>Gut Dalwitz</td>
<td>Horse breeding, riding, biogas, agriculture, husbandry, hospitality</td>
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<tr>
<td>“Altes Gutshaus”, Mr. and Mrs. Ferdinand and Alexandra von Lochow</td>
<td>Ecological agriculture and forestry, Skate Hotel (11,000 guest-nights a year), accommodations (under construction), tourism (Café, restaurant, skate lessons, beach volleyball, outdoor sport)</td>
<td></td>
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<tr>
<td>Burg Gudenau, Strasoldo Family</td>
<td>Agriculture &amp; forestry (subcontracted), luxury housing</td>
<td></td>
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<tr>
<td>Country</td>
<td>Property</td>
<td>Details</td>
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<tr>
<td>Schloss Dennenlohe, Susskind family</td>
<td>Historic house, park (top 20 in Germany: Private Garden, Rhododendron Park), farming facilities, chapel (weddings), vintage car museum, tavern, antique shop, art gallery. (50.000 visitors/year). Artistic performance, music ('Musical Sundays’ in the garden), Landscape Garden Project (landscape gardening with ecological considerations – 8 different landscapes created)</td>
<td></td>
</tr>
<tr>
<td>Hungary</td>
<td>Pajta</td>
<td>Old barn renovated into a bistro (local produces), community centre for the local population, rented for private events (weddings etc.).</td>
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<tr>
<td>Greece</td>
<td>Dafnondas, Stelios Papadopoulos</td>
<td>Forestry, agriculture, tourism (sustainable tourism linked to the local community). Landscape &amp; nature preservation (won Agroforest Award)</td>
</tr>
<tr>
<td>Ireland</td>
<td>Enniscoe House, Susan Kellett</td>
<td>High quality accommodation, events, fishery &amp; hunting, North Mayo Heritage Centre (genealogical research &amp; teaching organic gardening skills and practices, with an emphasis on those from disadvantaged backgrounds or with</td>
</tr>
<tr>
<td>Castle di Rivalta, Orazio Zanardi Landi</td>
<td>Tourism</td>
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<td>----------------------------------------</td>
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<tr>
<td>Visconti Agricultural Estate, Consolata Visconti</td>
<td>Agriculture (cereal crops, polar and broadleaved plantations), natural habitats</td>
<td></td>
</tr>
<tr>
<td>Castello di Brazza, Corrado Pirzio-Birol</td>
<td>agriculture, carbon sequestration, sustainability, environment education, nature tourism, wildlife reintegration and protection</td>
<td></td>
</tr>
<tr>
<td>Latvia</td>
<td>Rumene Manor (Latvia)</td>
<td>Hospitality</td>
</tr>
<tr>
<td>Lithuania</td>
<td>Šešuolėliai Manor, Petrauskas family</td>
<td>Rent rooms and spaces for private events (weddings, Conferences)</td>
</tr>
<tr>
<td>Babtyno - Žemaitkiemio dvaras, Mindaugas Šventoraitis</td>
<td>Accommodation renting, cultural events (concerts, performing arts, artist workshops, film shooting)</td>
<td></td>
</tr>
<tr>
<td>Poland</td>
<td>Pałac Krasków, Thomas &amp; Izabela Gamperl</td>
<td>Restored in the 1990s, until 2012 was a luxurious hotel. In 2012, the owners decided to start a new project. Guest house (20 rooms), events (seminars, workshops).</td>
</tr>
<tr>
<td>Portugal</td>
<td>Palácio Fronteira, Fundação das Casas de Fronteira e Alorna, José Maria Pinto Basto Mascarenhas</td>
<td>Project: Promoting Cultural Literacy - Keeping Cultural Heritage Alive Tourism (guided tours, azulejos), events, Foundation of the Houses of Fronteira and Alorna</td>
</tr>
<tr>
<td>Estate of Herado do Zambujal, Vinhas family</td>
<td>Hunting, rice production, vineyards, forestry, wildlife management, breeding of Lusitano horses and fighting bulls.</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>Location</td>
<td>Description</td>
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<tr>
<td>Romania</td>
<td>Perticare-Davila Estate, Irène Ghica-Cantacuzino Deniau</td>
<td>Sustainable tourism and woofing, workshops on landscapes, permaculture and environment</td>
</tr>
<tr>
<td></td>
<td>Mikes Kastély / Castelul Mikes, Roy Chowdhury Family - Mikes Foundation</td>
<td>Hotel, events (weddings, team building, cultural events), forest management, farming</td>
</tr>
<tr>
<td></td>
<td>Rațiu Guesthouses, Ratiu family</td>
<td>Ratiu Democracy Center (promoting the democratic legacy of Ion Ratiu, developing programs in the community in the areas of youth participation, active citizenship and multiculturalism), two guesthouses (Casa Ratiu – 11 rooms highlighting the family history; and Gaia Mill Guest House which will open in 2018), La Papion Cultural Coffee Shop (a concept cafeteria anchored in the local cultural landscape where artists, entrepreneurs and professionals mingle). All designed with a sustainability initiative. Two festivals: Friends &amp; Family Weekend (strengthening discussions on democracy with local policy makers, institutions, NGOs...), Transylvania Fest (agricultural)</td>
</tr>
<tr>
<td></td>
<td>Ion Ghica Manor, Irina Boulin-Ghica</td>
<td>Agriculture, renting of the estate (events), summer schools (literature, music, architecture)</td>
</tr>
<tr>
<td>Slovaquía</td>
<td>Château Béla, Countess Ilona von Krockow</td>
<td>Restored. in 5-star Hotel with a restaurant (local food), vinotheca (local restaurant), private events (Conference, meetings, private events, weddings)</td>
</tr>
<tr>
<td>Spain</td>
<td>Parque Sama</td>
<td>Tourism</td>
</tr>
<tr>
<td></td>
<td>El Viver</td>
<td>Nursery plant and nature preservation, social role (Setba Foundation)</td>
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<tr>
<td></td>
<td>Finca fitor</td>
<td>Forest management</td>
</tr>
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<td></td>
<td>Mas Ribas</td>
<td>Eco-hotel: farming (ecological vegetable garden), restaurant</td>
</tr>
<tr>
<td>Location</td>
<td>Description</td>
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</tr>
<tr>
<td>Mas Salagros</td>
<td>Eco-resort, slow tourism (accommodation, events)</td>
<td></td>
</tr>
<tr>
<td>El Guijoso, Sanchez Muliterno Family</td>
<td>Agriculture, vineyard and winery, organic olive production, shooting activity, enological and rural tourism, photovoltaic energy park, sylviculture, livestock (sheeps), honey production</td>
<td></td>
</tr>
<tr>
<td>La Losilla, Sanz Vives family</td>
<td>Tourism (events and commercial hunting which is the main activity), farming (wheat, barley, oats).</td>
<td></td>
</tr>
<tr>
<td><strong>Sweden</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Castle of Erstavik</td>
<td>Forestry (including Christmas trees), farming, tourism (no entrance fee)</td>
<td></td>
</tr>
<tr>
<td>Claestorp Estate</td>
<td>Forestry, farming, hunting, accommodation, electricity production (water mill)</td>
<td></td>
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<tr>
<td>Castle of Marsvinsholm</td>
<td>Organic pig production ('happy pig'), summer theatre, art exhibition</td>
<td></td>
</tr>
<tr>
<td>Castle of Wapnö</td>
<td>Farming (cream and milk production), beer production, Entertainment (murder parties, Christmas market)</td>
<td></td>
</tr>
<tr>
<td>Castle of Koberg</td>
<td>Farming (selling of products), forestry, hunting, accommodation (safety project), Christmas market</td>
<td></td>
</tr>
<tr>
<td>Castle of Wannäs</td>
<td>Centre for art and the learning of modern art, park of sculptures (very international collection): meeting of artists with workshops, exhibitions, conversations between artists etc.</td>
<td></td>
</tr>
<tr>
<td>Baroniet Adelsward AB, Gustaf Adelsward</td>
<td>Forestry, farming (wheat, triticale, oats, rye), real estate management</td>
<td></td>
</tr>
<tr>
<td>Wrams Gunnarstorp Estate</td>
<td>Landscape preservation, forestry, agriculture, wildlife protection New energies: biomass and bio gas plants. Cooperation with the local community and industries with a focus on eco-cycle thinking.</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>Estate Name</td>
<td>Description</td>
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<tr>
<td>The Netherlands</td>
<td>Heerlijkheid Marienwaerdt, van Verschuer family</td>
<td>Multifunctional Centre (pancake house, brasserie, country shop, tourist centre). Organic agriculture (fruit (jam, chutneys, juices), arable crops, cattle, cows: milk and cheese), forestry, events (Estate Fair, Christmas Fair, private events), publish bi-monthly magazine on the life on the estate.</td>
</tr>
<tr>
<td></td>
<td>De Hoge Veluwe National Park, Kroller-Muller</td>
<td>Tourism, museum shop, forestry, hunting, restaurants, accommodation renting</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Sansaw, Thomson family</td>
<td>Land management, organic farming, food production, woodland stewardship, Forest School for children.</td>
</tr>
<tr>
<td></td>
<td>Lulworth Estate, Weld family</td>
<td>Tourism activities (incl. mobile-home Holiday Park, coastal car park, hospitality enterprises), accommodation (housing, commercial property, buildings), agriculture, woodland and forestry, 400ha let to the Ministry of Defence (shooting range).</td>
</tr>
<tr>
<td></td>
<td>Ford and Etal Estate, Lord Joicey</td>
<td>Agriculture, livestock husbandry, forestry, country sports (tourism), rent assets to SMEs underpinning sustainable socio-economic activities with the community</td>
</tr>
</tbody>
</table>
Annex 4: Results Session 1 on existing business models

<table>
<thead>
<tr>
<th>Canvas</th>
<th>Customer segments</th>
<th>Value proposition</th>
<th>Channels</th>
<th>Customer Relationships</th>
<th>Revenu Streams</th>
<th>Key activities</th>
<th>Key resources</th>
<th>Key partners</th>
<th>Cost Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Schools Locals (but less) attract more foreigners Business: Big company boards</td>
<td>Link Culture and Nature, Develop experience routes with some special passes that give some discount</td>
<td></td>
<td>How to increase wallet share How to have more routes</td>
<td>Museum Guides Tours School events/month Weddings cafeteria Hotel/restaurant?</td>
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<tr>
<td>2</td>
<td>Culture interested toodies: different from Mass tourism</td>
<td>Recreation Gastronomie Quality of life</td>
<td></td>
<td>Garden events Cultural events Hikes organic farming</td>
<td></td>
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<tr>
<td>3</td>
<td>1- Yourself Film industry Artisans/craftsmen Buyers interested in &quot;artisanat&quot;</td>
<td>Added Heritage Value + Exclusivity</td>
<td>Personal network</td>
<td>Residential Purpose Shooting for videos &quot;Artisanat&quot;/producer workshops</td>
<td></td>
<td></td>
<td>Burden some costs- More for renovation. Work for your estate</td>
<td></td>
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<tr>
<td></td>
<td>Middle Class</td>
<td>Eat and Drink, Visit of a garden=Soft benefits</td>
<td>Coaches destination (structure) Coaches companies, intersectoriel Individuals Leaflet Internet</td>
<td>Coaches personalized relation Retail: more spontaneous</td>
<td>Cafe 33% (50% margin) Entrees 66%</td>
<td>Garden visit/tea and coffee</td>
<td>Coach companies local and national Tourist association Historic houses Local accommodatio</td>
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<td>4</td>
<td>10,000 visitors 2500 coaches</td>
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<td>Staff Breakfast Tea</td>
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<td></td>
<td>Workers Managers/HR Parents/students (for stays of 11-17 days to improve skills)</td>
<td>Intensive and speed learning of languages Accessibility</td>
<td>Networking Marketing Specific sales</td>
<td>Family close relation/&quot;Deep&quot; relation Contact-Learning with managers/HR</td>
<td>B 2 C Cash Holidays only/Short season More administration so increase in overhead 70%</td>
<td>Class language Short time</td>
<td>Teaching- Efficient IP Teachers- Quality Pedagogic bubble Accommodation facility</td>
<td>Staff Castle related costs</td>
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<td>5</td>
<td></td>
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<td>Partnerships with schools Forums Different associations to help No governmental aid</td>
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<tr>
<td>6</td>
<td>High networks- Americans who travel by river boat</td>
<td>Unique palace- Centre of Vienna for small group dinners- Privately owned</td>
<td>Travel agencies that use web and brochures</td>
<td>Use specialised travel agents-no direct relationships with customers</td>
<td>Travel agents bookings</td>
<td>Dinner- exclusive- Dances</td>
<td>The House The people Hospitality experts Infrastructure: tables/kitchen</td>
<td>Travel agents, caterers, musicians Personnel, Food and Drink, Repairs and maintenance</td>
<td></td>
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<tr>
<td>7</td>
<td>Visitors Wedding parties Local groups</td>
<td>1000 years of history, Rural location, Remote countryside + landscape, Engaging content spirit/vibrancy</td>
<td>Online media</td>
<td></td>
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<td>Castle People 150HA of land</td>
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<td>Renting for long term</td>
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<td>Local partners in tourism</td>
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<td>Maintenance &amp; Staff</td>
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<thead>
<tr>
<th>Renters for farms/real estate</th>
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<tbody>
<tr>
<td>Local population</td>
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<tr>
<td>Buyers interested in Timber</td>
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<td>1- Create a village by renovating old houses</td>
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<td>2- Produce Timber</td>
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<td>Personal contacts</td>
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<td>Personal contacts</td>
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<tr>
<td>Rents + Land+ wood products</td>
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<td>real estate</td>
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<td>House management</td>
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<td>Forest management</td>
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<td>real estate location</td>
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<td>land &amp; real estate</td>
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<td>rich history</td>
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<td>wood/forests</td>
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<td>Part time work</td>
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<td>owner renovated</td>
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<td>tenancy: local population</td>
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<td>Taks insurance maintenance</td>
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<td>real estate cost</td>
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## Annex 5: Evaluations

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<thead>
<tr>
<th>Participant</th>
<th>Positive</th>
<th>Negative</th>
<th>General appraisal</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Interesting ideas developed</td>
<td>Financial aspects/Funding</td>
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<td></td>
<td>Innovative aspects</td>
<td>Profitability</td>
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<td></td>
<td>open discussion</td>
<td>regulations and constraints</td>
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<td></td>
<td>sharing experiences and best practices</td>
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<tr>
<td>2</td>
<td>Good concept</td>
<td>Presentation screened at the beginning was monotonous, people quickly lost interest</td>
<td>More clear and interactive lead-ups and explanation adding central-Europe on the map</td>
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<td>3</td>
<td>Well organised and structured &amp; dynamic</td>
<td>Too many different topics/not enough time</td>
<td>Suggestions: Impulse speech, get to know each other, talk about one topic only</td>
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<tr>
<td>4</td>
<td>nice to have a lot of different experiences</td>
<td>New ideas and projects interesting but superficial, no time to analyse properly</td>
<td>Maybe another time some case studies to be sent to participants in advance</td>
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<tr>
<td></td>
<td>Benchmark with different owners and projects</td>
<td>You need more time for discussion, 3h is a little bit too short</td>
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<tr>
<td>5</td>
<td>concrete experiences discussed and engaged group</td>
<td>The business model-model is difficult with these complex business models, more systematic</td>
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<td></td>
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<td>feedback on the ideas in the group</td>
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<td>6</td>
<td>Very interactive, involving/engaging and interesting</td>
<td>Timing on first session</td>
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<td>7</td>
<td>Clear presentation at start, useful introduction to business model canvas,</td>
<td>More time needed for table discussions especially of innovative models</td>
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<td></td>
<td>diversity of participants/countries, owners and non-owners</td>
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<td>8</td>
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<td>Second part with 4 questions and table discussion</td>
<td>Look at objective: canvas for identifying. An expert in canvas need to lead first part so it would be efficient and helpful and not a mess. This was not professional, too much on same time and too little time, if focused on a experienced canvas structure outcome would have been great</td>
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<td>9</td>
<td>Dynamic exchange, learning from each other, interesting mix of participants</td>
<td>No preparation: each participant could have produced a 1-page presentation of his/her Historic house on the same template. Save time and increase speed of exchange of experiences</td>
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<tr>
<td>10</td>
<td>Exchange of varied experiences and working in a relaxed atmosphere</td>
<td>Follow up: a working group or digital marketing. Share emails of all participants to facilitate further exchanges</td>
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<tr>
<td>11</td>
<td>Diverse strong group</td>
<td>Starting point is not white paper therefore use the upfront input more, too short</td>
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<tr>
<td>12</td>
<td>Dynamic interactive got everyone involved, tightly run, many aspects discussed</td>
<td>Too little time</td>
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<td>13</td>
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<td>There wasn't really a total focus on business models for historic houses and their estates, the second session ended up being very high level. This may be indicative of the fact that most estate are highly diverse and I am not sure a workshop is the best way to capture these models, Needed the whole day, too short</td>
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<td>15</td>
<td>Like the idea to base it on the business model canvas, good ideas came out ended up with the big picture and the 'pains' existing in the industry, very good moderator</td>
<td>I would prefer to have an evaluation paper given from the WS organization rather than creating one, it would make it more organized Good idea the business model canvas but the flow after that was a bit unclear and the outcome of each group came from the operator. If each group had an operator it would be better as we had many people</td>
<td>Good</td>
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<td>16</td>
<td>Case studies, Exchange of information, Concrete examples</td>
<td>The intro about the business model, need success stories to be presented to create a positive atmosphere (e.g. Bletan with apple juice, Long Leaf, Knepp castle...)</td>
<td>A good start which has the great merit of existing</td>
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<tr>
<td>17</td>
<td>Exchanges</td>
<td>Not enough time</td>
<td>some ideas...</td>
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