

Work Paper on Stakeholder Alignment (D.T3.5.2)

Project index number and acronym	CE81, ECRR
Lead partner	Rural Association for Development ThLG
Project Partner	PP6 SMMS

Background information

Reformation history, culture and sights are already integrated and bounded in a well functioning culture tourism in Central Germany. The year 2017 was outstanding in terms of awareness for the topic Reformation because the celebration of 500 years of hammering the thesis at the church door in Wittenberg was a national and international event and raised interest from people all over the world. In preparation of a huge church day in Wittenberg, several exhibitions, services, events, concerts, etc. a lot of stakeholders that are somehow in touch with the topic reformation have been already bundled and addressed. The 2017 Luther jubilee was prepared with a 10 years decade with one special topic each year starting in 2007. The national tourist boards such as Thuringia and Saxony-Anhalt worked closely together to promote the topic on an international level. So in general the start of ECRR is perfectly settled in a time were reformation aspects play a central role in the cultural landscape of Germany.

Some examples of cooperations and actions can be found here:

1. <https://www.luther2017.de/>
2. <https://r2017.org/>
3. <https://www.visit-luther.com/>
4. <http://www.lutherweg.de/>

But the high interest on the topic Reformation got chances and risks at the same time. The high political interest on the topic was leading to an unequal distribution of public interest, events and funds. Of course Lutherstadt Wittenberg, the historical place where Luther worked and published his 95 thesis was in the focus of the public and also Berlin and other big cities that are playing a strategical role in culture, public and politics. Smaller regions such as the county Mansfeld-Südharz had to find there own role and their unique selling proposition in the battle of the reformation interested visitor.

But in general it was a big success to bring attention for the topic reformation and we suppose that Mansfeld-Südharz would never have been asked to play a role in the Interreg ECRR project without having the 2017 jubilee.

For those reasons the region was already aware of the topic and some networks such as a regular meeting between reformation partners / actors was already established. Therefore PP6 could actively use the already established meetings and groups of stakeholders but had to find a way how to raise interest for the topic ECRR.

Objectives and Description

The main objective of using the networks and align stakeholders behind the concept of ECRR / Routes of Reformation was that PP6 and its partners wanted to find suitable and sustainable strategies to continue to work on the structures, projects and ideas from the Luther jubilee in 2017 and the years ago. It seemed the perfect time to establish a network and to allow a continuous work on the topic reformation as a cultural and touristic highlight. SMMS could mainly use established platform but needed a long breath and enough strength to convince partners to participate at ECRR. The problem was that from 2007 onwards until now a lot of projects, structures, associations, etc. started to work and that only some of them had been successful or constantly working. So the power of partner to participate was fallen and some had been very sceptical why they should join another network of reformation partners. So we had to sensitively talk and explain the concept of ECRR to our partners to win them as reliable partners and stakeholder. SMMS tried to use as much channels and methods of communicating to our potential stakeholder as possible.

Methods used by PP6

5. Bilateral meetings and phone calls
6. Information shared via E-Mail
7. Established workshops, workgroups and meetings
8. New forms of workshops, workgroups, events
9. Local trainings in the frame of ECRR
10. Communication via Homepage
11. Social Media, Public Relations, Infomaterial
12. On site visits
13. Partners such as Tourism Association, Reformation Representatives, etc.
14. Fairs and Events

At the end the mixture of the used methods enabled us to create a strong network of stakeholders where high level partners such as the Luther Memorial Foundation but also small partners such as churches and small museums found their role. We also tried to realize a good mix between different types of partners such as tourism partners, churches, NGOs, municipalities, etc.

Stakeholder Engagement Means and Methods

As already pointed out in the section below SMMS tried to use a wide mix of different methods. The most common way was to invite partners for individual meetings or to visit them at their own location. The on-site visits are more time consumption of course but offered the possibility to get to know the partner and to deep into the Reformation aspects on the spot. Those individual meetings helped to create a list for the first stakeholder workshop and to have a wanted list for the nomination of the sights for the routes of reformation network. This was also a very important step to be able to create the brand and the design since it is not possible to create something without having any idea about the content and the partners. Of course it helped that SMMS was already active in the establishment of individual projects/products with reformation partners such as the Reformation Comic, the project Luther virtuell (a virtual reality application for smartphones to receive information about several reformation sights).

The second important instrument are regular meetings with all partners. Two types of meetings should be highlighted here:

- 1 Arbeitskreis Reformation Kreisverwaltung Mansfeld-Südharz (Work shop Reformation County Mansfeld-Südharz)
- 2 Arbeitskreis Tourismus Standortmarketing Mansfeld-Südharz (Work shop Tourism SMMS)

Both networks meet at least on a quarterly base. The workshop Reformation is not organised by SMMS but the Reformation Representative established ECRR as a regular topic on the agenda so that one employee of SMMS was able to report the latest news and information of ECRR. The invitation reaches approximately 50 partners and an average of 30 people was taking part regularly. The workshop tourism is an established platform by SMMS to talk about all tourism topics of SMMS. ECRR was also set as a fixed part. In invitation reached 30 contacts and web ad between 15 and 25 participants for each meeting.

We also took part and organised meetings in smaller groups to be able to talk about specific topics. Only to name a few:

- Exchange of tourist information centres to be able to supply them with the knowledge relevant for visitors about ECRR
- Exchange with tourism partners in Saxony-Anhalt (associated partner Tourism Association Saxony-Anhalt and Destination Management Organisation Saxony-Anhalt)
- Meetings with Museums, Monuments, Culture partners, such as Luther Memorial Foundation, Castle Allstedt
- Appointments with churches, etc.

All provided information had been mostly shared via e-mail or fixed in manuals after meetings. Furthermore we used events and fairs to talk to potential stakeholders and we tried to communicate to new partners via recommendation of established partners.

Aligned Stakeholders

The identification of stakeholders was moderated by the Tourism concept that already highlighted the most important players in Culture/Reformation tourism. It was complemented by recommendation of tourism partners. The categorization mainly followed the needs of the application form of ECRR but was also logically followed by the concepts of SMMS in the strategy of supporting Reformation and Reformation themed heritage. Furthermore the exchange between ECRR partners helped to identify the most important partners. The first workshop/meeting in Wroclaw with the task to find a common definition of reformation heritage and to set criteria that partners have ideally to meet when they want to become part of the network helped to focus on the relevant partners. But we also tried to cross bridges for stakeholders that are still in the development. The first partner workshop in the frame of the ECRR project took place at the Luther Memorial foundation and was focusing on the nomination of relevant partners and members to accompany the project until the end.

Overview stakeholder engagement / Overview participants

SMMS hold around 5 stakeholder workshops:

- Workshop Eisleben Luther Memorial Foundation (October 2017 – 12 pax)
- Stakeholder Meeting Sangerhausen (April 2018 – 7 pax)
- Partner Meeting Eisleben (December 2018 – 10 pax)
- Partner Meeting Castle Allstedt (June 2019 – 11 pax)
- Lutherwegtag Inauguration Event (August 2019 – 18 pax)

Nomination Workshop Eisleben – Invited Stakeholders – Part 1

Nr.	Institution	Anrede	Titel	Vorname	Name	Position	Straße, Hausnummer
1	Rosenstadt Sangerhausen GmbH	Herr		Uwe	Schmidt	Geschäftsführer	Am Rosengarten 2
2	Regionaler Museumsverbund "Erlebniswelt Museen e.V."	Herr		Sebastian	Görtz	Geschäftsführer	
3	Harzer Tourismusverband e.V.	Frau		Carola	Schmidt	Geschäftsführerin	Marktstraße 45
4	Tourist-Information Lutherstadt Eisleben	Frau		Grit	Böttger	Geschäftsstellenleiterin	Hallesche Straße 9
5	Stadt Mansfeld	Herr				Leiter Haupt-, Kultur-, Sozialamt	Lutherstraße 9
6	Tourist-Information Sangerhausen	Frau		Birgit	Exner	Leiterin Touristinformation	Markt 18
7	Tourist-Information Stolberg	Frau		Claudia	Hacker	Leiterin Touristinformation	Markt 2
8	Lutherstadt Eisleben	Frau		Ute	Klopfleisch	SGL Öffentlichkeit / Kultur	Markt 1
9	Stiftung Luthergedächtnisstätten	Herr					
10	Landkreis Mansfeld-Südharz	Frau	Dr.	Elke	Stolze	Reformationsbeauftragte./ Vertritt LR	Rudolf-Breitscheider-Straße 20/22
11	Landkreis Mansfeld-Südharz	Herr		Karsten	Braun	Mitarbeiter Kreisverwaltung	Rudolf-Breitscheider-Straße 20/22
12	Burg und Schloss Allstedt	Herr		Adrian	Hardtke	Leiter	Schloss 8
	Kreistagsvorsitzender	Herr		Norbert	Born		
13	Biosphärenreservat Karstlandschaft Südharz	Frau		Christiane	Funkel	Leiterin	Hallesche Straße 9
14	Mansfelder Bergwerksbahn e.V. Benndorf	Herr		Thomas	Fischer	Geschäftsführer	Hauptstraße 15
15	Internationales Zentrum Taufe	Frau		Simone	Carstens-Kant		
16	Stiftung Luthergedächtnisstätten	Frau		Bettina	Frommannshausen		
17	Theater- und Kulturwerk GmbH	Herr		Ulrich	Fischer		
18	Theater- und Kulturwerk GmbH	Frau		Marion	Rohland		
19	Reformationstourismus	Herr	Dr.	Björn	Kühn	Reformationstourismus	

Nomination Workshop Eisleben, Invited Stakeholders, Part 2

25	Lutherweggesellschaft	Herr	Dr.	Ekkehard	Steinhäuser	Präsident		
26		Frau		Grit	Groebel	Präsidium Lutherweggesellschaft		
27	Pfarrer Mansfeld	Herr		Matthias	Paul	Pfarrer		
28	Andreaskirche	Frau		Christoph	Hellmich	Pfarrer		
29	St. Annenkirche	Herr		Iris	Hellmich	Pfarrer		
30	IHK Tourismusbeauftragte	Frau		Daniela	Wiesner	Tourismusbeauftragte		
31	Schloss Mansfeld	Herr		Volker	Schmidt	Leiter		
32	Kirchenkreis Eisleben-Sömmerda	Herr		Andreas	Berger	Superintendent		
33	Kirchenkreis Allstedt-Bad Frankenhausen	Herr		Kristóf	Balint	Superintendent		
34		Herr		Jörg	Thoms	Pfarrer		
35	Kloster Helfta	Frau		Christiane	Hansen			
36	Kloster Helfta	Frau		Klara Maria	Hellmuth			
37		Frau		Elke	Witt	Regionalen Tourismusverband Welterberegion		
	auch einladen?							
38	Lutherkomparse und Stadtführer EIL	Herr		Thorsten	Lange-Klemmstein			

Partner Meeting, December 2018, Lutherstadt Eisleben

	Name	Institution	E-Mail	Unterschrift
1	Kaja Martin	Tourist-Information	k.martin@eisleben-tourist.de	Kaja
2	Katharina Baur	Stiftung Lutherweggesellschaft	katharina.baur@lutherweggesellschaft.de	Baur
3	Herner Urmoment	Kirchenkreis Eisl.-Sömmerda	herner.urmoment@kk-e-s.de	Herner
4	Michael Schmeier	LBS Mansfeld-Judith	info@mansfeld-judith.de	Schmeier
5	Oliver Bode	LKMSH	oliver.bode@lkmsh.de	Bode
6	Hacker, Claudia	TLSolberg, Gen. Lidlberg	hacker@kes-suedharz.de	Hacker
7	Schön, Birbel	LTV SA eV	schon@ltvsa.de	Schön
8	Dr. Post, Joachim	St. Annen	joachim.post@web.de	Post
9	Schmeier, Cathleen	SMG USH	cathleen.schmeier@lkmsh.de	Schmeier
10	Schulze, Martin	SMG NSA	martin.schulze@lkmsh.de	Schulze
11				

We also had around 30 to 40 individual meetings and took part at crossregional events with potential stakeholders.

Main Outcomes

We are happy that we could align most of the stakeholders behind the concept and that the majority of the partners sees the benefits advantages of the network in either supporting the network or joining themselves. We received a lot of support but also noticed that the partners in the culture segment are full of diverse tasks and that contributing to a new network sometimes is very hard to handle due to a lack of staff and financial resources.

Main Lessons Learned and Conclusions

The main lesson learned is that it needs time and patience to really get stakeholders in a familiar and close atmosphere and to make them feel part of the network. To raise attention and to present topics under the roof of ECRR was always easy but to get stakeholder to really support and actively work on the project was a big challenge. To stay in touch, give regular feedback and involve them in smaller tasks helped to align them behind the concept. Also the overview of benefits that the ECRR partners worked out together and the methods learned during the Stakeholder Alignment workshop helped us to better bring our partners together in the ECRR / RoR network.

Stakeholder Alignment in the future

In the future the regular meetings such as workshop tourism and workshop Reformation will continue. We also met with our Project Partners from Thuringia to implement a joint meetings for all partners and to be able to exchange. In the future other channels such as internal part of homepage, newsletter or regular mailings should be used more intense. And of course bilateral meetings and phone calls will also play an important role.

Documentation



Workshop 1: Nomination of ECRR Sights 25th October 2017, Eisleben



Workshop 2: Meeting of Partners at SMMS Premise in Sangerhausen



ITB March 2019 – Meeting of crossregional stakeholder



Stakeholder Meeting at Castle Allstedt, June 2019

25. OKTOBER 2017 * 10 BIS 15 UHR



EINLADUNG

EUROPÄISCHE KULTURROUTE DER REFORMATION

1. PARTNERTREFFEN IN MANSFELD-SÜDHARZ

Lutherarchiv Eisleben
Seminarstraße
06295 Lutherstadt Eisleben

PROGRAMM

- 1 VORSTELLUNG DES PROJEKTS**
- 2 PROMINENTES KULTURROUTENBEISPIEL**
- 3 NOMINIERUNG POTENZIELLER ROUTENMITGLIEDER**

Example of Invitation for Stakeholders