

REPORT

Atelier VII

Communication and Marketing, Branding



26.-27.08.2013









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1. INTRODUCTION TO THE THEME

OPENING OF THE ATELIER



Gerhard Hanke Council member for youth, education, culture and sport



Peter Ros AT FORT representative



Conference room in the Italian courtyards

WELCOME TO THE ATELIER BY ANDREA THEISSEN



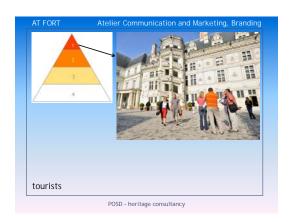
At the Atelier "Marketing, Communication, Branding" in Berlin were presented good practises – general knowledge as well as practical experiences – in the field of fortress marketing, but we took also the opportunity to discuss about our current questions and our plans for the future with so many experts. Beyond the cultural offers for free good practise of the citadel marketing means that there are various products to different target groups. Tourism at the one hand, events and leasing at the other hand are the most important activities in this sector. The problems of communication and visitor management we work at were discussed in four workgroups:

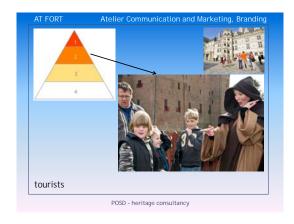
- Visibility and accessibility (metro station, way to the Citadel, parking) moderator:
 Clemens Krämer
- Tourism advertising, information (website) moderator: Fabian Albert
- **Tourist infrastructure, safety** (guide signs, guided tour on the curtain wall, audio guide) moderator: Andrea Theissen
- **Development of a tourism concept for the harbour** moderator: Michael Gottschling

"THE ART OF ATTRACT TOURISTS. MAKING MONEY ON HERITAGE" BY JOS CUIJPERS (URBAN DESIGNER)

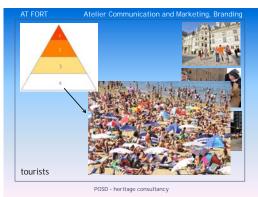


Jos Cuijpers described how to deal with the fact that heritage tourism doubled in the last years and how to do justice to the demands of each group.



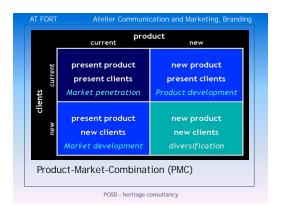
























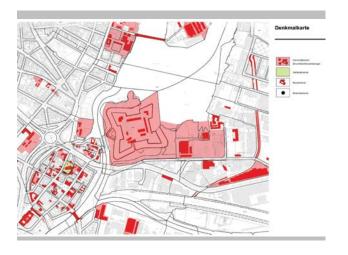
INTRODUCTION TO THE CITADEL SPANDAU

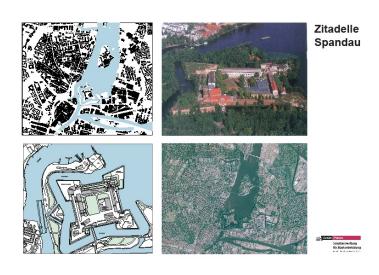
MANFRED KÜHNE, HEAD OF THE DEPARTMENT OF URBAN DEVELOPMENT AND PROJECTS

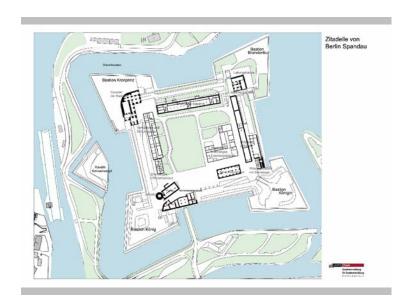


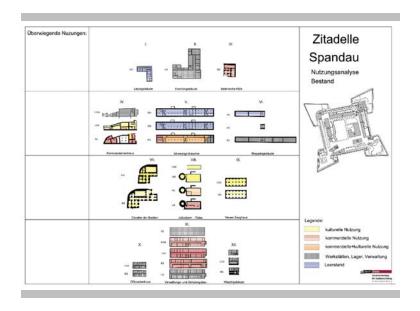
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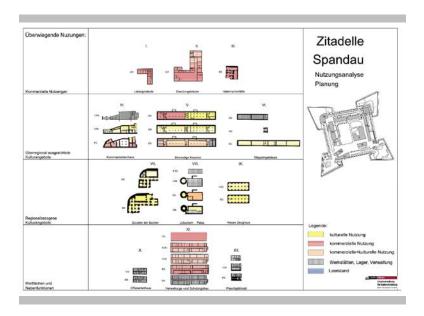
Manfred Kühne spoken about the important meaning of the citadel in Berlin context. He reported the chances and challenges of a new conception of utilization and pointed out that the citadel is the only place where the whole history of the region of Berlin can be understood. So the citadel Spandau becomes an "Island of history".













Spandau Citadel, Foyer B



Excavation in front of the town hall of Berlin "Rotes Rathaus"

"CONCEPT: MUSEUM"

BY PER PEDERSEN, STAAB ARCHITEKTEN GMBH



Per Pedersen reported on the realization of a museum of political monuments in two historical buildings of the citadel as part of the future "Island of History". His main interest is how to deal with heritage and to create suitable conditions of a museum at the same time.

staab

Lageplan



HOUSE 8: THE FORMER "PROVIANTMAGAZIN" (16TH /19TH CENTURY) AT THE EASTERN SIDE

staab

Haus 8 Putz



staab

Haus 8 Westfassade





staab ARCHITEKTEN

Denkmäler Siegesalle Medienraum Siegesallee



staab ARCHITEKTEN

Innenperspektive



staab

Dauerausstellung Enthüllt. Berlin und seine Denkmäler



HOUSE 6: THE FORMER BARRACKS (19TH CENTURY) AT THE NORTHERN SIDE

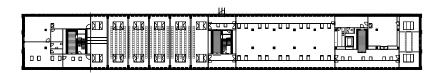
staab

Haus 6



staab ARCHITEKTEN

2.Obergeschoss Veranstaltungsaal mit Foyer



staab

Saa



"GOTISCHES HAUS" – THE INFORMATION BANK SPANDAU BY SVEN-UWE DETTMANN $\,$

Sven-Uwe Dettmann informed about the tourism organisation "Partner für Spandau" in the oldest house of Berlin (15^{th} century).









3. PRESENTATIONS ON THE WORKSHOPS SUBJECT

"MARKETING CITADEL: CONCEPT AND STRATEGY" BY MICHAEL GOTTSCHLING



Michael Gottschling presented the locations to be rented and the events, which take place every year in the courtyard.



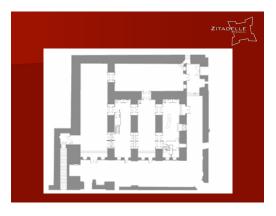
The gatehouse of the citadel Spandau



The illumination of the citadel at Festival of Lights



The Italian courtyard



Groundplan -Italian courtyard
There are 5 rooms and 754 square meter to rent.



Hall 4 (74 square meter) for the catering with a counter



Hall 1 (279 square meter) for different events and utilization



The Palas (15th century) and the Juliustower are the oldest buildings at the citadel.



The Gothic Hall in the Palas (300 square meter) to rent for concerts and other events



Wedding in the Gothic Hall



The open space of the citadel Spandau is 10.000 square meter. There are many open-air concerts and events.











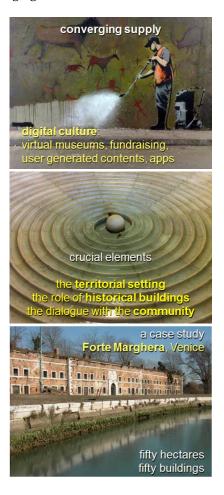
"DOES HERITAGE MATTER? ANALYSING THE VALUE OF MILITARY FORTRESSES"

BY PROF. MICHELE TRIMARCHI (SLOVENIA)



Michele Trimarchi showed what has changed in the last time in society and in demands of people. He explained his ideas to use the chance of emerging markets.

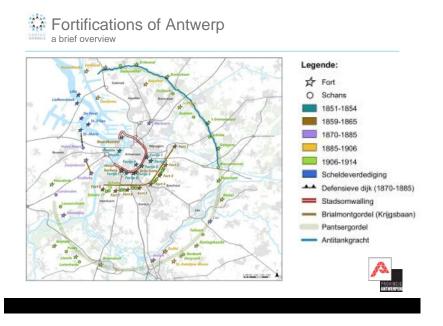




"RECAPTURE THE FORTS" BY LUC OLYSLAGER, BERT HELLEMANS, KAREN GYSEN (FORTIFICATIONS OF ANTWERP)

Bert Hellemans, Luc Olyslager and Karen Gysen gave an extensive view of the communication strategy to the fortifications of Antwerp. They represented the new master plan and explained the key elements of marketing activities in Fort Liezele.







↑2000: the provincial government has a dream







- Recapture the forts
- an ambitious global plan
- each fort a theme-fort: specialized in, and focused on, for example 'sport', 'education', 'nature', 'outfort', 'youthfort',...
- Create connections and cohesion between the forts: bike- and hiking trails
- Concept by well-known bureau: Stramien





Communication strategy

- Marketing: positioning the province of Antwerp in Belgian/Flemish context and State structure
- ♠ Promotion: offering an overall view of the services of the provincial government
- ♠ Sports: organising a major public event
- ▲ Traffic: emphasising biking as a good alternative for daily transport
- Planning: belt of fortifications on the map looks like the province of Antwerp
- Communication: Province of Antwerp is usually associated with the city of Antwerp – the fortengordel was ideal for a provincial profiling
- Stichting Kempens Landschap (provincial related society) and 'fortenmanager' were starting plans to buy and protect some of the forts



Communication strategy

- branding and marketing
- We developed one specific communication-tool: event 'de fortengordel' or belt of forts
- joined initiative of provincial government, local authorities with EU-participation
- Purpose: let people enjoy and endorse our project in an active way: biking, walking, visiting, playing, sport; watching performances, art, music,...
- And... creating public support: keeping and restoring the forts asks for public funds, the tax-payer has a right to be informed and to be invited to enjoy
- Invites everyone to bike or walk from fort to fort, and explore them
- A yearly event, create a tradition...



Communication strategy

branding and marketing 'de fortengordel

- The event got a 'normal' communication plan within the structure of a large organisation (provincial government) – no need to reinvent hot water
- ★ target: every citizen no specific target groups defined (but they exist)
- Press: support and coöperation press-office provincial government and project again no need...
- Tools: announcing on other events, website, advertising, publications, banners and virtual banners (e-mailfooter,...), broadcast on local tv (ATV – RTV),... all channels(
- Special at that time: QR-codes: download the route on your smartphone
- Of course a mediapartner...



Communication strategy

website specific for event -







<u>https://www.facebook.com/fortengordel</u>

https://twitter.com/tpantwerpen/status/ 326335433917227010

http://www.youtube.com/watch? v=u9JFvaJBd48&feature=youtu.be

♠http://www.youtube.com/watch?v=u9JFvaJBd48

<u>http://7scenes.com/sectors/events/</u>: app





lessons learned: get a crowd,

- ♠ opposite opinions: free event vs pay-to-participate
- ↑ Chosen for not a free event (among others for insurance reasons): = a handicap
- Official participants get free snacks, drinks, fruit,... but this was not convincing...
- Official particiants vs 'blackriders'
- Impossible to get an exact result, so you can't use this in marketing or sponsoring
- If you wan't to make a statement: get a crowd and pay for it it pays back in social support
- ↑ Otherwise: you're one of many recreational options (not a cheep one for families)
- A Last but not least: the success of a big event in open air is related to the weather conditions: live with it (don't worry, be happy)!
- Looking at some impressions can help...











Welcome

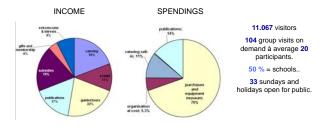
Luc Olyslager – Simon Stevin V.V.C.







Fort Liezele 2012 in numbers.





Positioning : key elements.

Internal succes factors

- Motivated, involved team > 20 persons.
 Best conserved and restored fortification in Flanders.
- Central location and optimal accessibility.



"FIRST EXPERIENCES WITH FOUNDING A NETWORK OF ENTREPRENEURS" BY JUKE VAN NIEKERK (NEW HOLLANDSE WATERLINIE)

Juke van Niekerk represented a new Foundation of the New Hollandse Waterlinie which aims at supporting the enterpreneurs of forts in their mutual interest.







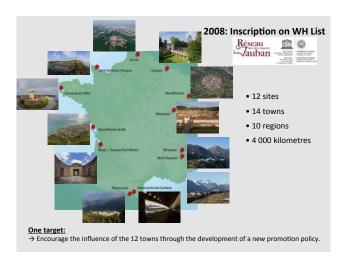




"COMMUNICATION AND PROMOTION OF A NETWORK OF FORTIFICATIONS AS A SERIAL WH-PROPERTY"

BY MARIE MONGIN, MARIE-PIERRE PAPAZIAN (FORTIFIKATIONS OF VAUBAN)

Marie and Marie-Pierre explained how was developed the corporate identity of the Vauban network and which tools for communication were created. In Besançon the publicity strategy was based on a detailed visitors survey.





Tourist guides: essential key in promotion policy

TARGETS of training session

- Encourage the quality and the homogeneity of information;
- Give the guides the opportunity to appropriate the specificities of Vauban fortifications;
- \bullet Give the guides the opportunity to appropriate the concepts and values linked to World Heritage.

THEMATICS

- Fortification history
- Methods of attack and defence according to Vauban
- Vauban
- •Unesco and World Heritage
- Vauban Network



Challenges

- Touristic route between the 12 sites
- Common signalling system

LIMITS

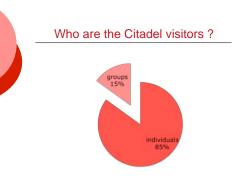
- Geographical distance
- · Different way of management
- Many territorial partners
- Differents levels of touristic development
- Need of funding





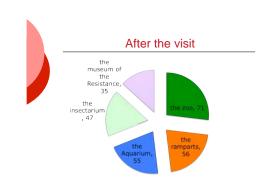
→ Two important challenges and barriers to get over in the touristic promotion of our Network.

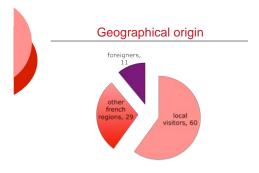
The World Heritage logo: a communication tool? Woulin Saint-Paul Port Multi Sites du Grand Besançon **Extendement in Sachineira *













"FORTRESSES: CREATING A MARKET IN A CULTURAL PERSPECTIVE" BY ANDREA BONIFACIO (FORTE MAGHERA)

Andrea Bonifacio gave an overview of a marketing strategy for Forte Maghera as a main knot between Venice and the mainland.











"MARKETING AND PR ACITVITIES IN FORT MONOSTOR" BY ERIKA FARKAS, ZITA KALMÁR (FORT MONOSTOR)

Erika Farkas and Zita Kalmár explained the development from a military complex to a cultural center and the measures taken to promote the fortress.





Vision of future: "Complex Military Cultural Center"

Fort Monostor will be the major attraction of the Fortress System of Komárom and the center for the tourism services on the Hungarian side.

75 % of the interiors will be reliabilitated and get new functions through appropriate onservation and development plans (2.5 % will be preserved in the actual "damaged" state, bearing the signs of the last 125 years).

At the end of the medium term (25 y)
a "town-like" complex of 12 indoor and
12 outdoor designated cultural functions and tourism services will be able to
host and serve 5-600,000 visitors per year, without harming the fabric of
the military architectural monument or its natural environment.

Services:

- Guided tours
- Exhibitions
 Rentable conference halls Interactive games for children (1-99 y)
- Special offers for disabled people Individual visit
- Festivals, events (seasonal)
- Shops and cafes

Preferred marketing tools: online and social media





Marketing mix to the short term action (target group oriented communication)

TG school childrens

Product: new exhibitions with interactive tools about tipical vessels of shipping history along the Danube

Marketing tools:

- DM to school directors with coupons
- Facebook campaign with Facebook ad of thematic posts
- ads on thematic websites
- 2. TG corporate event and training organizers

Product: rentable conference rooms and sites for outdoor programs Marketing tools:

- creative (printed) DM
- ads on thematic websites
- 3. TG: former visitors

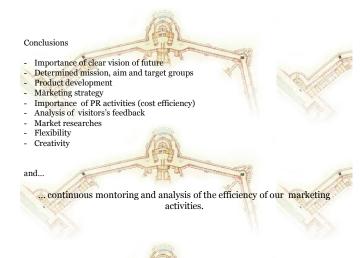
Product: new exhibitions and renovated places

Marketing tools:

- e-newsletters
- Facebook ad
- registration on Trip advisor

General marketing tools in relation to the short term activities

- involving professional PR agency buying media mix
- Cooperation with the regional touristic marketing agency common
- promotion on electronic media sites (PR interviews and spots on national TVs, radios)
- promotion on online channels
- ads on thematic websites
 funny gerillafilm: shared on Youtube, Facebook, Vimeo
 SEO with Google Adwords
 gerilla action: stickers on places of the touristically prefered areas, e.g. in 3 Budapest or towns around Komárom
- generating news and articles in print, online and electronic media on national level
- new marketing tools: target group oriented leaflets with thematic informations
- presenting the fort on local, regional and national fairs



"INNOVATIVE TECHNOLOGIES AND HERITAGE TOURISM" BY JANINA JANIK/ MARCIN MILKOWSKI

Janina Janik and Marcin Milkowski presented an exhibition with exiting Multimedia elements established in the casemates of Fortress Nysa (http://www.youtube.com/watch?v=y-M7ASdUQnA&feature=youtu.be).

The production of the film and the equipment cost $20.000\ Euro.$

4. SITE VISITS

BOAT TRIP

First impression of the fortress by boat: Trip around the citadel, starting point bastion Brandenburg







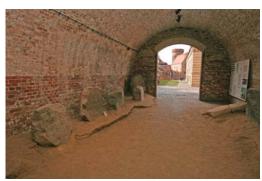


GUIDED TOUR

900 years of history can be discovered on the guided tour of Spandau citadel. Stations were:



1. The excavations in the western curtain go back into the past, to the very origins of castle structure. $11^{\rm th}$ century, during the Slavic period and the stone foundations of the German castle from the $15^{\rm th}$ century.

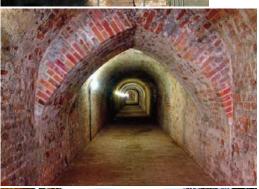


2. Jewish gravestones from the middle ages in Bastion Königin





3. Julius tower the oldest profane building in Berlin from the 13^{th} century (today under preservation).



4. Casemates of Bastion König from the 16^{th} century



5. Commanders building (gatehouse) with the exhibition about castle and fortress





6. Cannon tower of the Crown Prince bastion, built at 1700 (today at gallery)



7. Arsenal, built in the middle of the $19^{th}\ century$ with the museum of Spandau history







8. Parade hall, erected at the end of the 19^{th} century with a collection of guns

CREATIVE WORKSHOPS

KLANGHOLZ - BUILDING WOODEN MUSICAL INSTRUMENTS









PAINTING AT THE YOUTH ART SCHOOL













POTTERY







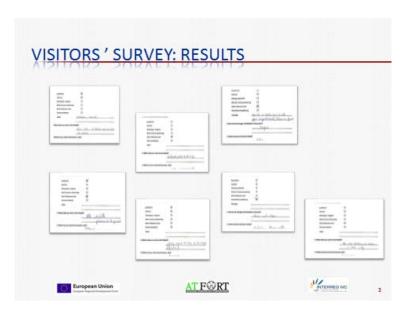


5. ACTIVITIES

In preparation for this meeting we have made a visitor's survey for three weeks, from the 1st of June to the 7th of August. Our aim was to discover what make people come to the citadel, where they are from and how long they are staying in Berlin.

It is only a sample, inter alia, depending on the warden who talks to the visitors. So please don't expect a survey with a scientific standard. You can have a look at the individual papers in a folder during the break.

In retrospect, I think it is a pity that we haven't asked for the respondents' gender. That should be considered the next time.



Some of the very interesting questionnaires I will show you in detail because they give valuable suggestions, a nice impression about the visitor's interests and some are quite funny.

To sum it up we can say that the survey was very interesting and informative although it was not representative.



A visitor from Napoli has answered the question "How did you hear about the citadel" with "guidebook" and "internet" but also added the "Spandau Ballet".



Beside personal answers like "Oma und Opa" ("grandmother and grandfather") on the question "What made you come to the Citadel? We have also noticed a range of people who are interested in history.

1. How did you hear about the Citade	el?
guidebook	×
Internet	
Newspaper, magazin	
Berlin tourism advertising	0
Berlin Welcome Card	x
Recommendation	
Other _	x
Z. What made you come to the Citad	Old studelle
3. Where do you come from (country	proportion de quere

A visitor from France said: "Old citadelle-prisonniers de guerre". Another visitor from Israel is more concrete with the sentence "to see where Rudolf Hess was imprisoned". Unfortunately this statement is not on the presentation slide.

These are comments we recognize day in, day out but we have pointed out that the prison for the war criminals was not at the Citadel but in the Wilhelmstraße one and a half km southern from the "Spandauer Altstadt" as you have already noticed at the tour.



Another interesting questionnaire is by a visitor from Nordrhein-Westfalen who criticizes that there is not much information or signs indicating the way to the citadel when you arrive in the train at the station "Zitadelle". "Die Zitadelle ist von der U- Bahn aus nicht gut ausgeschildert (schwer zu finden)". This is one problem we want discuss in our workshops.

VISITORS' SURVEY: SUMMARY 1.6. - 7.8.2013

	Berlin	Germany	Europe	Worldwide	all
1. How did you hear about the Citadel?					
guidebook	2	25	30	4	61
internet	8	20	16	3	47
newspaper, magazine	1	5	2	1	9
Berlin tourism advertising	2	5	3	2	12
Berlin Welcome card	1	20	8	3	32
recommendation	20	42	13	2	77
other	8	16	4	6	34
2. What made you come to Citadel?					
History	11	35	24	5	75
concert		11	3	1	15
culture, museum	4	4	3		11
interest, curiosity	15	41	12	3	71
visit to Berlin	1	13	7	5	26
fortress	1	5	9	2	17
architecture	1	7	4	1	13
family getaway, good or bad weather	9	8	6	2	25
bats		1	1		2
European Union Favorean Regional Development Fund	AT F®	RT		VINTERREG IVC	

VISITORS 'SURVEY: SUMMARY 1.6. - 7.8.2013

	Berlin	Germany	Europe	Worldwide	all
4. Is it your first visit to Berlin?					
first time		17	38	9	64
2-5 times		44	16	5	65
Often		43	5	3	51
live here	40	2			42
5. How long do you stay in Berlin?					
1 day		23		1	24
2 -4 days		51	20	9	80
5 days - 1 week		28	28	6	62
8 days - 2 weeks		9	8	1	18
longer		3	6	2	11
live here	41	2			43
participants	41	118	63	19	241

WORKSHOP 1: RESULTS OF THE GROUP DISCUSSIONS: VISIBILITY AND ACCESSIBILITY (METRO STATION, WAY TO THE CITADEL, PARKING) – MODERATOR: CLEMENS KRÄMER



SIGNPOSTING

- Larger signposts in distinction to advertising











ROUTE GUIDANCE

- From the subway-station "Citadel" on the pedestrian crossing to the parking lot
- Zitadellenweg along the car park
- Bridge across the moat to the glacis of the citadel









VISIBILITY

- Also from near the citadel is not visible because of the vegetation .







HANDICAPPED

- The lane should have a pavement that is viable for people with handicapped.



WORKSHOP 2: RESULTS OF THE GROUP DISCUSSIONS: TOURISM ADVERTISING, INFORMATION (WEBSITE) - MODERATOR: FABIAN ALBERT









- Choose your website-address well
- After second level specialized content → okay
- Mobile website is very important
- Optimized for all displays
- To surf as an experience
- Choose your logo well
- Your website is a part of your company identity
- Short content on homepage
- Use specifics font
- Change content on homepage often
- Easy content management system (CMS) e.g. dot-net-nuke
- Change your agenda weekly
- Selection of offers/content
- Agenda Colour Code
- Auto responsive
- Not more than eight menu topics

Results:

Having a well constructed website and a pregnant website address is really important because of the increasing usage of the Internet in the present. It should be optimized for all displays like smart phones,

notebooks etc. so that you can easily have access while you're not at home. In addition to that it was suggested that the design of the website should become more aesthetic for the user. The website has to be up to date and the content has to be short and precise. Moreover the menu should be clearly organized and easy to understand.

To sum it up, your website is a part of your company identity so it should be constructed with enough attention.

WORKSHOP 3: RESULTS OF THE GROUP DISCUSSIONS: TOURIST INFRASTRUCTURE, SAFETY (GUIDE SIGNS, GUIDED TOUR ON THE CURTAIN WALL, AUDIOGUIDE) - MODERATOR: ANDREA THEISSEN



















THE VALUE OF THE WALK

- Is it worth investigating in the walk
- Good idea
- Would want to walk around whole perimeter
- Places to stop and relax
- Select places where the port can be well appreciated
- It's a must
- The fort is the playground

Safety issues on the walk

- Good safety plan can encourage visitors to read/understand design/function at fort
- Safety across site
- Is there an aural warning about dangers:
 - Main entrance signs
 - Staff telling visitors
 - > Symbol used across site to alert people to danger
 - ightharpoonup One person (Finland) in charge or organizing safety across site ightharpoonup prepares plan

- Remove footsteps in ground
- Use "thorny" plants to detract people
 - Problems- sandy soil
 - Solutions- use textile/thorny plants that don't have deep roots
- Selective use of fences
- Public orientated towards/understanding why/what barriers are there for

THE PROPOSED SIGNAGE

- Size and position of signs
- Be careful of where signs are located- should not interrupt important views
- Signage strategy for whole sites to include design/methods of fixings etc.

Results:

As the group walked around the wall of the citadel they thought about the tourist infrastructure and safety. Firstly it would be comfortable for the visitor to have places to stop and relax and select places where the port can be well appreciated. The whole area is a place where you can create an attractive space for the tourists. Another important fact is a good safety plan which encourage visitors to read/understand design/function at fort. There must be understandable symbols for everyone and maybe an aural warning about danger. In addition to that you should remove footsteps in ground. Moreover you may use "thorny" plants to detract people. Use textile/thorny plants that don't have deep roots which could destroy the wall. The positions and the size of the signs are important and be careful of where signs are located because it should not interrupt important views.

WORKSHOP 4: RESULTS OF THE GROUP DISCUSSIONS: DEVELOPMENT OF A TOURISM CONCEPT FOR THE HARBOUR - MODERATOR: MICHAEL GOTTSCHLING





- Harbour entrance
- Clean water
- Small wooden boat (20 people)
- Tour to river
- Arches lights
- Area around the harbour
- Lighting for the atmosphere
- Better furniture (tables and chairs)
 - Use pottery furniture to create an atmosphere
- Coffee and bar
- Visit should be a great experience
 - Put it in the context of the harbour

Results:

In search of a concept for the harbor the group decided that it is very important to change the area around the harbor so that the visitor can feel comfortable. For a comfortable atmosphere you need to have better furniture, more light elements and clean water. Furthermore there should be a coffee and a bar which offer cake and drinks. Moreover you can serve with a boat trip on a wooden boat.

6. ANNEX

PROGRAMME

Sunday 25 August 2013

Sunday 25 August 2013					
18:00	Informal get-together: Barbecue and raft trip to ravelin "Pigs Head" ("Schweinekopf")				
	Spandau Citadel, berm on the bastion of Brandenburg				
Monday 26 August 2013					
9:00-9:30	Registration				
	Spandau Citadel, Italian courts, hall 5				
9:30-10:00	Opening of Atelier - Welcome				
	Spandau Citadel, Italian courts, hall 3				
	Gerhard Hanke, Council member for youth, education, culture and sport				
	Peter Ros, AT FORT representative				
	Andrea Theissen, art and museum director				
10:00-10:30	Introduction				
	Manfred Kühne, head of the department of urban development and projects				
10:30-11:00	Lecture				
	Heritage tourism. Making money on heritage, by Jos Cuijpers (Urban designer)				
11:00-11:30	Coffee break, hall 4				
11:30-12:00	Lecture				
	Concept: Museum, by Per Pedersen (Staab Architekten GmbH)				
12:00-13:00	Lecture				
	Marketing Citadel – concept and strategy, by Michael Gottschling (Citadel Spandau, rental, location, open-air events, marketing)				
13:00-14:30	Lunch, hall 2				
14:30-15:45	Guided tour at Citadel (two groups), part 1				
15:45-16:15	Coffee break, Gothic hall				
16:15-17:30	Guided tour at Citadel (two groups), part 2				
18:00-18:30	The information bank Spandau, Sven-Uwe Dettmann				
	Gothic house, Breite Straße 32, Spandau				
19:00	Dinner, "Brauhaus Spandau" (brewery pub)				
Tuesday 27 Au	igust 2013				
9:00-12:00	Partner presentations of good practices				
_	Spandau Citadel, Italian courts, hall 3				

9:05-9:30	Does heritage matter? Analysing the value of military fortresses, Prof. Michele Trimarchi (Slovenia)			
9:30-9:50	Antwerp: Recapture the forts, Luc Olyslager, Bert Hellemans and Karen Gysen			
9:50-10:10	First experiences with founding a network of entrepreneurs, Juke van Niekerk (New Dutch Waterline)			
10:10-10:30	Communication and promotion of a network of fortifications as a serial WH-property, Marie Mongin, Marie-Pierre Papazian (Citadel of Besançon)			
10:30-11:00	Coffee break, hall 4			
11:00-11:20	Fortresses: creating a market in a cultural perspective, Andrea Bonifacio (Venice)			
11:20-11:40	Marketing and PR activities in Fort Monostor, Erika Farkas, Zita Kalmár (Fort Monostor)			
11:40-12:00	House of Culture in Nysa Innovative technologies and heritage tourism, Janina Janik (Citadel Nysa)			
12:00-16:00	Workshops			
	Spandau Citadel, Italian courts, hall 2/3			
12:00-12:30	Introduction to the workshop, Andrea Theissen			
12:30-15:00	Workshops and Lunch/Buffet Spandau Citadel, Italian courts, hall 2			
	Visibility and accessibility (metro station, way to the Citadel, parking) Moderator: Clemens Krämer			
	2. Tourism advertising, information (website) Moderator: Fabian Albert			
	3. Tourist infrastructure, safety (guide signs, guided tour on the curtain wall, audio guide) Moderator: Andrea Theissen			
	4. Development of a tourism concept for the harbour Moderator: Michael Gottschling			
15:00-16:00	Presentation of the results of the workshop			
	Spandau Citadel, Italian courts, hall 3			
16:00-16:30	Coffee break, hall 4			
16:30-18:00	Activities in the artist's studios (small groups)			
	House 4, bastion of Kronprinz			
	 Pottery, harbour on the bastion of Kronprinz Klangholz - building wooden musical instruments, house 4 Painting at the Youth Art School, bastion of Kronprinz 			
18:00	Dinner, Zitadellen Schänke - Citadel Tavern			

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