



# JOINT VISIBILITY STRATEGY





## **REDISCOVER**

### **DTP-084-2.2**

#### **Output 5.1.**

#### **Joint Visibility Strategy**

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## 1. Introduction

During the final part of REDISCOVER project, the partnership focuses on the implementation and testing of instruments supporting the introduction and successful market entry of the products and services developed, thus sustaining cultural tourism in PP cities.

The first project output during this final stage is the Joint Visibility Strategy. According to Rediscover project's Application Form: "an elaborate Joint Visibility Strategy is prepared, tailoring locally and jointly applicable visibility methods and surfaces for potential local/joint JCH tourism products and thematic routes. The Strategy (...) also defines criteria and process of integration into international online/offline tourism information and sales services."

Marketing is a crucial element of any tourism product development process, and is fundamental in order to ensure the products' sustainability. Therefore, the purpose of the present document (Output 5.1 - Joint Visibility Strategy) is to provide applicable visibility methods and surfaces to the tourism products identified by the project partners.

The elaboration process of the Joint Visibility Strategy started with the preparation of an initial collection of marketing methods and visibility surfaces, applicable for Cultural Heritage tourism. Then detailed guidelines were prepared for the implementation of Stakeholder Visibility Workshops, on how to involve LSGs into the process of selecting visibility actions to be applied for the marketing of local and joint JCH tourism products. In the course of the workshops, participants discussed applicable solutions, offered good practice examples and identified potential visibility measures.

The Joint Visibility Strategy is based on the collected findings of the Stakeholder Visibility Workshops, which are described in detail in the following chapters.

Being competitive in the current global tourism market means adapting to and joining the global trend with regard to quality tourism. Offering quality tourism products, services and destinations implies a close cooperation across various fields and among stakeholders from different groups. Thus, major components of quality tourism experiences can be described in terms of attractions and activities, the social component, and support service components. Marketing is a crucial element of tourism product development, fundamental for ensuring the sustainability of the products developed and introduced. REDISCOVER's Joint Visibility Strategy supports the development and introduction of new tourism products and services. The Strategy tailors locally and jointly applicable visibility methods and surfaces for potential local / joint Jewish Cultural Heritage tourism products and thematic routes, while at the same time defining criteria and the process of integration into international online/offline tourism information and sales services. Jewish Cultural Heritage tourism products are especially suited for a "quality tourism" approach, as they can arguably be best included in a "niche" market within the larger cultural heritage tourism category. While Jewish Cultural Heritage products

will probably never attract mass tourism, they provide a great opportunity to develop quality tourism. They offer a very rich and varied potential for tourism development, education and entertainment (“edutainment”) Detailed information about quality tourism and Jewish cultural heritage tourism can be found in previous Visibility documents.

Jewish heritage tourism in Europe has been developing steadily since the fall of the communist regimes around Europe, when the countries that used to be the heartland of Jewish life in Europe before the Holocaust were again open to visitors. Traces of Jewish life are everywhere in the cities in the Danube region, offering a rich heritage of both tangible and intangible elements ready to be rediscovered and used to develop tourism products. Ideally, this kind of travel will allow tourists to explore a destination in a more authentic manner. It encourages people to learn about and discover the otherwise unknown or little known Jewish culture while financially supporting the local Jewish communities and thus helping them maintain and continue their traditions. The element of education provided by cultural heritage tourism is essential for non-Jewish tourists in this age when unfortunately there is a marked resurgence of antisemitism all over Europe. Cultural tourism can thus play a very important role in rediscovering the flourishing Jewish community that inhabited the region before the Second World War and the vast cultural heritage they left behind, showcasing at the same time the very important part played by the Jewish community in the cultural and economic development of the region. Although much reduced now and not as visible as they should be, the Jewish communities of the Danube region are still vibrant and active. Many non-Jewish tourists are not fully aware of the continuous existence of Jews in the areas that were devastated by the Holocaust, and so it is important to develop tourism products that showcase not only the past of the Jewish population, but also their present and their future.

## **2. Objectives, key messages and target groups of the Joint Visibility Strategy**

### 2.1. Objectives

The main objectives of the proposed Joint Visibility Strategy are:

- providing applicable visibility methods and surfaces to the tourism products identified by the project partners
- defining the criteria and process of integration into international online/offline tourism information and sales services.
- offering the partners a clear and easily applicable guideline that will support the introduction and testing of new tourism products and services

### 2.2. Key messages

Key messages must meet a number of criteria to impact the audience:

- correct positioning in the desired market segment
- belonging to the values of the target group
- differentiation through creativity and alternative thinking
- identification of relevant communication channels

The key messages will inform the public about the principles, objectives and areas of intervention of the Visibility Strategy and will be disseminated through all pre-selected tools, products and channels. The key messages will explain to the non-specialized public the essence and benefits of the Joint Visibility Strategy used by the most accessible tools of this type of audience: direct contacts, media, debates, round tables, seminars, meetings, etc.

We mention below some examples of key messages that can attract the target audience:

- *Culinary adventures in the Danube region to discover Jewish heritage*
- *Kosher food - history, traditions, rituals, health benefits*
- *Binding cooking with culture*
- *Traces of Jewish life;*
- *Discover JCH, Jewish community history, old Jewish buildings, specific architecture, old roots community*
- *Jewish culture is not hidden anymore*
- *Rediscover Jewish Community's contribution to the development of cities,*
- *Re-building the synagogue;*
- *Promotion and 'education' of visitors and citizens about Jewish contribution to the city development and about valuable local CH*
- *Jewish people were essential members of the city, shaping it into its current form,*
- *Traditions, rituals, Jewish family history, stories, personalities*
- *Remembrance culture "power of knowledge"*
- *Jewish Virtual Museum –past, present and future of Jewish Community,*
- *Visit great Jewish heritage sites,*
- *Adventures in Jewish culture*
- *Rediscover, renew, promote, valorise, remember the past and tradition and celebrate the Jewish Cultural Heritage in the Danube region*
- *The importance of remembering the Jewish community.*

### 2.3. Target groups

In the context of this document, by target groups we mean all persons, groups, social categories, institutions or organizations that are directly involved in the development process and/or subsequently in the implementation of the Joint Visibility Strategy, or are its beneficiaries or are interested in the message transmitted about the tourism products regarding the Jewish cultural heritage from the partner cities.

The visibility strategy targets three categories : (1) Responsible institutions, (2) partners and (3) beneficiaries. The partners' category includes the Jewish community in each partner city, LSGs, civil society, academia and the media.

The academic environment is represented by academics, professors from various educational institutions, etc. This target group must be motivated to be actively involved in the communication and visibility campaign by creating and maintaining professional discussion

platforms, in order to disseminate to students/pupils the message about Jewish Cultural Heritage in the partner cities.

The media can make an essential contribution to achieving promotional goals. By media we mean TV and radio stations, the print media, online platforms, including blogging and social media.

Local stakeholders are the target group that has contributed with resources and expertise to the development of the Joint Visibility Strategy and can subsequently provide assistance in the process of its implementation.

The beneficiaries are:

- Decision makers - who are a group with an important role in implementing the strategy with a direct involvement in the project activities,
- The general public - ordinary citizens - who will directly benefit from the development and subsequent implementation visibility strategy. Here we must mention in particular the hospitality industry and tourism agency, tour guides, etc.

The target group can be different depending on the local tourist potential of each partner city.

Target groups for *Cookbook*:

- tourists interested in gastro-tourism, Restaurants / confectionaries, Visitors with special interest in gastronomy, history and traditions, Gastro-tourists.

Target groups for *Guided Tours*:

- local, national and international visitors/tourists, visitors with special interest in history, culture, architecture, students, general public, relevant (Jewish) stakeholders, guides, Jewish tourists.

Target groups for *Recreated Jewish Heritage*:

- Visitors, experts interested in Cultural Heritage (architects, art historians, historians), stakeholders, Guides, Jewish tourists;

Target groups for *Virtual museum and exhibition*:

- Jewish and Israeli tourists, genealogical tourists, researchers/scholars, visitors with special interest in history, rituals and traditions, tourists, students, general public.

Target groups for *Jewish festival events*

- Visitors with special interest in culture, music, theatre, history, arts, traditions, Tourists, students, general public, students/pupils

### **3. Marketing and Visibility measures of the Joint Thematic routes**

#### Introduction

The project's Action Plan specifies the nature of the actions to be implemented to achieve the goals of the Rediscover Project. It describes their timeframe, the stakeholders involved, the

availability and the used Jewish Cultural Heritage elements and sources. The Action Plan formulates a manual for joint use of locally available Jewish heritage which can be used by other cities, regions as a best practice.

The main results of the Action Plan are the five Joint Thematic Routes chosen by the partners. Each Route includes several pilots that will be implemented by specific partners.

In the tables below - one for each Joint Thematic Route - we have synthesized the relevant information regarding the pilot that will be implemented by the pilots, the objectives, key messages, marketing/communication activities that will be undertaken in order to achieve the objectives and to confer visibility to the pilots. The tables also include the responsables for each visibility activities and a timetable for the the pilots' implementation.

#### REDISCOVER E-cookbook & workshops

PPs` Pilots	Objectives	Key messages	Target group	Marketing /communication activities	Responsible for each visibility activity	Timetable
1.Regensburg - Local cookbook	The JVS should introduce the cookbook to the public and raise the interest of the target groups for the product.	Binding cooking with culture. Practical skills and emotional value (storytelling)	-local and general public -International organization, -Gastro-tourists - educational environment - restauration -SMEs	- Event marketing (Jewish Heritage Day and Exhibition in April) - social media marketing (Instagram) - online marketing (promotion on our website) - Press release - cooking workshops - Promotion through a leaflet - promotion through connection with other pilots (reference about the cookbook on the cover of a cultural guided book publication)	Matthias Ripp and Alizée Bertrand are responsible for all visibility activities	Periods 5 & 6 Promotion begun in September 2020 and will lasts until the end of the project

2.Szeged Tour - Project-level cookbook	Promotion of Jewish culture to the general public through gastronomy Presentation of partner cities participating in the project for tourism purposes	Culinary adventures in the Danube region to discover Jewish heritage	a) Those interested in gastro tourism, especially those with English language skills.  b) Restaurants / confectionaries situated in settlements participating in the project could draw inspiration from the cookbook.	social media posts  werkfilm	Szeged Tour  Szeged Tour	
3.Kotor - Introducing citizens and tourists to Jewish traditional cuisine	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
4.Subotica - Portfolio about Mrs. Rosenfeld Mártonné's recipe book from 1923	Jewish kosher kitchen introduction to wider audience	Cooking and recipes	General public, school groups, tourists, local public authority	Word of Mouth Marketing , Online Marketing, Direct Marketing, Newsletter Marketing, Social Media Marketing	Jewish community	End of year
5.Galati - Website promoting Jewish gastronomy with stories and recipes	to promote the local Jewish Cultural Heritage, to increase the visibility of the potential touristic products, to raise the cultural interest of	Kosher food - history, traditions, rituals, health benefits	Visitors with special interest in gastronomy, history and traditions.	- promotion campaign by external expert - on the institution's website - by the tourism agencies with portfolios of tourists interested in cultural tourism - on the Facebook page of the project	- the external expert contracted - the communication manager - the members of the Local Stakeholders Group	- one month before the launching of the festival and during the entire period of the festival



	locals and tourists.			<ul style="list-style-type: none"> <li>- on Galati city application</li> <li>- on the official websites and social media accounts of the stakeholders, including the tourism agencies and related services providers</li> </ul>		
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### REDISCOVER Guided tours

PPs' Pilots	Objectives	Key messages	Target group	Marketing /communication activities	Responsible for each visibility activity	Timetable
1.Szeged LP - Mobile Application Part I AR tour of the Jewish Cemetery of Szeged - Mobile Application Part II AR tour of the New Synagogue of Szeged - Mobile Application Part III - Virtual city map of Jewish cultural heritage	communication of the rich tangible and intangible local Jewish heritage to the wide public	Jewish culture in Szeged is not hidden anymore. Everyone can explore it by this application.	Everybody (local, national and international visitors/tourists)	Roll-ups, posters, flyers at the synagogue and the Szeged Touristic Office. Planning a Molino on the fence of the cemetery.  Planning a press conference for the media when the application is ready.	LP and Szeged TOUR	App deadline is 30 September  Marketing is during this year and early next spring after the app is ready
2.Osijek - Mobile Application of the Jewish Osijek	Development of quality tourism; positioning Osijek as a CH-tourism destination;	Promotion and 'education' of visitors and citizens about Jewish	Visitors, citizens esp. students, experts	Social media / online / mobile / event (cultural) / promotional	City of Osijek, Jewish Community of Osijek, Osijek Tourist Board	End 2020 / start of 2021, ongoing



	integrating Osijek's offer into international tourism information and sales services	contribution to the city development and about valuable local CH	interested in CH	/article marketing Word of mouth		
3.Subotica - Guided Tour of the Jewish Cemetery in Subotica	Introducing the tour to local guides and to wider public	Cemetery, burial customs, famous people graves	General public, school groups, tourist guides, tourists, local public authority	Word of Mouth Marketing , Online Marketing, Direct Marketing, Social Media Marketing, Cultural Marketing	Museum	Beginning of next year
4.Galati - Promotion of the Jewish Cultural Heritage via website	to promote the local Jewish Cultural Heritage, to increase the visibility of the potential touristic products, to raise the cultural interest of locals and tourists.	Jewish community history, old Jewish buildings, specific architecture, old roots community	Visitors with special interest in history, culture, architecture, Tourists, students, general public	- promotion campaign by external expert - on the institution's website - by the tourism agencies with portfolios of tourists interested in cultural tourism - on the Facebook page of the project - on Galati city application - on the official websites and social media accounts of the stakeholders, including the tourism agencies and related services providers	- the external expert contracted - the communication manager - the members of the Local Stakeholders Group	- one month before the launching of the festival and during the entire period of the festival
5.Kotor - Education on the Jewish	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.

Cultural Garden in Kotor						
6. Timisoara - Timisoara Jewish Community - past, present and future website	Promote the local Jewish tangible heritage – Buildings, Synagogues and Jewish cemetery	Rediscover the Jewish Community's contribution to the development of Timisoara	Tourists, students, guides, travel agency, local population interested in Jewish culture	Word of Mouth Marketing , Online Marketing, Direct Marketing, Social Media Marketing, Cultural Marketing	PP3 project team with the support of the Associated Partner,  the LSG and other organizations/institutions, tourism agencies/operators, tour guides/	July 2019 – May 2021
7. Murska Sobota - Selfguided/Guided tour including JCH in Murska Sobota	Support to introduction of new tourism products; Awareness raising on JCH	Traces of Jewish life in Murska Sobota; Discover JCH in Murska Sobota	Relevant (Jewish) stakeholders  Guides  Jewish tourists  General tourists  General public	Information to relevant (Jewish) stakeholders PR articles Direct email campaign for guides and agencies Introduction tour for guides Flyers/leaflets  Social media (invitation, program, reports/publications)  Web page	PP5 PP5  PP5 Regional museum; External expert supporting development of JCH tourism product in Murska Sobota PP5 Regional museum Public institutes Tourism info points PP5 Regional museum Relevant stakeholders Guides PP5	24.7.20 – 31.5.21
8. Banja Luka - Mobile application	To present how JCH in Banja Luka used to like, since it was destroyed during WWII	Jewish Community was very powerful	Jews, local inhabitants, tourists	Promotion on our website, on website of Jewish Cultural Centar, project fb page, local newspaper	Communication manager	It was done in the first week of September

REDISCOVER Recreated Jewish Heritage

PPs' Pilots	Objectives	Key messages	Target group	Marketing /communication activities	Responsible for each visibility activity	Timetable
Kotor - Research of the Montenegrin Jews	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Murska Subota - Informative cemetery fence in Murska Sobota  - Virtual visualization of Murska Sobota former Synagogue	Preservation and revitalization of JCH heritage	Re-building the synagogue in Murska Sobota;  Erecting the fence around Jewish cemetery	Relevant (Jewish) stakeholders  Guides  Jewish tourists;  General tourists  General public	Social media    Presentation to tour guides  Inclusion into guided tours  E newsletters  Web news  Jewish cemeteries portal  Regional/local media portals  Jewish stakeholders marketing	PP5  Relevant stakeholders  (regional museums, tourism info points, Jewish stakeholders)  PP5  Regional museum  Regional museum, tourism info point  PP5  PP5  PP5  PP5	1.10.20 – 31.3.21
Osijek - Elaboration of conservation research and main design for reconstruction	To lay the foundations of transforming the Upper Town Jewish	Promotion and 'education' of visitors and citizens about Jewish contribution	Visitors, experts interested in CH (architects, art historians,	Social media / online / mobile / promotional (storytelling) /article marketing	City of Osijek, Jewish Community of Osijek, Osijek Tourist Board	May 2021 procurement in preparation

of Upper Town Jewish cemetery or IT application of the Osijek Cemetery	cemetery into a new tourism attraction	to the city development and about valuable local CH	historians ...) citizens esp. students,	Word of mouth		
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REDISCOVER virtual museum and exhibition

PPs` Pilots	Objectives	Key messages	Target group	Marketing /communication activities	Responsible for each visibility activity	Timetable
1. Timisoara - Timisoara Jewish Virtual Museum	Offering a gateway to the local Jewish Cultural Heritage showcasing all aspects of Jewish life, from religion to traditions, culture, oral history, kosher food, etc.	Raising awareness about the crucial role played by the Jewish community in the development of Timisoara and its region  Edutainment – learning about Jewish heritage and culture in a fun and interesting way	Jewish and Israeli tourists, cultural tourists, genealogical tourists, researchers/scholars, inhabitants of Timisoara and the region , students, pupils, etc	PR campaign with a focus on  Social Media Marketing  Online Marketing  Cultural Marketing  Word of Mouth Marketing  PR Marketing  Event Marketing	PP3 project team with the support of the Associated Partner, the LSG and other organizations/institutions	Period 5 – 6  Public procurement procedure will be finalized in October and the Jewish Virtual Museum will be finalized by the end of January 2021
2. Galati - Photo and traditional objects exhibition via e-festival website	to promote the local Jewish Cultural Heritage, to increase the visibility of the potential touristic products, to raise the cultural	Traditions, rituals, Jewish family history, stories, personalities	Visitors with special interest in history, rituals and traditions,  Tourists, students,	- promotion campaign by external expert - on the institution's website - by the tourism agencies with portfolios of tourists	- the external expert contracted - the communication manager - the members of the Local Stakeholders Group	- one month before the launching of the festival and during the entire period of the festival

	interest of locals and tourists.		general public	interested in cultural tourism - on the Facebook page of the project - on Galati city application - on the official websites and social media accounts of the stakeholders, including the tourism agencies and related services providers		
3. Regensburg - Memorial for the book-burnings in Regensburg	The JVS should introduce the memorial to the public and raise its awareness	- Remembrance culture “power of knowledge” - art piece - interactive memorial: books, QR-codes, take a book leave a book	-local and general public -tourists - educational environment	- Event marketing (Jewish Heritage Day and Exhibition in April) - social media marketing (Instagram) - online marketing (promotion on our website) - Press release - articles - opening ceremony	Matthias Ripp and Alizée Bertrand are responsible for all visibility activities	Period 6 From January 2021 until the end of the project  (Period 5 promotion during the Jewish Heritage Day In September 2020)
4. Banja Luka - Personal Stories Virtual Exhibition	To present intangible JCH in Banja Luka and to raise awareness how Jewish Community contributed to	Jewish Community was very powerful	Jews, local inhabitants, tourists	Promotion on our website, on website of Jewish Cultural Centar, project fb page, local newspaper	Communication manager	End of October



	the city development					
5. Subotica - Exhibition in Subotica “Ordinary life from the eyes of Jews” - Herstory guided tour in Subotica	Local famous Jewish people stories between two world wars.  A tour of city in the eye of Jewish women from that era.	Industry, culture, arts, printing, newspaper from that era	General public, school groups, tourist guides, tourists, local public authority	Word of Mouth Marketing  Online Marketing  Social Media Marketing  Cultural Marketing  PR Marketing  Event Marketing	Museum	Beginning of next year
6. Szeged - Outdoor exhibition of famous local Jewish persons	to raise awareness of 12 influential local Jewish men and women who highly contributed to the society of Szeged, +1= to raise awareness of Lipót Baumhorn’s influence on city architecture	Jewish people were essential members of the city, shaping it into its current form.	Mostly Szeged citizens but everybody (visitors, tourists)	Beside sharing knowledge about famous Jewish citizens from the past, this itself is a marketing/communication action. On the statues we will place the QR code of the application.	LP	1 week in October

REDISCOVER Jewish festival events

PPs’ Pilots	Objectives	Key messages	Target group	Marketing /communication activities	Responsible for each visibility activity	Timetable
1Regensburg	JEWISH HERITAGE DAY: The JVS should	JEWISH HERITAGE DAY: get to	JEWISH HERITAGE DAY: -local	JEWISH HERITAGE DAY: - Banners	JEWISH HERITAGE DAY: Matthias Ripp and	JEWISH HERITAGE DAY:



<p>- Theatre performance Regensburg</p> <p>- Jewish Heritage Day Regensburg</p>	<p>introduce the festival to the public and raise the interest of the target groups</p> <p>THEATER: a screenplay director's book that exposes the Jewish history of Regensburg. Goal is to have a sustainable product: screenplay that can be used for several occasions. No JVS, screenplay won't be published</p>	<p>know the Jewish heritage of Regensburg through an informative and eventful festival</p>	<p>and general public</p> <p>-tourists</p> <p>- educational environment</p>	<p>- program online and printed</p> <p>- leaflet</p> <p>- social media marketing (Instagram)</p> <p>- online marketing (our website)</p> <p>- press release</p> <p>-during the festival: Photos and videos</p>	<p>Alizée Bertrand are responsible for all visibility activities</p>	<p>Period 5 August 2020 to September 2020</p> <p>THEATER: Period 6: November 2020. A premiere should be organized during the "World Heritage Day" in Regensburg in June 2021 (not part of REDISCOVER)</p>
<p>2.Szeged Tour</p> <p>- Jewish Street Art in Szeged</p> <p>- Jewish Festival Events in Szeged (small-scale)</p>	<p>Promotion of Jewish cultural heritage of Szeged</p> <p>Promotion of contemporary Jewish culture to the general public</p>	<p>Visit great Jewish heritage sites in Szeged</p> <p>Adventures in Jewish culture</p>	<p>Visitors of Szeged locals of Szeged</p> <p>Those interested in the guest celebrities or those interested in Jewish culture (in case of personal participation the scope extends</p>	<p>articles, social media posts</p> <p>Social media posts</p>	<p>Szeged Tour</p> <p>Szeged Tour</p>	<p>September 2020 – November 2020</p> <p>September 2020 – end of November 2020</p>



			<p>primarily to local residents or visitors to Szeged, which is also strengthened by the language barrier - events are held in Hungary).</p>			
<p>3.Osijek Exhibition of Dr. Hermann Weismann</p>	<p>Promotion of valuable local and regional CH with local citizens and visitors;          Raising awareness of the significance and contribution of the Jewish community of Osijek in the city development and prosperity;</p> <p>Contributing to the development of quality tourism and positioning Osijek as a CH-tourism destination by creating a quality cultural</p>	<p>Promotion and 'education' of visitors and citizens about Jewish contribution to the city development and about valuable local CH</p>	<p>Visitors, experts interested in CH (architects, art historians, historians...) citizens esp. students,</p>	<p>Event (cultural) / social media / online / mobile / promotional (storytelling) /article marketing</p> <p>Word of mouth</p>	<p>City of Osijek, Jewish Community of Osijek, Osijek Tourist Board</p>	<p>May 2021 procurement in preparation</p>



	tourism product with huge storytelling potential					
4.Murska Subota Days of Jewish Culture in Murska Sobota	<p>Promotion of JCH heritage;</p> <p>Facilitation of understanding of other cultures;</p> <p>Awareness raising JCH</p>	<p>JCH in Murska Sobota;</p> <p>The importance of remembering the Jewish community;</p> <p>Jewish travel</p>	<p>General public</p> <p>Relevant stakeholders</p>	<p>Direct email campaign for each separate event within the festival with invitation and full program</p> <p>Information / invitation on the web</p> <p>Social media (invitation, program, reports/publications)</p> <p>Radio advertisement</p> <p>Regional/local media portals</p> <p>Programs (flyers)</p> <p>European Days of Jewish Culture (inclusion in general promotion and visibility activities of the initiative; flyers, invitations, program)</p> <p>Web portals and media (announcement/ invitation, reports/ publications)</p> <p>Media press releases</p>	<p>PP5</p> <p>PP5</p> <p>Relevant stakeholders</p> <p>PP5</p> <p>Relevant stakeholders</p> <p>PP5</p> <p>PP5</p> <p>PP5</p> <p>Regional museum</p> <p>Tourism info points</p> <p>Center of Jewish Cultural Heritage</p> <p>Synagogue Maribor</p> <p>Included cities</p> <p>Tourism info points;</p> <p>Other relevant stakeholders</p> <p>PP5</p> <p>PP5</p>	1.8.20 – 30.9.20
5.Galati Jewish E-festival	to promote the local Jewish Cultural	Rediscover, renew, promote, valorise,	Visitors with special interest in culture,	- promotion campaign by external expert	- the external expert contracted	- one month before the launching of the festival and



	Heritage, to increase the visibility of the potential touristic products, to raise the cultural interest of locals and tourists.	remember the past and tradition and celebrate the Jewish Cultural Heritage in the Danube region	music, theatre, history, arts, traditions, Tourists, students, general public	<ul style="list-style-type: none"> <li>- on the institution's website</li> <li>- by the tourism agencies with portfolios of tourists interested in cultural tourism</li> <li>- on the Facebook page of the project</li> <li>- on Galati city application</li> <li>- on the official websites and social media accounts of the stakeholders, including the tourism agencies and related services providers</li> </ul>	<ul style="list-style-type: none"> <li>- the communication manager</li> <li>- the members of the Local Stakeholders Group</li> </ul>	during the entire period of the festival
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This visibility strategy aims at making the five Joint Thematic Routes visible through the following two actions:

**A) Creation and use of a common Brand**

Decades ago, branding was defined as a name, slogan, sign, symbol or design, or a combination of these elements, that distinguish one company, product, or service from another. Today, branding is more complex and even more important.

Branding is the sum of all the processes by which the brand and its identity are created and is not the process by which you determine potential customers to choose your product or services over those of the competition.

In its essence, branding is a problem-solver. A good brand will:

- Clearly deliver a message
- Confirm the brand's credibility in the marketplace
- Emotionally connect target prospects with a product or service
- Motivate the buyer to make a purchase
- Create user loyalty

To succeed in branding, you must understand the needs and wants of your customers and prospects. You can achieve this by integrating your brand strategies throughout your company at every point of public contact.

It's important to spend time researching, defining, and building your brand.

In developing a strategic marketing plan, your brand serves as a guide to understanding the purpose of your key business objectives and enables you to align the plan with those objectives.

A strong brand is invaluable nowadays when the fight for customers intensifies day by day. The importance of the brand should not be minimized and in order to achieve the desired objective, it is recommended to allocate the necessary resources for its research, definition and construction.

In essence, branding is the first promise you make as a supplier to customers. It is the fundamental piece for a positive result in marketing communication.

Brands are those intangible resources that must be developed day by day and maintained with great care. The characteristics of a brand are: reputation, trust and recognition among customers.

### **Brand name and meaning – REDISCOVER**



Discovering something means finding something interesting unexpectedly during a search. When it comes to Jewish heritage and history, it is important to mention that we all have some knowledge about it: we learned about it in school, heard about it in the media, know the basic symbols as the David Star or the menorah. We came across synagogues in several European cities.

Rediscovering Jewish heritage means changing our glasses through which we observe the world. It involves the excitement of finding both something new and unexpectedly interesting. For tourists, it also means finding a secret treasure, a piece of history during a “search”, and exploring a city.

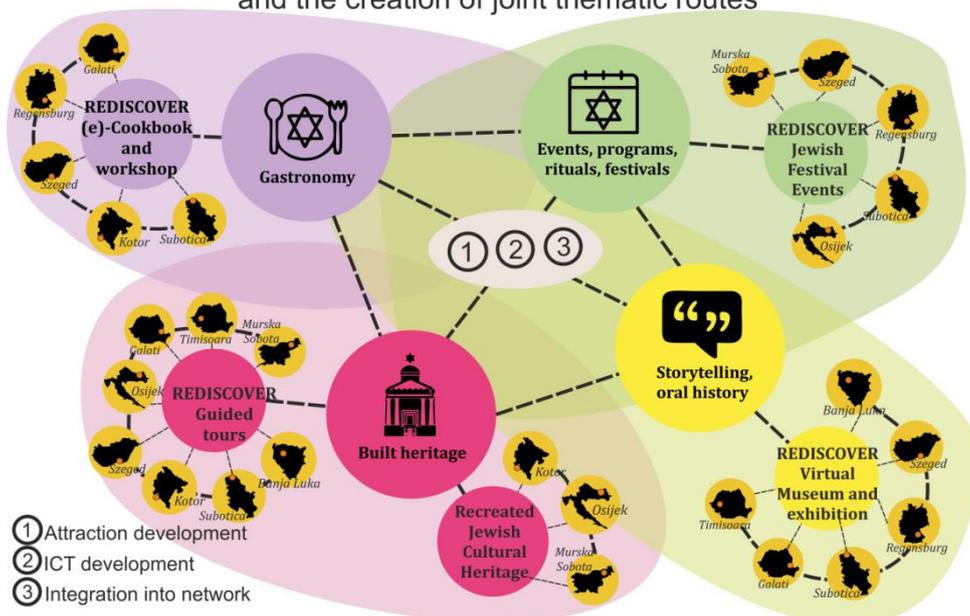


Brand slogan: *One heritage in eight countries*

The slogan of the brand helps the tourist get acquainted with the diversity of the Jewish heritage and realize its many forms. In addition, it strengthens the unity and common origin of these legacies, at the same time emphasizing that this heritage spans a unity across many countries.

The Pilots project are branded as REDISCOVER along the Danube Transnational Programme partners. The main aim is to give knowledge and share information about the Jewish heritage, the history and tragedies of the Jewish people in the Central and Southern European region.

Cluster and Pilot „Universe” of the REDISCOVER project and the creation of joint thematic routes



## **B) Synthesis of the partners' findings at their Stakeholder Visibility WSs**

### **3.1. Marketing methods and Visibility Measures of the REDISCOVER E-Cookbook**

The main visibility measures for the e-cookbook are:

- Personalized messages
- Email marketing campaigns or blog posts
- Cooking classes
- Online video
- Promotion by a well-known personality
- Promotion by the public institutions, tourism associations and cultural organizations
- Promotion through the network of Jewish Communities
- Workshops can be organised (for school projects with students, who are learning to be a cook or working in gastronomy) to cook some recipes together with the Jewish community.

- A "how to make a cookbook" film can also be published on social media platforms providing a simple promotional opportunity.
- Photo documentation can be released on social media channels about the cooking class.
- Videos with famous chefs
- Enriching culinary experiences: a display of Jewish pastries at four pastry shops that was promoted through various means has been successful; this action may be followed by other similar initiatives, like the consistent presence of Jewish foods and sweets in the restaurants and pastry shops of the Szeged Jewish quarter

Along with the online marketing methods and visibility measures, the partners should use PR Marketing via the press and even television. PR articles in the local media can serve to provide wider recognition of the completed developments

Television is considered a relevant promotional tool. A cook show on television should be considered amongst the methods and avenues for marketing. Regional commercials that regularly deal with local topics can primarily provide a platform for communication in connection with the completion of the projects.

A targeted and effective communication strategy includes promotion via classical printed tools like leaflets, flyers (distributed at local and regional restaurants and hotels).

Online advertisements are primarily recommended on web sites with related topics (connected to Jewish heritage or cultural heritage), as well as sites that influence tourism decisions.

Visibility is also fostered by offering locals and tourists enriching culinary experiences: for example, in Szeged, a display of Jewish pastries at four pastry shops that was promoted through various means has been successful; this action may be followed by other similar initiatives, like the consistent presence of Jewish foods and sweets in the restaurants and pastry shops of the Szeged Jewish quarter; a food festival of 'kosher-like' or 'Jewish-style' cuisine addressing not only tourists but also locals; this might become a meeting point where attention could be directed towards the other attractions that have been developed;

Culinary evening - exploring Jewish gastronomy.

The main visibility measures identified for each pilot were the following: social media promotion (Facebook, Instagram, newsletters). The channels for promoting and marketing e-cookbook are the online environment, TV & radio, festivals, fairs, using online travel agencies and promotion made by travel agencies.

The role of prominent personalities of the Jewish community, as well as of important representatives of cultural life in promoting the e-cookbook was highlighted. Additional services and / or infrastructures need to be developed, such as: adequate culinary offer, establishment of a tourist information point and online networks.

Other visibility measures identified by Regensburg, with reference to their specific situation, include:

- ✓ Partners should use “hands on” offers to directly involve visitors and tourists in JCH topics. A cooking course is ideal to visualize and let people experience Jewish kitchen personally; it could be either a virtual or a personal course.
- ✓ Dynamize communication on all media channels: it is vital to permanently change the presentation of the JCH tourism product and constantly add new perspectives to it, for instance changing recipes can be displayed on websites but also in regional newspaper
- ✓ Connect the different JCH tourism products wherever possible in order to bundle and attract attention and make the products and communication more recognizable: Recipes of the cookbook should be offered at the catering of the Jewish Heritage Festival. Recipes can also be part of the publication and educational tour.
- ✓ Crosssector cooperation and marketing with SME: The book installation can be a starting point for cooperation with libraries, book stores, writers associations and readers clubs. Another idea is to cooperate with and chefs and make Jewish dishes from the cook book available on the menu.
- ✓ Introduction to Jewish food and eating habits/ rules, (Kaschrut), kitchen traditions, history and culture of the current Jewish community of Regensburg, medieval Jewish cooking and eating culture, Jewish/ Eastern European fusion kitchen of the present, Jewish festival with a Jewish meal (storytelling), glossary
- ✓ Collection of 30 recipes/ meals (historical, contemporary), integration of each dish into storytelling (e.g. family/ occurrence in Regensburg)

### 3.2. Marketing methods and Visibility measures of the REDISCOVER Guided tours

For increased visibility, the following methods were highlighted

Social Media Marketing;

Word to Mouth Marketing;

Event Marketing;

Online Marketing;

PR Marketing

The main visibility measures identified for each potential local/joint Jewish cultural heritage tourism product were the following: social media promotion (Facebook, Instagram, newsletters), promotion on the site of the Tourist information center and an online virtual tour that would be accessible to many interested people. The main channels for promoting and marketing Jewish Cultural Heritage tourism products and services are the online environment, TV & radio, festivals, fairs, using online travel agencies and promotion made by travel agencies.

The involvement of cultural institutions (theaters, museums, cultural centers), NGOs, companies and travel agencies in the promotion of tourist products and attracting tourists is

essential. The role of prominent personalities of the Jewish community, as well as of important representatives of cultural life in promoting the Jewish cultural heritage was also highlighted.

Recommendation for increasing visibility:

- walking routes with cultural themes have been prepared or are being developed; these can reach the target audience through leaflets at tourist entry points
- Thematic sightseeing tours of the city could be very successful if led by tour guides clothed in a manner that is faithful to the period and the culture, perhaps impersonating a specific noted historic individual.
- Guided tour through Stencil steps: information on the objectives of the tour will be included in short stories, which will create the feeling of familiarity, with emotional impact to the general public; the cheapest method is word of mouth transmission.
- Treasure hunt: dynamic product, interaction with locals; the participants are divided into teams, which are given different tasks to solve, with the aim of rediscovering the Jewish heritage, part of the city's history. This product can also be made online or on apps for mobile gadgets based on video recordings, then the competition is launched with a deadline
- Mini-cruise History of Jewish community in Galați on the Danube:
- Info trips and attendance at incoming tourism fairs - either at an institutional level or through tour agencies / associations that promote tourism in Timisoara / Banat
- Visibility campaigns, apart from the fact that they will use tools and methods in a mixture as complex as possible, will take into account the promoted products and the target groups; it is necessary to use as a tool market segmentation according to various criteria
- A guided tour on Jewish cultural heritage in Murska Sobota including all the tangible JCH,
- A brochure (printed and online publication) that PP6 is planning to produce for the Israeli tourism market that will include a comprehensive presentation of JCH elements in Slovenia (destinations Maribor, Lendava and Murska Sobota),
- A mobile app PP6 is planning to implement within another project with the aim to present the JCH of Maribor, Murska Sobota and Lendava;
- Local maps and material with suggested Jewish routes and marked heritage in different languages, introducing a joint ticket for visiting JCH sites (Synagogue Maribor, Synagogue Lendava, Pomurje Museum, discounts for certain restaurants offering Jewish food, souvenirs, etc.);
- Educating tour guides about JCH in Prekmurje and Maribor to ensure quality experience of presented JCH;
- Local guides and tourism agencies have a vital role to play in the visibility of tourism products.
- Including the Jewish heritage tours in the city tours offered by guides, either as a specific tour, a “niche” product, or as part of a larger circuit.
- Use Event marketing as a promotion tool, whenever a relevant event is organized. For instance, a festival can serve as a gateway to Jewish culture and is a great opportunity

to promote other tourism products related to Jewish Cultural Heritage, like guided tours, traditional cuisine, lectures, music, dance, arts and crafts, etc. ).

### 3.3. Marketing methods and Visibility measures of the REDISCOVER Recreated Jewish Heritage

There were no marketing methods and visibility measures identified specifically for this given route, i.e. Recreated Jewish Heritage. Consequently, we must take into account the marketing methods and visibility measures that were generally considered to be most effective.

Overall, the following methods were deemed most useful for fostering visibility and promoting Jewish cultural heritage:

**Word Of Mouth Marketing** was identified as one of the strongest and most effective methods, people use it often and put their reputation on the line when they give their advice. However on the other hand some consider that WOM has limited scope and it is too slow to spread, although combined with promotion through the network of Jewish Communities and a personalized campaign for Israeli tourism agencies and tourists, it can have a long-lasting and strong effect.

**Newsletter marketing** is also considered a strong method, enabling a really targeted approach in terms of themes and different target groups and providing relevant information, but its scope is limited, since it usually reaches only an already loyal audience.

**Social and Cross-Media** methods are fruitful, long-reaching simple and rather inexpensive, but these media are oversaturated with adds and information so it is hard to get your message through. Social media marketing can provide access to potential visitors by using web portals/ websites linked to Instagram and Facebook profiles, as well as the creation of Instagram and Facebook profile in order to enhance the promotion of JCH. Social media marketing, mainly via Facebook, Youtube, Instagram, reviews on TripAdvisor, etc, should be used on a regular basis even for smaller events. Cross-media marketing has a great reach and provides information to target public through multiple channels, so it should be better used, however once more it depends on financial abilities

**Direct marketing** enables a direct communication with customers in different channels and formats and it is especially useful for addressing schools, educational institutions and tourist agencies. It would probably have very good results, but it is a very expensive and time-consuming method, in relation to the human resources needed.

Taking into account the fact that in the case of JCH the greater part of the target public belongs to a particular culture/demographic, **Cultural Marketing** is very much applicable and should be widely used. For instance, the locations of tangible cultural elements should be included on a map and training could be provided for tourist guides for the presentation of the Jewish cultural heritage.

**PR marketing** has proven in the past to be one of the most effective promotional tools on a national scale in joint projects.

**Online Marketing** is a powerful promotion tool, and the potential Internet is offering should be fully used. Websites of the stakeholders and tourist agencies should be optimized in terms of providing adequate information and serve for promotion

**Event Marketing** has been identified as a powerful visibility/promotion tool, and it has been suggested to organize a series of events within the Days of Jewish Culture.

A most effective tool is the **promotion of the local JCH by a well-known personality** - local or national celebrity (if possible Jewish), but this it is not available to many cities.

It would be ideal to combine all the methods, or as many as possible, but it is not always a viable option because some of them need a lot of financial means, some a lot of staff engagement.

As a conclusion, the majority of the partners consider social media/cross-media, WOM, event, cultural and online marketing as the most effective visibility-fostering methods. Thus, it is possible to create a common strategy for promoting this route, that should also include common branding under the REDISCOVER name. Tourists who visit one of the partner cities will be made aware that there are other cities whose lost tangible heritage has been recreated and will be encouraged to extend their visit. The relative closeness between Murska Sobota and Osijek, for instance, should be another incentive for potential tourists. The REDISCOVER branding will be a guarantee of quality tourism and of interesting stories and cultural heritage, ready to be discovered by the visitors. Another common link highlighted by the brand will be related to the history of this region, the reasons for the destruction of Jewish heritage being similar, likewise the necessity of recreating the lost elements of tangible heritage, even if only through virtual means.

#### 3.4. Marketing methods and Visibility measures of the REDISCOVER Virtual Museum and Exhibition

Very few partners discussed specific measures for enhancing visibility and marketing of the pilots belonging to this Joint Thematic Routes.

Thus, Regensburg has identified the following measures for its pilots:

- **Crosssector cooperation and marketing with SME:** The book installation can be a starting point for cooperation with libraries, book stores, writers associations and readers clubs. Another idea is to cooperate with Regensburg restaurants and chefs and make Jewish dishes from the cook book available on the menu.
- **Visualisation and recognition via spectacular design/ landmark architecture:** The principle of landmarks has conquered public space and its perception in many ways. Architecture and design are also being used to visualize intangible JCH and related topics (e.g. the Jewish Museum in Berlin, Holocaust Memorial Berlin). This should be the conceptual approach for the idea for the book installation at Neupfarrplatz, where books have been burned during the Third Reich.

In Szeged, the Jewish cultural heritage of the city will literally be made visible to a great degree through the following development: the statues of 12 noted Jewish citizens of the city provided with a narrative commentary introducing them will be erected first on the walking street of Szeged and then in the garden of the synagogue.

Timisoara was one of the PP partners who discussed visibility measures for its pilot belonging to this specific Joint Thematic route. One of the conclusions was that Event marketing is a very effective promotional tool. For instance, the launch of an exhibition at the Timisoara Art Museum will offer the opportunity to remind the public of the Jewish Community's contribution to the development of the city and to invite them to explore this side of local history via a visit to the Jewish Virtual Museum. The launch of events – such as the opening of Timisoara's Jewish Virtual Museum - should be streamed online simultaneously in 2-3 locations: Timisoara, Bucharest, Tel Aviv. The inclusion of the Jewish virtual museum and other products in the list of Timisoara's museums and tourist attractions would greatly foster visibility; the website/ virtual museum itself can function as a tool for promoting the project products of all partners, while at the same time creating synergy between the cities across the partnership. This promotional strategy can be used by all partners involved in this specific Joint Thematic Route.

The importance of a common brand was highlighted by the majority of the partners, including Regensburg. It is crucial to connect the different JCH tourism products wherever possible in order to bundle and attract attention and make the products and communication more recognizable. Bundling the five tourism products in Regensburg in one product brand will foster recognition and professionalize communication and marketing. Word of Mouth-communication is improved. A joint CD and communication should not only be developed on transnational, but also on local level. Consequent linking of website content is easy and effective, e.g. coordination of World Heritage, Rediscover, Regensburg-Tourismus etc.

Since only very few of the PPs identified marketing methods and visibility measures identified specifically for this given route, i.e. Virtual Museum and Exhibition, Consequently, we must again take into account the promotional tools that were generally considered to be most effective.

Thus, among the most efficient methods to provide visibility for the local Jewish Cultural Heritage are: Social Media/Cross-media, Word-of-Mouth and Event marketing. It is very important to tailor the Social Media/Cross-media marketing campaign for different target groups and tourism products; the social media platforms used for promotion should be chosen according to the preferences of each group; for instance the older generation prefers Facebook, while millennials and younger generations are more interested in platforms like Instagram and TikTok. Cross-media marketing, combining various marketing and visibility methods, would also be highly successful for local JCH tourism products.

Word-of-Mouth is considered a valuable marketing tool, especially for promotion at local level and among the international Jewish Community. Tourists will usually share with friends and families their holiday experiences and what impressed them most; consequently „Word of

Mouth Marketing” is one of the most effective of all marketing methods. It is recommended that the above-mentioned promotional strategies should be used not only individually, but integrated.

The importance of online marketing methods and visibility measures, as well as PR Marketing via the press and even television, is highlighted by several partners. PR articles in the local media can serve to provide wider recognition of the pilots. Television and radio are other promotional tools that are also considered relevant. Partners should dynamize communication on all media channels, since it is vital to permanently change the presentation of the JCH tourism product and constantly add new perspectives to it.

A targeted and effective communication strategy includes promotion via classical printed tools like leaflets, flyers (distributed at local and regional tourism information offices, restaurants and hotels), signs erected at relevant sites calling attention to tourist attractions, etc

Online advertisements are primarily recommended on web sites with related topics (connected to Jewish heritage or cultural heritage), as well as sites that influence tourism decisions. Brief informational materials to call attention to the sites should be placed from time to time in relevant newsletters (Jewish, museum and cultural heritage).

The involvement of cultural and educational institutions (theaters, museums, cultural centers, schools, universities), NGOs, companies and travel agencies in the promotion of tourist products and attracting tourists is essential. The role of prominent personalities of the Jewish community, as well as of important representatives of cultural life in promoting the Jewish cultural heritage, was also deemed effective by the majority of the partners.

Some partner cities, like Galati, already have digital, online and multimedia tools in management and promotion of cultural tourism products and destination that can be used for the REDISCOVER pilots.

As a conclusion, the majority of the partners consider social media/cross-media, WOM, event and online marketing as the most effective visibility-fostering methods for this particular Joint Thematic Route.

This Joint Thematic Route is arguably the most important one in the current situation created by the COVID-19 pandemic. As tourism, especially cultural and heritage-based tourism has been heavily affected by the global lockdown, museums and cultural institutions worldwide have opted for increasing their virtual presence. Digital exhibitions offer a great opportunity to put a selection of digitized cultural objects in the spotlight and create interesting narratives around them. The combination of different types of media objects, such as images, texts, video and sound files as well as the possibility to make accessible cultural content from memory institutions from all over the world to virtual visitors are just two advantages digital exhibitions and other virtual content have.

The possibility to curate museum content to a large audience is the main argument for creating exhibitions/museums online. If new rich content is being produced for online exhibitions/museums, we need to promote it, in order to bring visitors. In this context, more

than ever, joint branding is crucial in order to be interesting and unique. A common brand for “live” tourism products, like guided tours or festivals, can indeed help increase the number of tourists, but there is no ultimate guarantee that a tourist who enjoyed a REDISCOVER Festival in Szeged will also go to the festival organized in Timisoara. On the other hand, the online medium offers almost the certainty that a visitor to a virtual exhibition/museum of one of the project partners will access the similar digital content offered by the other partner cities.

### 3.5. Marketing methods and Visibility Measures of the REDISCOVER Festival events

In the course of the Stakeholder Visibility WSs, participants discussed applicable solutions, and identified potential visibility measures for the partner’s selected JCH tourism products. The partners highlighted the importance of using and displaying the “REDISCOVER” brand as a public relations tool. This is a relevant visibility tool that must be used for the partnership as a whole, linking localities, tourism products and creating synergies within the framework of the project.

The main visibility measures identified for the Joint Thematic Route of Festival were the following:

1. Social Media Marketing: mainly via Facebook, Youtube, Instagram, reviews on TripAdvisor, etc should be used on a regular basis even for smaller events.

The main channels for promoting and marketing Jewish Cultural Heritage tourism products and services are the online environment, TV & radio, festivals, fairs, using online travel agencies and promotion made by travel agencies.

This method of increasing visibility was highlighted in the following conclusions:

- Dynamize communication on all media channels: it is vital to permanently change the presentation of the JCH tourism product and constantly add new perspectives to it.
- Strategic and extensive use of virtual techniques and online channels: The planned theatre play can be posted through short scenes via Social media as appetizers. The Jewish Heritage Day could be presented online either in case of lockdown regulation but also in order to mainstream it into the European partner municipalities. Performances from partner cities could be integrated online.
- Sector specific forms for marketing, e.g. theatre: Social-Media-Platforms can promote selected scenes to rise interest among the community. Local newspapers represent important media for theatre audience. Performances are normally accompanied by a talk with the audience afterwards.

2. Word to Mouth Marketing

Word Of Mouth Marketing is considered extremely powerful but with limited scope, too slow to spread, although combined with promotion through the network of Jewish Communities and a personalized campaign for Israeli tourism agencies and tourists, it can have a long-lasting and strong effect.

For this measure of increasing visibility were highlighted the following conclusions:

- Develop a product brand: Bundling the five tourism products in one product brand will foster recognition and professionalize communication and marketing. Word of Mouth-communication is improved. A joint CD and communication should not only be developed on transnational but already on local level.
- Sector specific forms for marketing, e.g. theatre: Word of Mouth is extremely important in this regard as small theatre groups are generally promoted via an intimate community.

### 3. Event Marketing

A useful suggestion was to use Event marketing as a promotion tool, whenever a relevant event is organized. A festival can serve as a gateway to Jewish culture and is a great opportunity to promote other tourism products related to Jewish Cultural Heritage, like guided tours, traditional cuisine, lectures, music, dance, arts and crafts, etc.

Repetition of events for long-term establishment is crucial. An event like the Jewish Heritage Festival should be planned as an ongoing annual event and might become an important anchor for the visibility of JCH. Linking a series of events within the Days of Jewish Culture is another visibility tool.

### 4. Online Marketing

The potential Internet is offering should be fully used and websites of the stakeholders and tourist agencies should be optimized in terms of providing adequate information and serve for promotion, likewise promotion by the public institutions, tourism associations and cultural organizations that are part of the LSG; entities who organize online events or exhibitions, both at national and international levels, partners or not in this project. Online advertisements are primarily recommended on web sites with related topics (connected to Jewish heritage or cultural heritage), as well as sites that influence tourism decisions.

Some solutions were offered for the realization of the Jewish cultural festival online – due to restrictions imposed by the COVID-19 pandemic - and for its promotion, through blogs, applications audio guides, online photo competitions, etc

### 5. PR Marketing

PR articles in the local media can serve to provide wider recognition of the completed developments. PR marketing: in the past it has proven to be the most effective on national scale in joint projects.

In addition to the common marketing methods to increase visibility, other methods have been highlighted that can help increase specific visibility for each of the partners.

Taking into account the fact that in the case of JCH the greater part of the target public belongs to a particular culture/demographic, Cultural Marketing is very much applicable and should be widely used.

Direct Marketing enables to communicate and bring the message/product directly to target group members or customers, but due to its nature, usually there is a need for promotional material of any kind, so once more the cost/funds question arises.

Cross-media marketing has a great reach and provides information to target public through multiple channels, so it should be better used, however once more it depends on financial abilities.

#### **4. Identification of competitive advantages of specific intangible JCH elements, to be used in visibility actions and Distinguishing strategy from well-known centres of JCH**

##### General considerations

In marketing terms, competitive advantage is the leverage a business has over its competitors and it can be obtained by offering customers better value. Customers' interest is piqued by advertising featuring services or products of higher quality and/or lower prices than similar products.

Competitive advantages are those qualities of the tourism products or services offered that distinguish them from other similar products. There are numerous types of competitive advantages, including the following:

- products of services of the highest quality available;
- the most reasonably priced tourism products or services;
- the greatest variety of products/ services offered;
- the most experienced staff that implements the services/products.

Cultural heritage, both tangible and intangible, has a clear territorial dimension. Local and regional authorities have a dual role in relation to cultural heritage: on the one hand, they are in charge of the safeguarding, protection and management of local heritage elements; on the other, they have the opportunity to exploit the territorial cultural heritage for the socio-economic benefit of the inhabitants of the area and to gain a comparative advantage when such heritage is offered and made accessible to cultural consumers (general public, locals, tourists, visitors).

Thus, cultural heritage tourism has emerged as both an important economic tool and a vital marketing tool when seeking a competitive advantage in the tourism industry, offering a memorable experience to the visitors, emanating from the existing unique features of a destination and ultimately enhancing the value of the destination.

There is a wealth of JCH centers in Europe which offer the opportunity to analyze their strategy for tourism promotion and to adapt/replicate good practices at partner level. For instance, the European Route of Jewish Heritage covers almost the entire European continent and invites tourists to delve into the Jewish story, across borders and through the centuries.

#### 4.1. Competitive advantages of the REDISCOVER e-cookbook

Product development has to regard contemporary trends and needs to attract tourists and visitors. The Food and cooking trend is very popular and offers a manifold of approaches.

The cookbook as well as online cooking courses depend on adequate translation which the engaged small institutions and partners can only partly provide.

With the help of the electronic copy, the cookbook, can be used beyond the follow-up period of the project. The cookbook can be published on the official website of the project in electronic (pdf) format, which also provides access beyond the implementation / maintenance period. The product can have long impact since the visitors will learn traditional Jewish recipes and they can try them at their homes, with different occasions. As a supplementary product and service it can be organised once while preparing the materials for the cookbook, but also it can be franchised for a local SME, which can keep up the workshops using the cookbook for longer period than the follow-up of the project.

The printed version is distributed through project partners, with the involvement of professional organizations (eg. travel agencies), as a leaflet (it could be accessed free of charge at tourist information points or used as a leaflet at tourist fairs, for example) The electronic copy would be available on the official website of the project (possibly also on the project partners' own websites) and could serve as a basis for subsequent reprints. Cooking workshop advertised through local tourism agencies, social media, Event marketing channels

To be competitive in a global market, the e-cookbook should be improved by every city partners.

Being competitive in the current global tourism market means adapting to and joining the global trend with regard to quality tourism. Offering quality tourism products, services and destinations implies a close cooperation across various fields and among stakeholders from different groups. Thus, major components of quality tourism experiences can be described in terms of attractions and activities, the social component, and support service components.

Marketing is a crucial element of tourism product development, fundamental for ensuring the sustainability of the products developed and introduced. REDISCOVER's Joint Visibility Strategy supports the development and introduction of new tourism products and services.

To increase the tourist potential of the e-cookbook it is very important to define criteria and the process of integration into international online/offline tourism information and sales services. Most partners consider that the involvement of cultural institutions (theaters, museums, cultural centers), public institutions, NGOs, companies and travel agencies in the promotion of tourist products and attracting tourists is essential. Local guides and tourism agencies have a vital role to play in the visibility of tourism products.

An example of intangible JCH element with mass appeal is Jewish gastronomy, a useful tool that most partners consider to be very effective in making the Jewish cultural heritage visible. Although not all partner cities have a kosher restaurant or canteen, there is a definite possibility for most or indeed for all partners to use this element, since members of Jewish communities have a repository of traditional recipes and cook specific dishes on special occasions throughout the year. Even without a formal restaurant setting, Jewish cuisine can be used as a potential tourism product that would attract locals and tourists alike. Generally speaking, food is an interest shared by everybody and Jewish gastronomy, as an intangible cultural heritage element, provides competitive advantage for a variety of reasons: it is not the most common types of cuisine found throughout Europe; in fact, Jewish food is not at all “mainstream” in the Danube region; consequently, all types of products that include this intangible element (restaurant/canteen, cookbook, online cooking classes, street food / food trucks on special occasions like holidays, festivals, etc) would have the competitive advantage of rarity, novelty, uniqueness, etc. To this can be added all the above-mentioned competitive advantages (tourism products/services of the highest quality, of the greatest variety, with the most reasonable prices, implemented by the most experienced staff); all can be used in the visibility strategies Online and mobile promotional strategies are also considered very effective by the majority of the partners.

The project partner cities are connected through the intangible heritage of gastronomy. The recipes from the e-cookbook will have annexed stories, lifelines and interesting extra information about the Jewish life and Jewish heritage of the project area.

The e-cookbook will include Jewish gastronomic legacies from partner cities and will be complemented by other items. The cookbook will have the collection of partner cities. Some of the partners revive old books, some of them are collecting forgotten recipes with the help of the local stakeholders. The recipes of the cookbook are provided by local communities and the preparation of the food for the books are photo documented

The e-cookbook will provide three kosher foods per city, and will also share interesting stories on local Jewish cultural heritage in addition to the recipes.

The e-cookbook will be a tool through gastronomy will have a good chance to be promoted through online channels.

#### 4.2. Competitive advantages of the REDISCOVER Guided tours

The project partner cities highlighted the most important buildings and intangible stories attached to the specific places and they are willing to advertise these heritages through different IT tools, such as online available mobile applications and integrative websites.

The Joint Thematic Route of Guided tours have a common base of the history of the Central and South European Jewish Community. The project partner cities were creating different themes for guided walking tours (online or live), one of the most important Guided tour themes is the Jewish Herstory, which describes the most important women in the local Jewish cultures.

Since the architect of the Szeged Synagogue, Lipót Baumhorn, designed numerous other synagogues in Central Europe, the development of a new thematic Baumhorn route could focus attention on the Jewish heritage of the region

The New Synagogue of Szeged is the second largest in Hungary, and is considered to be amongst the top few even globally. In addition, the New Synagogue is a favorite concert site due to its outstanding acoustics. The attention of the tourists or locals drawn here in this manner can be directed towards the fact that the New Synagogue of Szeged built by architect Lipót Baumhorn, who designed synagogues throughout Central Europe, and the world-famous scientist Chief Rabbi of Szeged, Immanuel Löw who coined its iconologic program.

The competitive advantages: unique and authentic experience, the tourist will empathize with these stories through their dramatic nature; every possible place to visit has a story and it's the story that creates the tradition. Easily memorable and accessible traditions and rituals are those that will revive the interest of tourists.

#### 4.3. Competitive advantages of the REDISCOVER Recreated Jewish Heritage Joint Thematic Route

With the exception of Osijek, the partners involved in this Joint Thematic Route have not identified competitive advantages directly linked with the above-mentioned pilots. This is understandable, as the participants in the Stakeholder Visibility Workshops were asked to identify competitive advantages of *intangible* JCH elements, and the pilots in this Route are mostly based on tangible heritage, whether extant or not. However, when we talk about JCH, tangible and intangible elements are inextricably linked, and therefore the competitive advantages described below can be adapted and used for the tangible elements as well.

Another issue related to this route is that the partners do not have well-known centres of JCH in their countries, and consequently no distinguishing strategies were identified.

**Murska Subota** concluded that Pomurje and Maribor, although having the most JCH in Slovenia, can't compete with more visible European centres of JCH, not in size, not in finances and not in tangible and intangible heritage. Further discussion identified the following aspects as unique features, competitive advantages and distinguishing elements:

- Coexistence of different ethnic groups, religions and languages : Lendava and Murska Sobota have been always a good example where mixed ethnic groups, religions and languages coexisted and thrived
- Development of Jewish family stories as intangible heritage elements: This refers to the broader context of once rather small, but flourishing Jewish community and its impact on the economic development and growth of the region (Lendava, Murska Sobota). Jews were the initiators of manufactures, small industries from which certain industries have developed and run until today. In terms of architecture, the Jews were commissioners of buildings still standing today, established the region's financial institutions, printing businesses, brick, umbrella and other factories, running restaurants, shops, developing sports and civil societies in the then mostly rural surrounding area. Their importance is not only at the local level, but for Jews in Slovenia at a national level.
- Presenting the diversity of Jewish community settling in this small area
- Presenting the diversity of cultures in 4-country area: Prekmurje and Maribor regions offer visitors cycling routes experiences and rich gastronomy, and JCH could be incorporated, as it would provide additional attraction. It can be also connected to the cross-border routes and joint tourism products with Austria, Hungary and Croatia. It is possible to visit four countries in one day (Austria, Hungary, Croatia and Slovenia), which is especially appreciated by Israeli tourists.

In Osijek, one of the strongest competitive advantages is the rather well preserved Jewish cemetery in Upper Town. Many other smaller towns in Croatia still have them, but Zagreb has no separate Jewish cemetery and Osijek had the second largest Jewish community, after Zagreb, till WWII, Advantages of Osijek could be achieved by organising different kinds of JCH-related workshops, tours of unique points (for example the Đakovo Jewish Cemetery with victims from WWII in the only marked graves in Croatia, others are mass graves without names). There are not especially strong JCH centre in Croatia, each has only some remnants of JCH elements: Rijeka has managed to maintain the only functional real synagogue building, there are some JCH buildings in Dubrovnik, Split still has its quarter called Ghetto, Zagreb has many social and commercial buildings and the most numerous Jewish community in Croatia – many prominent people and many interesting personal and family stories; here is Osijek also strong.

Kotor is taking advantage of its extraordinary natural preconditions and in synergy with local population is developing as a very important touristic destination.

Kotor believes that one antidote to this homogeneity is a “product portfolio“ approach, in which a diverse range of different products, both in terms of physical facilities and guest experience, is created, with each matching the circumstances, attractions, resources and sense of place of each area and region. Competitive advantages of Kotor are grounded in its ability to become customer centered.

#### 4.4. Competitive advantages of the REDISCOVER Virtual Museum and Exhibition Joint Thematic Route

The project partners did not identify competitive advantages linked specifically to the above-mentioned pilots. Similarly, the issue of distinguishing strategy from well-known JCH strategies was discussed only by some of the PPs. Timisoara and Galati made direct references to potential strategies, as follows:

Timisoara considers that in Romania there is no city that can be defined as a “well-known centre of JCH”, even if there are active Jewish Communities in several cities, especially in Bucharest, and in Brasov and Oradea. To this extent, Timisoara has a clear advantage, as it can offer high quality JCH tourism products without dealing with serious competition from other cities. A possible distinguishing strategy is to offer guided tours for niche interests in the JCH field, for instance: Jewish architects, focusing on Lipot Baumhorn; Jewish Orthodox/Neolog/Status quo-ante life and traditions; a tour focusing on the Jewish Cemetery and the “miracle rabbi”.

Galati recommended the following potential distinguishing strategies from well-known centres of JCH: online promotion strategies or oral stories, organization of festivals, virtual tours and live tours.

Since the partners discussed competitive advantages at a general level, without focusing on the Joint Thematic Routes and the pilots, it is necessary to take into account their general conclusions. These can be adapted, wherever possible, to the specific pilots that belong to this route.

Szeged has identified several competitive advantages, as follows: the city is a complex tourist destination ( due to its medicinal waters and baths, its open-air theater and its cityscape), and as such, it is difficult to integrate a newly developed element into this context. For Szeged, the most all-encompassing unique feature that can be communicated is that the rebirth of the city following the flood that essentially destroyed it in 1879 coincided with the rise of the Jewish citizenry of Szeged and the creation of their great works (buildings and industrial development). While this complex relationship cannot be transmitted through marketing communications, it can be linked to major Szeged narratives that are encountered by every tourist.

The local origins of food brands of Jewish origins ( for example, Pick salami and Kotányi spices ) that have today become recognized worldwide represents a serious advantage for communication. The connection between local gastronomy and the local Jewish cultural heritage is an element that could be exploited in the case of Szeged, but needs serious exploration and development. This can be achieved not only by the propagation of kosher style cuisine at restaurants, but also by linking the Jewish population and the development of Szeged food industry enterprises, and even the development of Szeged paprika, at the end of the 19th century and beginning of the 20th century.

The success of the tourism developments is aided by the specific context offered by the cultural and academic life of Szeged. The academic results can be disseminated not only in the monthly journal focused on the local history of the city, but by lecture series organized by numerous institutions.

Tourism marketing communication to certain classes of travelers is best phrased in simple messages that can be formulated using superlatives. Thus, the New Synagogue of Szeged is the second largest in Hungary, and is considered to be amongst the top few even globally. In

addition, the New Synagogue is a favorite concert site due to its outstanding acoustics. The attention of the tourists or locals drawn here in this manner can be directed towards the fact that the New Synagogue of Szeged built by architect Lipót Baumhorn, who designed synagogues throughout Central Europe, and the world-famous scientist Chief Rabbi of Szeged, Immanuel Löw who coined its iconologic program.

Galati identified the following competitive advantages of specific intangible JCH elements: items that will create a unique and authentic experience and can be used in visibility actions, like testimonials, life story and presentation videos; the tourist will empathize with these stories through their dramatic nature. Easily memorable and accessible traditions and rituals will revive the interest of tourists.

Timisoara's stakeholders identified the following competitive advantages:

- Great diversity of the very rich intangible heritage that includes elements like: music, dance, non-fiction books containing oral histories, as well as historical works about the Jews of Timișoara and Banat, a guide of Jewish Timișoara; the legend surrounding the “miracle rabbi” of Timisoara, whose tomb in the Jewish cemetery has become a place of pilgrimage for Jews and Christian alike.;
- Famous Jewish personalities born or living in Timisoara, that can provide visibility at an international level for the JCH products
- The kosher canteen serving traditional Jewish cuisine;
- Specificity of local Jewish religious tradition, since the community belonged to three distinct congregations, Orthodox, Neolog and Status quo ante, a distinction reflected in the tangible JCH as well
- A rich and vibrant community, with various activities that involve all age groups, keeping the traditions alive, while being fully integrated in the modern life of the city.

Regensburg identified the following aspects as unique features of the JCH:

#### *The unique Regensburg reference*

The location Regensburg and the specific embossing of its JCH tied to certain places, events and local personalities during the course of history are immanent and unique ingredients. Thus, it is important to consequently relate to these aspects when creating, elaborating and communicating JCH products (e.g. Neupfarrplatz as location of the Old Synagogue).

#### *The contemporary JC and life in Regensburg*

In order to show that JCH is so much more than the Shoah and the Holocaust and is a vivid part in Regensburg's daily life it is important to contrast stories and things that happened in the past with the contemporary life of Jewish citizens in Regensburg today. On the one hand, this is secured by the integration of the JC of Regensburg in all product developments. On the other hand, it will be regarded within the product concepts themselves. E.g. the cook book mentions medieval recipes as well as recent ones.

### *The recognition of contemporary trends*

Product development has to regard contemporary trends and needs to attract tourists and visitors. The Food and cooking trend is very popular and offers a manifold of approaches. The specific situation in Regensburg that the recent Jewish community has its origins in Eastern European countries leads to the idea for a “Jewish Fusion kitchen“ as a modern leading motif.

In Subotica the following main competitive advantages were discussed:

#### *Visibility elements of the museum exhibition*

In the spacious exhibition space of the Municipal Museum of Subotica, several topics will be presented, which will aim to introduce visitors to the world of knowledge about the the Jewish community in Subotica. The exhibition will be dedicated to its famous members who contributed to the past and present of Subotica, its economic and cultural development. In interactive coexistence and in cooperation with its fellow citizens, the Jewish community participated equally in the construction of modern Subotica.

The exhibition will be set up in accordance with modern museological standards, with the help of classic and modern means of exhibition (original objects, printed banners, printed photographs and texts in three languages, museum showcases, computer technology...).

#### *Visibility elements of the mobile application*

Benefits of apps include search and branding. Beyond visibility in search, it’s worth noting that recent research has found that consumers interacting with apps show more brand favourability and purchase intent. A study also found that apps that were more informational – providing product reviews, deals information or cooking tips – were more effective in engaging users, as compared to experiential game- or entertainment-oriented applications. Tourists first search for objects on their mobile phones, where they are and what to see, and then look at and take pictures of objects. This is especially true of Chinese tourists, who film attractions on the outside, rarely enter them, and have no information about the tradition of Jewish culture. The young generation lives with high-tech media, downloading applications to mobile phones, so this modelling channel can be used for a broader picture and thinking, to offer them information about the Jewish heritage in the form of videos, games, animated images with text.

Subotica’s brand is the Synagogue, being its magnet for tourists. But the problem is that only a minority of them visits the museum and the PP’s potential route and application. Placing flyers and some kind of informational board in the building of the Synagogue would be the way to attract tourists. According to Subotica, their Synagogue speaks for itself and there is no internal competition.

For Banja Luka, the competitive advantage will be provided by the virtual exhibitions of personal stories, i.e. video clips with famous Jews who will tell the stories of their families.. The videoclips will be recorded at authentic locations and will be available on the website of Jewish Cultural Center and via QR codes that will be included on printed promo material. One

potential tour will focus on the little known Donja Gradina ( concentration camp during WW II).

#### 4.5. Competitive advantages of the REDISCOVER Festival events

The partners did not identify competitive advantages specific to the pilots included in the Joint Thematic Routes. Consequently, we can only apply their general conclusions to each and every pilot. This leads of course to a repetition of the same advantages for all the pilots, but this less than satisfactory situation is the result of the fact that, as previously mentioned, the partners discussed in general the potential competitive advantages of intangible heritage elements.

Szeged is a complex tourist destination (due to its medicinal waters and baths, its open-air theater and its cityscape), and as such, it is difficult to integrate a newly developed element into this context. The local origins of food brands of Jewish origins ( for example, Pick salami and Kotányi spices ) that have today become recognized worldwide represents a serious advantage for communication. The connection between local gastronomy and the local Jewish cultural heritage is an element that could be exploited in the case of Szeged, but needs serious exploration and development.

The success of the tourism developments is aided by the specific context offered by the cultural and academic life of Szeged: research in the Jewish archives and state archives, the collections of the public library, a long-established unique municipal museum that has abundant materials (e.g. the works of Jewish photographers) and a century's worth of material in the digital archive of Hungary's longest running provincial daily newspaper.

Tourism marketing communication to certain classes of travelers is best phrased in simple messages that can be formulated using superlatives. Thus, the New Synagogue of Szeged is the second largest in Hungary, and is considered to be amongst the top few even globally. In addition, the New Synagogue is a favorite concert site due to its outstanding acoustics. The attention of the tourists or locals drawn here in this manner can be directed towards the fact that the New Synagogue of Szeged built by architect Lipót Baumhorn, who designed synagogues throughout Central Europe, and the world-famous scientist Chief Rabbi of Szeged, Immanuel Löw who coined its iconologic program

The participants at the Visibility Workshop in Galați, identified the following competitive advantages of specific intangible JCH elements: items that will create a unique and authentic experience, the tourist will empathize with these stories through their dramatic nature; every possible place to visit has a story and it's the story that creates the tradition. Easily memorable and accessible traditions and rituals are be those that will revive the interest of tourists. With the support of the representatives of the Jewish Community, intangible elements that can be used in visibility actions were identified, like testimonials, life story and presentation videos that can offer an image as optimistic as possible, with emphasis on the life and interesting habits of the Jewish community of Galați.

Regarding potential distinguishing strategies from well-known centres of JCH, the following were recommended: online promotion strategies or oral stories, organization of festivals, virtual tours and live tours.

Regensburg identified the following advantages:

- **The unique Regensburg reference**
- **The contemporary JC and life in Regensburg** On the one hand, this is secured by the integration of the JC of Regensburg in all product developments. On the other hand, it will be regarded within the product concepts themselves. E.g. the cook book mentions medieval recipes as well as recent ones
- **The recognition of contemporary trends** These three aspects named above all together characterize the uniqueness of the planned tourist offers.

Competitive advantages for Murska Sobota are:

- Coexistence of different ethnic groups, religions and languages
- Development of Jewish family stories as intangible heritage elements
- Presenting the diversity of Jewish community settling in this small area
- Presenting the diversity of cultures in 4-country area

Competitive advantages in Osijek in relation to other well-known centres of JCH are definitely the numerous personal and family stories of prominent Jewish families that combine life stories and achievements of wide-known Osijek(-born) citizens of Jewish origin (Branko Lustig, Oscar Nemon, Joseph Schlessinger, Otti Berger etc.) One of the strong Osijek advantages, related to family and personal stories, is the rather well preserved Jewish cemetery in Upper Town.

Advantages of Osijek could be achieved by organising annual festivals, story-telling programmes (living history, ambient performances), organising different kinds of JCH-related workshops, tours of unique points (for example the Đakovo Jewish Cemetery with victims from WWII in the only marked graves in Croatia, others are mass graves without names), Kosher certification of at least 1 restaurant and Stolpersteine-tours (where possible). The synergies and cooperations with other projects and stakeholders are highly recommended (example of Osijek and an international NGO network member Osijek Nansen Dialogue Centre and some other NGOs are jointly producing the brochure called “Jewish Osijek” and the exhibition of Jewish minority members’ personal stories, cooperation with B'nai B'rith Croatia, Gavro Schwartz lodge in Zagreb).

## **5. Collection of criteria and possible process of integrating and recommendations on joint marketing attractions**

### 5.1. Collection of criteria and possible process of integrating into international information and sales services

The tourist development of Jewish cultural heritage in all partner cities could be integrated into numerous local, regional and international networks.

The Draft study described the database of existing sales networks, information networks, and thematic routes regarding:

- local / regional / international tourist information services that provide information to cultural tourists
- local / regional / international tourism sales networks that sell products and services for cultural and heritage tourists
- Jewish thematic routes and other local / European / global cultural networks

Information networks are crucial to increase the visibility of the JCH and to publicize common thematic routes created between countries. An information network includes: (1) users, (2) information resources, (3) information centers, and (4) the total information transfer structure that links (1), (2), and (3).

Networks are especially important, providing accessibility and flexibility in message transfer, which are the key to success in the tourism industry. Information networks exist on several levels, at local, regional or global level. Information networks can be classified according to their purpose and main field of activity. In many cases, information networks overlap with sales networks; however, the main purpose of these platforms is to transfer message about a specific topic, instead of selling them.

The sales networks also provide information about the tourist products and services; we will highlight below only the information networks connected to the thematic routes. □

- Travel review sites
- Travel guides
- Mobile applications
- Experts
- Existing global and regional centers, programs that help promote Jewish culture

The thematic routes help to rebrand the existing cultural heritage which will be rendered visible by the development of a single consumer brand. A well-established thematic route has a long-term marketing strategy that identifies general marketing objectives, target market, consumer preferences, communication channels, and key performance indicators.

### Regional networks

Note: Some pages below do not have an English language version and consequently we have been unable to identify the criteria for joining the specific network.

*The Holocaust memorial and synagogue in Hódmezővásárhely*  
(<https://www.hodmezovasarhely.hu/holocaust/>). Webiste in Hungarian only

*The European Cemeteries Route* (<https://cemeteriesroute.eu/european-cemeteries-route.aspx>). The network consists of cemeteries which are interesting for their cultural heritage at local, regional and European level. Therefore to become a member does not imply just recognition and rights, but as well **participation** in common activities and projects.

#### Requirements:

- the organization has to be a member of ASCE (recognition of significant cemetery is not required);
- the cemetery is public and available for visits without limitations on religious, cultural, national, gender or other discriminating factors;
- you can actively work at the cemetery (perform guided walks, events or other activities within legal limits of the country);
- you can identify at least 5 important points in your cemetery which are interesting for visitors due to the personal story of deceased, artistic, historical or architectural point of view
- prepare English descriptions and photos of at least 5 points in your cemetery that include personal story and not just historical or other facts
- you have organisational and financial ability to:
  - produce marketing materials for promoting the route (insignia for entries, flyers and/or brochures, postcards)
  - cooperate on at least 1 of our projects
  - participate at least at 1 of our annual events every 3 years
  - communicate your work over our channels (website,...) - thus prepare articles or other content

There is a 150 € annual membership fee. With membership payed you are eligible to following benefits:

- use Cemeteries route insignia and marketing materials at your cemetery and offices
- have your cemetery listed at route website and all European Cemeteries route marketing materials
- get and exchange know-how about cultural and cemetery tourism with other professionals at our events
- use our photos and other artistic materials at your cemetery
- Community user account for ARTour mobile learning platform to create your own routes on cemetery (in value of 299€)
- participate in our projects
- participate at route and ASCE events

#### **European and global networks:**

- Jewish Heritage Europe (<https://jewish-heritage-europe.eu/>) is an expanding web portal to news, information and resources concerning Jewish monuments and heritage sites all over Europe. A project of the Rothschild Foundation (Hanadiv) Europe, JHE fosters communication and information exchange regarding restoration, funding, best-practices, advisory services, and more.
- The European Association for the Preservation and Promotion of Jewish Culture and Heritage (<https://www.jewishheritage.org/about>) is relevant to the development of Jewish heritage in Szeged. The AEPJ network acts as channels for intercultural dialogue and promoting better knowledge and understanding of European history, creating awareness of cultural diversity and strengthening European citizens' cultural identity.
- The Jewish Food Society (<https://www.jewishfoodsociety.org/>) could be an important promotional platform and development partner for the culinary developments. The Jewish Food Society's mission is to honor and revitalize Jewish culinary traditions, but one doesn't have to be Jewish to take part.
- Thematic networks in the realm of not-for-profit businesses, like World Jewish Travel (<https://www.worldjewishtravel.org/>). World Jewish Travel is a unique non-profit organization which provides an innovative and comprehensive digital platform to promote Jewish cultural travel and help users discover and experience Jewish heritage around the world.
- The Jewish Heritage Network (JHN) is a not-for-profit digital agency that brings together museums, libraries, archives and communities from all over the world in order to promote Jewish cultural heritage and make it accessible to all through innovative solutions. (<https://jhn.ngo/>)
- *The Cultural Guide to Jewish Europe* invites travellers to discover an unknown Europe off the beaten tourist-track. In addition to famous, not-to-be missed sites such as the ghetto of Venice, the old Jewish quarter of Prague, and the Anne Frank House, this guide explores the treasures of Jewish culture that are absent from other travel guides. (<https://jguideeurope.org/en/about-us/>) JHN is a vibrant network of cultural heritage institutions ..
- Beit Hatfutsot of The Museum of the Jewish People( <https://dbs.bh.org.il/>) it is an open databases project where you can discover millions of pictures, family trees, music pieces, stories of communities and more.
- The Bezalel Narkiss Index of Jewish Art, <http://cja.huji.ac.il/browser.php>

## 5.2. Recommendations on joint marketing attractions

The partners have identified and discussed, at their Stakeholders Visibility Workshops, the following potential joint marketing attractions:

- Guided tours focusing on specific themes, based on the shared history of partner cities that were once part of the Austro-Hungarian Empire, or that are close geographically, like Szeged, Subotica and Timisoara. A specific tour could be focused on the works of the famous architect Lipot Baumhorn

- Similarly, it is proposed that the cities of **Timisoara-Szeged-Subotica** be advertised together, renting space through a web portal, targeting mobile groups that would visit the three cities, as a route.
- The partner cities who have extant Jewish cemeteries could join the European Cemeteries Route; a tour of these cemeteries could constitute a common attraction, promoted under the REDISCOVER brand
- The project cookbook includes recipes, pictures and gastro-stories from all partners; this product is currently being developed
- the most easily integrated product is the Jewish Heritage Festival, where performances could be exchanged via online platforms with other partners among the REDISCOVER network.
- online cooking and educational courses
- **joint marketing** among local stakeholders at each partner level: creating a local product brand for JCH or cross marketing with SME and several cultural and tourism institutions
- **joint promotion of** the festivals, or of individual cultural activities as left-overs of planned festivals;
- Osijek's Weissmann collection exhibition will be in English also, prepared on panels to enable travelling and it can be taken to other partner cities;
- different IT solutions can be promoted jointly through the project website, via newsletters and project promotional material
- it would be ideal to create a joint video, but it is not planned by the project
- the possibilities offered by World Jewish Travel should be used
- the Lipot Baumhorn synagogues should create a 'sub-route' and maybe a separate site on the project website.

#### *5.2.1. Joint branding strategy for the REDISCOVER e-cookbook*

The REDISCOVER cookbook is a collection of traditional recipes of the Jewish community. The cuisine is very diverse and differs greatly from the community and family traditions, as there are many cultural backgrounds. In the Jewish community kosher food is cooked, but in everyday life, at home it is hardly possible. The cookbook contains background information to further holiday traditions, Jewish food preparation and Jewish history and life. A cookbook serves as a promotional tool to promote Jewish culture. It is disseminated through project partners, with the involvement of professional organizations, (e.g. touristic agencies), as a handout.

The Action plan defines the content of the Jewish cookbook including the following:

- Introduction to the characteristic features of Jewish gastronomy, with special regard to the notion of kosher food.
- A short story related to the gastro theme
- Cookbook can focus on locality (like a city or a region) or to cultures.
  - The cookbook can include a short presentation of the partner city if the book is created along regional theme.

- There are two main focuses for the recipes: Ashkenazi (European) and Sephardic (Eastern European, Arabic).
- The cookbook includes three types of recipes: appetizer, main course and dessert

A common branding strategy can be successfully implemented in the case of the E-cookbook by bringing together all the recipes from the partner cities under a single volume under a common promotional brand, for example *Rediscover Jewish gastronomy, tradition and health food*. The main promotional channel for the cookbook is social media communication. The simultaneous organization in the partner cities of events for launching cookbooks under a common brand could be shared via Youtube and on the project website through live streaming.

### *5.2.2. Joint branding strategy for the REDISCOVER Guided tours*

According to the Action Plan, the main aim of the proposed guided tours is to promote the local Jewish Cultural Heritage and to increase the visibility of the forgotten and faded built environment connected to the Jewish population.

A joint branding for the guided tours will be especially relevant for the partners Timisoara, Subotica and Szeged. The possibility of a joint tour has been discussed by the 3 PPs and it would have been implemented if the global pandemic had not happened. The 3 PPs are not only geographically close, but also linked by their common history as cities belonging to the former Austro-Hungarian Empire (in the case of Szeged and Timisoara). A joint branding is an obvious solution for promoting guided tours focusing on specific themes, based on the shared history of partner cities that were once part of the Austro-Hungarian Empire, or that are close geographically, like Szeged, Subotica and Timisoara. A specific tour could be focused on the works of the famous architect Lipot Baumhorn; the Lipot Baumhorn synagogues and cities should create a ‘sub-route’ and maybe a separate site on the project website, with a sub-brand especially designed to promote this specific tourism package. The branding strategy for the 3 cities, Szeged, Timisoara and Subotica should have as one of its main target groups the business tourists. Timisoara is a major destination for business travelers who are eager to spend their free time exploring the region, and thus Szeged and Subotica can be promoted as an ideal destination. Cross-promotion can happen across the thematic route, and it was further proposed that the cities of **Timisoara-Szeged-Subotica** be advertised together, renting space through a web portal, targeting mobile groups that would visit the three cities, as a common package/route. The branding strategy should focus on the common heritage and cultural elements of the 3 PP cities, but also on the fact that, while they share many interesting elements, they belong to 3 different countries and as a consequence the tourists will enjoy a variety of experiences as reflected by the specificities of Romania, Serbia and Hungary.

The partner cities who have extant Jewish cemeteries could join the European Cemeteries Route; a tour of these cemeteries could constitute a common attraction, promoted under the REDISCOVER brand, and if necessary with a specific sub-branding strategy. This is especially relevant as some of the pilots in this thematic route actually involve tours of the cemeteries.

### 5.2.3. Joint branding strategy for the REDISCOVER Recreated Jewish Heritage Joint Thematic Route

As described in the Action Plan, the main aim of this thematic route is to recreate an abandoned, ruinous Jewish Cultural Heritage element in order to preserve it, and to prevent total decay. The reconstruction can be virtual through applications, VR and AR technology, or real, with architectural and construction works.

A joint marketing/branding strategy can be developed by the PP cities to highlight the lost Jewish historical tangible elements. The partner cities involved in this thematic route are Kotor, Murska Sobota and Osijek. In the case of this particular route, there are obvious advantages to a joint branding strategy, the main one being the similarity between the various aspects of Jewish history and cultural heritage of the PP cities, as well as the relative geographical proximity of the cities involved, thus providing the opportunity of creating a common tourism package. The specific pilots chosen for this thematic route may easily be included in a joint branding/marketing strategy, both at a regional level and as part of a larger network. This is especially relevant for the pilots that will be implemented by Murska Sobota and Osijek, as they involve rehabilitation of their respective Jewish cemeteries. It is highly recommended to join the international network *European Cemeteries Route*.

The PP cities involved in this route share many aspects of their history. Croatia, Montenegro and Slovenia were all part of the former Yugoslavia, while the territories of Croatia and Slovenia belonged to the Austro-Hungarian Empire until 1918. Consequently, the Jews living in these territories share many aspects of their culture, religious life, history, traditions. The tragedies that befell the Jews living in this area during the Holocaust have led to the destruction of many tangible elements of cultural heritage, and thus arose the common need of the cities to recreate and preserve the lost buildings and decayed cemeteries. It is crucial as well to preserve the intangible history of these communities, who are smaller and unknown by the general public. Kotor's pilot – *Research of the Montenegrin Jews* – could easily be adapted and replicated in Murska Sobota and Osijek, especially in view of the similar historical and cultural background of the Jewish communities.

Under the project-level common brand “REDISCOVER”, the 3 PP cities involved in this thematic route should also identify a specific sub-brand that would encapsulate the essence of what they have to offer in terms of Recreated Jewish Heritage. The actions taken in order to create a joint branding strategy could include:

- agreement on a relevant name for their sub-brand, as well as for their joint values and goals; the sub-brand should be easily integrated in the project-level branding strategy.
- encouraging the broadening of the partner base with a special focus on the regional level of the 3 cities; this is in line with Murska Sobota's proposal to initiate the development of a JCH route of Prekmurje and Maribor and later the rest of Slovenia under one common brand;
- a framework of objectives and cooperation guidelines;
- future scenarios on how a destination brand created for the 3 PP cities could be realized;
- agreement on the activities to be undertaken for the development of a transnational brand, and the establishment of a joint marketing strategy and management team, that would involve as well the LSGs and other institutions and organizations, both public

and private, with a special focus on the collaboration with tour operators and travel agencies, especially those that cater to Jewish tourists, both from Israel and from the diaspora;

- the joint branding strategy should be developed taking into account the potential target group made up by Jews whose ancestors hailed from Montenegro, Slovenia and Croatia and who are interested in rediscovering their roots.

#### *5.2.4 Joint branding strategy for the REDISCOVER Virtual Museum and Exhibition Joint Thematic Route*

The Action Plan describes this thematic route as follows:

The tourism industry has been greatly affected by the COVID-19 global pandemic due to the resulting travel restrictions and to a great decrease in demand among travelers. However, this unprecedented challenge to global tourism offers an opportunity to promote alternative ways to explore cultural heritage. Video-supported guided tours of heritage sites, augmented-reality viewing experiences of famous museums and exhibitions have become the new reality for the tourism industry. In this context, the REDISCOVER Virtual Museum and Exhibition Joint Thematic Route has the potential to become highly successful.

A joint branding strategy for this thematic route is possible both on a larger and on a smaller scale. Similar pilots could be grouped together; for instance, the “Outdoor exhibition of famous local Jewish persons”, and the Lipot Baumhorn exhibition organized by Szeged, with Subotica's exhibition “Ordinary life from the eyes of Jews” and with the “Jewish Architecture” exhibition that Timisoara will organize as a parallel event to the launch of its Virtual Jewish Museum, as well as with Banja Luka’s “*Personal Stories Virtual Exhibition*”.

Timisoara, Subotica and Szeged are not only geographically close, but also linked by many common elements of their history and cultural heritage and this cluster could greatly benefit from a common sub-branding within the project-level brand of REDISCOVER. In fact, it is proposed that the cities of **Timisoara-Szeged-Subotica** be advertised together, possibly by renting space through a web portal, or targeting mobile groups that would visit the three cities, as a route; cross-promotion being another useful strategy for creating visibility for their common tourism products.

Subotica’s other pilot within this thematic route, *Herstory guided tour*, if filmed and posted on the project website, could also be included in the cluster. Galati’s pilot, “*Photo and traditional objects exhibition via e-festival website*”, could be clustered together in a sub-branding strategy with Timisoara’s pilot, the strategy focusing on the very different aspects of Jewish life and cultural heritage found in Romania, as exemplified by the two cities – Timisoara and Galati – situated at opposite ends of the country. In fact, Galati and Regensburg’s pilots could also be joined in a sub-brand that would focus on Jewish life on the Danube, highlighting the very different experiences that Jews encountered throughout history in Regensburg, as opposed to Galati.

The PP cities will ultimately decide if it is more advantageous to have a joint branding at thematic route level or if smaller clusters are more efficient. Regardless of their ultimate decision, the branding strategy should follow the usual main steps, i.e. choosing a relevant name for the sub-brand, broadening the cluster/s, if applicable, to include other similar virtual reality museums/exhibitions/cultural heritage websites, establishing guidelines for their short and long term goals and cooperation, joining a network of relevant organizations and institutions that will help promote the brand, targeting directly the groups that are most open to virtual tourism, as well as those groups who would be especially interested in a specific content, for instance Jewish families tracing their genealogy, students from primary and secondary schools learning about history and culture in a more attractive way, scholars and researchers on Jewish topics, etc.

#### *5.2.5. Joint branding strategy for the REDISCOVER Festival events*

The idea of the festival is based on the capitalization of tangible and intangible Jewish cultural heritage that has been identified in each of the partner cities in the Rediscover project. As presented in the Action plan, the partner cities in the Rediscover project in which a festival is to be implemented as a pilot are Regensburg, Murska Subota, Osijek, Szeged and Galati. The events to be held in Regensburg (Jewish Heritage Day), Szeged (Jewish Festival Events), Murska Sobota (Days of Jewish Culture) and Galati (Jewish E-festival) can be easily assimilated under a joint branding strategy; a festival circuit of Jewish culture can begin in Regensburg, then continue to Murska Sobota, Szeged and end in Galati.

The Jewish festival event circuit can be brought together under one sub-brand, for example *Rediscover Jewish life in the Danube Area*. The organization of this circuit of events may be done according to the geographical location of the partners. The duration of the event in each city should be between 1 and 3 days after which it will continue in the next city. The common synergy in the development of this circuit of events can be obtained by the inviting to each festival the great Jewish personalities from other cities, artists, choirs, dance ensembles, as well as the presentation of exhibitions on common themes. Flyers/brochures with the entire circuit of Jewish festival events are a useful tool for promotion and will be available in each partner city, both physically at tourist information points and online on event and social media networks.

The agenda of the festival in each partner city includes similar activities and specific local activities for one or more cities. The activities that are similar consist in organizing theater performances (presenting the history of the Jews), various activities related to culture, religion, history, Jewish traditions, music, literature, gastronomy, philosophical lectures, exhibitions and guided tours. The specific activities according to local Jewish history can be found in the agenda of the Regensburg festival - a theater show that will present the history of the Jews of Regensburg from the Middle Ages to the present and a visit to the new synagogue. In Murska Sobota, as a special feature, activities are planned during the event, including screenings of films about the Jews of Slovenia and interviews with personalities. Activities are planned in

Szeged that will include interviews with celebrities and a presentation of the heritage of local Jewish culture. In Galati the planned activities will promote the local Jewish cultural heritage through videos that will present a true mirror of the life and history of the Jewish community in relation to the Danube, the local feature being the exhibitions of photographs and traditional objects and a photo competition.

Also, the cities of Osijek and Szeged have similar activities within the festival, i.e. the organization of exhibitions. In Osijek - Exhibition of Dr. Hermann Weismann - about the life of this prominent personality, lawyer and collector who bequeathed to the Museum of Slavonia in Osijek his collection of art and numismatics with his vast library, offering a deep perspective on his life and heritage. In Szeged - the peculiarity is the visualization of street art on the protective screen of the building in the Jewish quarter by designing a painting commemorating the role of the Jewish community in the development of the city.

Anticipating consumer experiences can be the key to gaining their trust when they think of a product. The partnership with the event, its activation is done through communication in Social Media. When a brand aligns with the communication strategy of the event, the brand can generate content not only during, but also before and after the festival. Using a catchy headliner to gain attention, giveaways, photo albums are just some of the elements that determine fans to follow and like the stories and posts of brands. Video content is among the most used methods of communication in the online environment with the highest conversion rate. This, especially live streaming, increases the level of commitment, without the need to spend too much on communication and promotion. Festivals in general now focus not only on line-ups and programming but also on sensory and emotional experiences. Brands that manage to share more and more personalized and contextualized messages are also those that manage to remain in the minds of consumers. The private lounge is one of the best ways to interact with the public because it provides access to a highly targeted audience. It can be dedicated to the press, VIPs and influencers. It is the best space for direct interaction, networking and social fun. The food area, within the festival, offers the possibility to those interested to taste Jewish food, increasing both curiosity and interest in something new, different and healthy. Philosophy sessions, kabbalah, religion (torah), interactive workshops, are just some of the activities that make participants curious to come to the stand and interact with a brand. Good ideas are the ones that generate conversation, and the time spent at a festival can last for a few days, so "learning while having fun" is the new trend. Festivals with a strong brand awareness have access to a dedicated database, to a community that can be activated. An Israeli souvenir, a personalized t-shirt, a personalized wallet, a thermos or an external battery are just some of the elements of a festival kit that can carry the brand even after the festival. In addition to live music, participants want other sensory experiences to share with their friends (and online). A banner, an installation or graffiti produced in collaboration with local artists can become content that may easily go viral on social networks. Stories bring fans closer to a brand, especially when they are created and generated together.



## 5. Conclusion

REDISCOVER is a diverse partnership, with a rich and vibrant Jewish heritage that is connected by historical and cultural associations linked to the Austro-Hungarian Empire. However, in terms of extant heritage, both tangible and intangible, there are significant differences between the partner cities. While acknowledging these differences, there are several marketing and visibility methods for JCH-based tourism products that could arguably be applicable in every location and for every product.

There are numerous marketing and visibility tools that can be used to promote and develop tourism products and to create awareness of the wealth of Jewish heritage that is still undiscovered by the general public. Each partner has chosen the methods and strategies best adapted for their specific situation, while at the same time identifying the common threads that links their own heritage to that of the partners, and that will ultimately create synergies at REDISCOVER level and will arguably ensure sustainability to the tourism products even after the project's end.

Cultural heritage is one of the key factors necessary for a sustainable development of tourism. The Jewish cultural heritage elements are not only objects in need of preservation, but also potential instruments for development, and the partners, through the actions and opportunities offered by REDISCOVER, are contributing to the development of their cities and their region.