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CREATURES



O.T.2.2 LOCAL ACTION PLAN (LAP): School of Economics and Business Sarajevo

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1. Introduction

Within WP T2, each PP will prepare the Local Action Plan (LAP) aimed at preserving-valorizing PPs' cultural heritage by promoting more 'user-friendly' tourist environments, attractive for Y generations, innovative in the activities, alternative in the spaces, sustainable in the approach". Also, the LAP will develop good-quality strategies and explore new spaces for alternative tourist offers: e.g. urban spaces to be regenerated and transformed in 'creative districts' (alternative to the classical Old Towns), where tourists will feel dynamic protagonists of their tourist experience, interacting with local cultural context & material/immaterial heritage.

SEBS followed the instructions and the template provided by Urban Planning Institute of the Republic of Slovenia – UIRS, coordinator of Creature project task. The data was collected through desk analysis and collaboration between SEBS and LSG's members, particularly Museum of City Zenica and Tourism Agency Sarajevo Insider.

2. Vision

Table 1: your Vision Statement

1. Vision	
You vision statement	<i>Developing Bosnia and Herzegovina as a world class tourist and cultural destination by year 2040, as well as building the brand identity based on arts, culture and heritage.</i>

3. SMART Objectives

Based on the State of the Art Analysis and SWOT analysis conducted within the first work package of the Project, WP T1 "Increase CCI-related businesses, SMEs and start-ups' capacities and knowledge", led by the PP8 SEBS analysis of the and consultation process with local stakeholders, three goals to be implemented through the LAP are proposed:

Objective 1: Enhancing cultural tourism development through creation of new experiential tourism routes

Objective 2: Fostering linkages between creative entrepreneurship and tourism

Objective 3: Developing interactive processes in museums



Objective 1: Enhancing cultural tourism development through creation of new experiential tourism routes

BiH has enormous tourist potential which rests on exceptional natural beauty, cultural and historical values, and favourable climate. BiH is the country in which tourists can ski on the same day in the top ski resorts of the Olympic Mountains and walk or ride a bike along the sea. The BiH's Foreign Investment Promotion Agency (FIPA) considers the tourism sector as great investment opportunity, including the ski and mountain tourism, ecotourism, cultural heritage and religious tourism, adventure and sports tourism, sea tourism, and spa tourism. Among different types of tourism, cultural tourism has been recognized as a top priority tourist product with a huge potential for further development. Cultural tourism is one of the fastest growing tourism markets and BiH has a great still untapped potential for its development. As a focal point of cultural tourism in BiH, there are several larger cities, primarily Sarajevo, Mostar and Banja Luka. In addition, the medieval castles (e.g., Bijela tabija, Žuta tabija, Travnik castle, Bobovac, Vranduk) are highly popular attractions among tourists and visitors from larger urban centres where the majority of tourists are located. Although BiH has rich cultural heritage (tangible and intangible) we can ask ourselves do heritage and/or historical sites really have attractive force? Are they attractive to young tourists and do they provide memorable experience? Do they have the capacity to create cultural contact (i.e., depth of experience a tourist seeks when travelling for experiencing a different culture)? Unfortunately, in most cases, the answer is negative mainly due to the lack of heritage interpretation-based itineraries. The main purpose of heritage interpretation-based itinerary is not instruction, but provocation, i.e., a process that stimulates the mind of a tourist/visitor through meditation and leads to the emergence or strengthening of positive feelings. This process allows tourists/visitors to enjoy the new knowledge and develop a positive attitude towards the protection and conservation of cultural heritage sites. Also, heritage interpretation-based itinerary favours the promotion and marketing of heritage sites in respect to authenticity and integrity. Therefore, the development of cultural tourism in BiH can be enhanced by creation of new experiential tourism routes.

Objective 2: Fostering linkages between creative entrepreneurship and tourism

Based on interview conducted with local stakeholders (Task 1) and discussion with LSG's members, the following obstacles were identified in the area of making connection between CCIs and sustainable tourism:

Limited entrepreneurial orientation among the creative culture community (creative workers).

Since the CCI community consists mainly of independent artists and creators, who are not willing to act as entrepreneurs, it is not easy to unlock the potential of creative and cultural entrepreneurship. Moreover, CCI businesses, particularly craft businesses, are unaware of their cultural and creative potential and related opportunities for business expansion. The lack of experience in business and the skills and capabilities needed to start a company leads to risk aversion and reduces the motivation to explore business opportunities.



Lack of strategic framework (strategies/policies) focused on the supporting innovation is tourism.

Innovations in tourism are mostly results of the projects implemented within the several programs and initiatives supported by the EU (Interreg Danube Programme, Interreg MED Programme, etc.) or cross-border corporations. Therefore, innovations in tourism result from knowledge transfer characterized by innovation diffusion, whereby existing technologies, products, services, and best practices are transmitted from one partner country to the others. However, it should be noted that several factors can act as barriers to the knowledge transfer of best practices. First, the ability of BiH's tourism organizations and tourism companies to acquire, assimilate, transform, and exploit external knowledge (absorptive capacity) can limit the transferability of knowledge and local innovations. Second, the differences in legislative and administrative systems between project country partners and BiH and the lack of funding opportunities and private investments in BiH are main barriers to implement transferable knowledge and create innovations in tourism.

Weak inter-organisational networks in CCIs and cultural heritage and sustainable tourism. In general, culture and cultural heritage have been recognized as important assets offering ample opportunities to make linkages between CCI and cultural heritage and sustainable tourism promotion. However, although this is recognized in policy documents and is proclaimed by the government officials, the effective channels, and schemas for fostering the collaboration between these three areas have not yet been efficiently created.

Based on the following weaknesses, it is necessary to foster linkages between creative entrepreneurship and tourism by creating learning opportunities for creative entrepreneurship and entrepreneurs in the field of business development and sustainable tourism.

Objective 3: Linking CCIs and tourism by developing interactive solutions to the needs of tourism development

Technology plays a major role in supporting the development, renewal, and competitiveness of cultural organizations. Thus, cultural organizations focus on the adoption of modern technology devices aiming to improve the tourism offer, and consequently enhance the experience of the tourists/visitors. The interactive technologies enhance the experiential aspect of the cultural tourism experience. The equipment and applications related to new technologies seem to provide new channels for the diffusion of culture and are part of a renewal of aesthetic and cognitive consumer experiences. For instance, museum visitors can often immerse themselves in re-created environments that surround them with high-definition video images, high-fidelity sounds, virtual reality, smells, textures, colors, and vibration. Base on the discussion with members of LSG, we concluded that cultural organizations in BiH have a relatively lower utilization rate of digital technologies compared to other European destinations. A few cultural organizations have adopted passive technologies such as videos, animated pictures and panels, and audio content supporting the provision of experiences. However, the use of active digital and interactive technologies (e.g., digital touch screens, 3D images, and aroma-diffusion equipment) to power the core experience is limited. Including contemporary technological solutions with rich Bosnian culture and proven creativity should be specifically appealing to younger generations of tourists/visitors. The discussion with LSG already indicated several focal points where creative and cultural industries could contribute towards making the routes environmentally friendly and sustainable and technologically appealing to younger tourists/visitors at the same time.



Based on the current situation, there is a need to develop interactive digital platforms and solutions within tourism practice.

Table 2: SMART Objectives

1. SMART Objectives							
	Initial objective	Is it specific?	Is it measurable?	Is it Achievable?	Is it relevant?	Is it Timely?	Updated objective
Enhancing cultural tourism development through creation of new experiential tourism routes	-	Yes	Yes	Yes	Yes	Yes	-
Fostering linkages between creative entrepreneurship and tourism	.	Yes	Yes	Yes	Yes	Yes	-
Linking CCIs and tourism by developing interactive solutions to the needs of tourism development	.	Yes	Yes	To some extent	Yes	To some extent	-

Based upon previous analysis and the timeline set by the Creatures project, it is estimated that the development of the local action plans should follow the Creatures implementation deadlines.

4. Basic data about area of intervention

Table 3: Basic data about BiH and Area of Intervention

1. Basic data about your Area of Intervention	
Name of your Area of intervention	<i>The City of Sarajevo (Canton Sarajevo) Vranduk (Zenica-Doboj Canton)</i>
Country	<i>Bosnia and Herzegovina</i>
Total area in km2	<i>51,129 km2</i>
Total inhabitants	<i>3,280, 815; year 2020</i>
Regional (municipal) GDP per capita in EUR.	<i>6.031, 557 (current US\$); year 2020</i>



Unemployment rate	16.85%; year 2020
Population growth (annual %)	- 0.613%; year 2020
Net migration	- 107,926; year 2017

The LAP primarily focuses on two cantons in Federation BiH – Canton Sarajevo and Zenica – Dobo Canton. In addition, interventions will be implemented in the one tourist destination - City of Sarajevo and one historical site – medieval fortress Vranduk.

The City of Sarajevo is the administrative, economic, political and cultural centre of the country, located in the Sarajevo valley area, surrounded by the Olympic mountains Bjelašnica, Jahorina, Igman and Trebević. With its history, cultural assets and high-quality accommodation facilities, the City of Sarajevo hosts many domestic and international events such as the Sarajevo Film Festival, the Theater Festival (MESS), Jazz Fest, Gastro Eco-Fest, Sarajevo Holiday Market, among others.

Thus, the City of Sarajevo is mostly considered to be a cultural destination. The City of Sarajevo bears a rich and diverse cultural past, which includes the three distinct periods of the Ottoman occupation (1463–1878), the Austro–Hungarian rule (1878–1914) and the Yugoslav Federation (1945–1989).

Vranduk (located in the Zenica-Doboj Canton) is one of the best-preserved medieval fortress located outside the city near the river Bosna. Vranduk was the seat of many Bosnian kings. Vranduk has a small museum collection that testifies Vranduk way of life, fantastically well-preserved walls and a small catering facility for refreshments. At the foot of the fort is the mosque of Sultan Mehmet al Fatih, which is built on the foundations of the church. This route also includes the visit to Hanovi mills on the local river. Local mills are in use by residents of the local community and it is possible to visit them by appointment and see the process of milling grain/making flour.

The maps of areas of intervention are presented below.





5. List of Actions

Table 4: List of Actions

1. List of Actions										
	Short name of the action	Detailed description of the action	Objectives that are tackled with this Action	Who is responsible for the implementation of this action	Estimation of the needed funds for the implementation	Source of potential funds	Time needed for the implementation	Planned start date of the action	Planned time to implement your action	Relevant stakeholders and their roles for the implementation
Creation of new experiential tourism routes	<i>EXPROUT</i>	Create at least two creative experiential tourism routes aiming to link tangible and intangible cultural heritage to tourism in the area of intervention (the City of Sarajevo and historical site Vranduk)	Enhancing cultural tourism development through creation of new experiential tourism routes	Local travel agency Museum City Zenica	-	Existing Operating Budget (local travel agency and Museum City Zenica)	3 months	July 2021	September 2021	Local travel agency – creation of experiential routes – the city of Sarajevo and communication with potential tourists Museums (The History Museum of Bosnia and Herzegovina, Museum of Sarajevo) City of Sarajevo (Local community) Museum City of Zenica – creation of experiential route Vranduk and communication with potential tourists/visitors Local residents Tourists
Establishing training program for creatives and	<i>TRAIN</i>	Building capacity within the cultural and creative sector	Fostering linkages between creative	SEBS Local experts	-	<i>CREATURES Budget</i>	4 months	September 2021	December 2021	SEBS Local experts

cultural organizations		to sustain cultural development and develop creative tourism products based on CCIs	entrepreneurship and tourism							Creative workers Start-ups in CCIs
Establishing meeting and presentation platform for CCIs and tourism	<i>CCIs-TOUR LINK</i>	Creating a platform for dialogue between CCIs and tourism	Fostering linkages between creative entrepreneurship and tourism	SEBS Member of LSG	-	<i>Existing Operating Budget (Tourist Boards)</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	Members of LSGs Cultural organizations The Tourist Board of Sarajevo Canton Federal Ministry of Environment and Tourism Institute for the Protection of Monuments
Collaborate with local arts and cultural destinations on the development of targeted promotional tools for a range of potential tourists/visitors	<i>CCIs-TOUR LINK</i>	The development of new promotional materials	Fostering linkages between creative entrepreneurship and tourism	Different stakeholders	-	<i>Existing/Operating budget (all stakeholders involved)</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	Different stakeholders
Support the attraction of new or regeneration of existing events and festivals that leverage on the assets across destinations	<i>CCIs-TOUR LINK</i>	Advocate the public funding of new and existing events and festivals	Fostering linkages between creative entrepreneurship and tourism	Different stakeholders	-	<i>Existing/Operating budget (all stakeholders involved)</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	Different stakeholders
Developing IT solutions to tourism	<i>IT-TOUR</i>	<i>Adoption of CREATURES app among local tourism businesses and cultural organizations</i>	Linking CCIs and tourism by developing interactive solutions to the needs of tourism development	CREATURES partners Museums (Sarajevo)	-	CREATURES Budget	12 months	June 2022	Ongoing	SEBS Museums (The History Museum of Bosnia and Herzegovina,



				City Museum Zenica							Museum of Sarajevo)	City of Sarajevo	Tourist Board of Canton Sarajevo	City Museum Zenica	CCI businesses	Cultural organizations	Tourism businesses
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6. Monitoring and Implementation of Action

Table 5: Monitoring the implementation of Action

2. Monitoring the implementation of Action							
	Short name of the action	Milestone 1 (date)	Indicators to track milestone 1 (for example action that have to be finished by this milestone)	Milestone 2 (date)	Indicators to track milestone 2 (for example number of tourists that have to test your new route by Milestone 2)	Milestone 3 (date)	Indicators to track milestone 3 (for example amount of money tourists spend on average for a certain service)
Creation of new experiential tourism routes	EXPROUT	September 2021	Number of new experiential tourism routes developed	October 2021	Number of tourists involved in testing new developed experiential tourism routes	June 2022	Number of tourists who experienced new experiential tourism routes
Establishing training program for creatives and cultural organizations	TRAIN	August 2021	Decision on the Terms of Call has been made Call for participants has been implemented Candidates have been selected Materials have been prepared	September and October 2021	Number of the cultural workers on training program Number of the creatives and cultural organizations on the training program	December 2021	Number of the cultural workers on training program Number of the creatives and cultural organizations on the training program
Establishing meeting and presentation platform for CCIs and tourism	CCIs- TOUR LINK1	December 2021	Number of people involved in LSG Number of creative workers involved in LSG Number of tourism businesses involved in LSG	June 2022	Number of people involved in LSG Number of creative workers involved in LSG Number of tourism businesses involved in LSG	Ongoing	Number of meetings organized per year Number of people attended per year
Collaborate with local arts and cultural destinations on the development of targeted promotional tools for a	CCIs- TOUR LINK2	-	-	June 2022	Number of promotional tools created by creative workers for a range of potential tourists/visits	Ongoing	Number of promotional tools created by creative workers for a range of potential tourists/visits per year

range of potential tourists/visitors							
Support the attraction of new or regeneration of existing events and festivals that leverage on the assets across destinations	<i>CCIs- TOUR LINK3</i>	-	-	June 2022	Number of new and existing cultural events/festival organized Number of visitors to the cultural events/festivals	Ongoing	Number of new and existing cultural events/festival organized Number of visitors to the cultural events/festivals
Developing IT solutions to tourism	<i>CCIs- TOUR LINK4</i>	-	-	--	-	June 2022	Number of tourists who used new developed IT solutions (CREATURES mobile app)



7. RISK MANAGEMENT AND ACTIONS

Table 6: Risk Management of your Actions

3. Risk Management of your Actions								
	Name of the potential risk	Description of the potential risk	Probability of this risk (from 1 – low to 3 high)	Impact on the Action (from 1 – low to 3 high)	Mitigation plan. what do you plan to do, to avoid this risk to happen	Who is responsible for the Mitigation activities	Contingency plan. What do you plan to do if the risk happens to lower the damage	Who is responsible for the contingency activities
EXPROUT	Stakeholder risk	Lack of knowledge and skills needed to carry out activities	1	2	Cooperate with local experts with experience in creating tourism routes	SEBS	Modified existing tourism routes by adding experiential component that will meet the expectations of younger tourists/visitors	SEBS Local travel agencies
TRAIN	Stakeholder risk	Low level of interest of creative workers and cultural organizations for training program	2	3	Continuous communication, networking and direct contacts	SEBS	Focusing on a smaller number of cultural workers and cultural organizations (members of LSG)	SEBS
CCI-TOUR LINK1	Stakeholder risk	Low cooperation and participation of stakeholders in the planning of the activity realization	2	3	Continuous communication, networking and direct contacts	SEBS	Focusing on a smaller number of cultural workers and cultural organizations (members of LSG)	SEBS
CCI-TOUR LINK2	Stakeholder risk	Low cooperation and participation of stakeholders in the planning of the activity realization	2	3	Continuous communication, networking and direct contacts	SEBS	Focusing on a smaller number of cultural workers and cultural organizations (members of LSG)	SEBS
CCI-TOUR LINK3	Stakeholder risk	Low cooperation and participation of stakeholders in the planning of the activity realization	2	3	Continuous communication, networking and direct contacts	SEBS	Focusing on a smaller number of cultural workers and cultural organizations (members of LSG)	SEBS

CCI-TOUR LINK4	Stakeholder risk	Low cooperation and participation of stakeholders in the planning of the activity realization	2	3	Continuous communication, networking and direct contacts	SEBS	Focusing on a smaller number of cultural workers and cultural organizations (members of LSG)	SEBS
	Technological risk	Poor adoption and use of information technology	1	2	Targeting relevant cultural organizations and support them in the process of adoption created IT solution	SEBS	Focusing on smaller number of cultural organizations and enhancing their interest to implement created IT solution	SEBS

