

# CHAPTER 7:

## Project Work Development

This chapter guides you through developing your own cultural heritage marketing project.

*Responsible:*

*Klarissa Lueg, Dr.phil.habil., University of Southern Denmark*

*klueg@sdu.dk*



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Key Action 2 - Cooperation for innovation and the exchange of good practices



# Agenda

- Creativity and formalities – your title and project brief

## **Project Development:**

- Step 1: Your project's heritage values
- Step 2: Your project's foundation: data sources
- Step 3: Your project's story
- Step 4: Your project implementation
- Step 5: Your project outcome
- Step 6: Your project's target groups
- Step 7: Your project's impact

# Creativity and formalities – your title and project brief

## Your project's title

A project title is not "the most important" part of your work!

But:

- It will prompt people to read your piece!
- It provides guidance on what exactly you did!
- It serves as a turbo-summary of your work!
- It greatly help your readers to remember the essence of your work!

# Creativity and formalities – your title and project brief

## Your project's title: Simplicity is key!

- Never use a long word when a short one will do. [Orwell, 1946]
- Keep it simple. Use clear simple language. [Thomson Reuters, 2012]
- Write a story as you would tell to a friend. [BBC, undated]

## Use your headline as a summary of your work! Formula:

- [Result]: A [project output] for [business /product] in [location / setting]
- Example: Attracting Gen Z: A virtual museum of coffee history for Hochland Coffee in Germany

# Creativity and formalities – your title and project brief

**Your project brief = your project idea**

A short summary (250 words max.) of your project mission, goals, challenges, demographics, and other key details. The goal of a brief is to achieve stakeholder alignment on a project before it begins.

Summarize:

- The project's background (what is the company and its history)?
- What is your objective (why is this project's purpose)?
- What is your audience (who will engage)?
- What is the benefit (who will benefit and how will they benefit)?

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# Step 1: Your project's heritage values: What is the value proposition of your project?

In Chapter 5 you received a "canvas tool for heritage marketing"

## TASK:

- Reconsider what you filled in the canvas tool under "heritage marketing propositions and values"
- Move on to your **project description template** and fill in the respective information ("1. The project's heritage values")
- Paraphrase your keywords from the canvas tool in an appealing way

# Step 1: Your project's heritage values

## Some advise on writing style:

- Dedicate a few sentences to provide an overview of your project to ensure readability: What is your project? What is the company? What is to be improved?
- Remember, this is the part where you convince readers of the value of your project!
- Thoroughly describe the motivation behind the project and the expected gain for the organization!
- This is not an academic paper: avoid overly complicated phrases
- However, your report should be factual and trustworthy – avoid colloquial and informal language
- Avoid ambiguous, imprecise or vague words such as 'various', 'some', 'particular', 'numerous'. Try to avoid impersonal expressions. Be clear, concrete, specific, precise and direct. If possible, choose specific wordings which will lead to more concise writing.
- Avoid empty phrases (“We live in a globalizing world” / “Heritage Marketing is a global necessity”! Convince stakeholders with facts (s. chapter 2 and 3)!

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# Step 2: Your project needs data

You will base your project on several types of data.

## TASK:

Describe the data you will be using (also if it is your own photos or similar), list, and credit their sources.

Example for data crediting



Photo from: <https://lakridsbybulow.com/our-story>

# Step 2: Your project needs data – three examples for data gathering

## The Interview

### The semi-structured interview

- The interviewer develops a set of topics and / or questions of interest to them
- *Topic example: Family involvement*
- *Question example: Can you tell me about the historical involvement of your family in this company?*
- Sequencing of questions is participant-led
- follow-up questions (“probes”) are formulated relative to what interviewees have already said
- *Probe example: Was your extended family involved as well? / What was the role of your father during the company foundation?*

# Step 2: Your project needs data – examples for data gathering

## The Interview

### The semi-structured interview: getting practical

- Get consent!
- Formulate your interview guide (draft a word document)!
- Check your technology (recording device)
- Transcribe your recordings
- Select parts useful for your project (e.g., single quotes or contents)
- Delete your audio /video data if necessary, regarding data consent

# Step 2: Your project needs data – examples for data gathering

## The Organization's Archive (formal and informal ones)

- Some organizations maintain their own official archives

This pertains especially to organizations that already have a link to heritage practices (e.g., museums)

- Some organizations have informal, personal archives that are in the owner's possession

→ Ask for permission to use the archive and detail why and how you access the data in your report

# Step 2: Your project needs data – examples for data gathering

## Media analysis

### Examples: Newspaper research, Social Media research

*Local and regional newspapers* might have reported on issues relating to your project

- Ask for permission to access their (online) archive and / or ask the local library to assist you
- Use search engines to access content without a paywall

*Social media* might cover your topic as well (e.g., "nostalgia groups" on facebook; thematically relevant hashtags on instagram)

- Use the "keyword search method" to investigate your topic (adjust for social media):
- Develop keywords directly and indirectly related to your topic to retrieve results
- Read and sort the articles and / or social media posts
- Visualize and / or structure your insights

# Step 2: Your project needs data – what to describe in your report

**This is what you should describe:**

## **Sample:**

What data type do you use?

What/ who is the source of your data?

How many sources did you consider?

## **Feasibility:**

Will it be accessible and will you have sustainable permission to use this data?

## **Process and analysis:**

How do you process the data (e.g., interview transcription)?

How do you analyze the data (e.g., drafting a first timeline of the family tree in excel)?

# Step 2: Your project needs data

## TASK:

Make sure to add a reference list at the end of your report.

## Example: list of references

Coleman, B. (2021). How to Write a Creative Brief in 11 Simple Steps. <https://blog.hubspot.com/marketing/creative-brief>

Lueg, K., Pranskuniene, R., & Vagnarelli, G. (2021). *Storytelling and Organizational Heritage Communication: towards a critical development of a new corporate-cultural profession: Working Paper*. tba in order to ensure blind peer review <https://doi.org/10.21996/nkz1-6w55>

Lueg, K., & Johansen, T. S. (2021). Organisationshistorisk kommunikation. In G. Agger, P. Jauert, N. Nørgaard Kristensen, & K. Schrøder (Eds.), *Medie- og kommunikationsleksikon Samfundslitteratur*. <https://medieogkommunikationsleksikon.dk/organisationshistorisk-kommunikation/>

# Step 2: Your project needs data

## GDPR

Make sure you only use data complying with the strict European GDPR!

To comply with the very strict European personal data protection laws (GDPR) any personal data – including case studies, photographs etc. – about living individuals used in your work must be anonymized, or written consent from that individual must be obtained and you should keep good records of this.

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# Step 3: Your project's story

In Chapter 6 you received a "storyboard tool for heritage marketing"

## TASK:

- Reconsider what you filled in in the storyboard tool
- Move on to your **project description template** and write your story out in full ("3. The project's story")
- Take inspiration for story writing from chapter 3 ("Introduction to Story Telling") and from chapter 4 ("Be inspired by real cases of Heritage Marketing")

# Step 3: Your project's story

**Further inspiration and good advise:**

<https://thewritepractice.com/write-story/>

<https://www.masterclass.com/articles/complete-guide-to-writing-a-good-story>

<https://www.business.com/articles/writing-a-company-history/>

<https://www.historicalbranding.com/2017/10/3-essential-steps-for-great-company-history-writing/>

**Don't overidentify!**

Do not exaggerate!

Do not twist, falsify or sugarcoat history!

Do not gloss over or deny problems!

Stakeholders will value a critical and truthful approach to history over an overly glossy one.

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# Step 4: Your project implementation

## TASK:

- Employ your **project description template** and detail how you will implement your project (“4. The project’s implementation”)
- You will find several sub sections in the template, but you are welcome to alter these sections as you see fit

# Step 4: Your project implementation

Go through the steps needed to produce the “deliverables”:

Deliverable = every outcome your project delivers (a museum, a website, a timeline on a website, a yearbook, flyers etc.)

4.1 What are your deliverables? (List all deliverables, including minor ones)

4.2 What steps are required to produce these deliverables?

Example: For a corporate museum you need to consider design, historical accuracy, logistics, and staff to manage the exhibition

4.2.2 Who (stakeholders, staff, external suppliers) and what (time and budget) is needed?

Examples: *Do you need permission from a municipality? Do you have to convince a staff member? Do you manage this project on your own or with assistance? Do you need certain items (e.g., for a museum) delivered at a certain point in time?*

Advise: - *Draft a stakeholder list! Include all the people you need for your deliverable to be successful! (all examples s. next slides)*

- *Draft a timeline using a simple gantt chart*

4.2.3 Organizational communication: Who is your organizational contact person? How will you hold contact with them?

# Step 4: Your project implementation

## Example: Stakeholder List

### Internal Stakeholders

**End users:** people who will use the deliverable

**Persons needed just for this project:** people with e.g., specific technical knowledge

**Project Manager**

**Requesters / Initiators:** the people behind / wanting the project, e.g., a business owner

**Specialists:** e.g., human resources, finance, retail staff

**Team members:** People who work with the PM during the project

**Others**

### External Stakeholders

**Business partners:** with whom you pursue cooperation

**Clients / customers**

**Professional societies:** groups of professionals that may influence your project (historians, a local association, journalists)

**Regulators:** bodies that can govern or restrict your work (admissions, permissions)

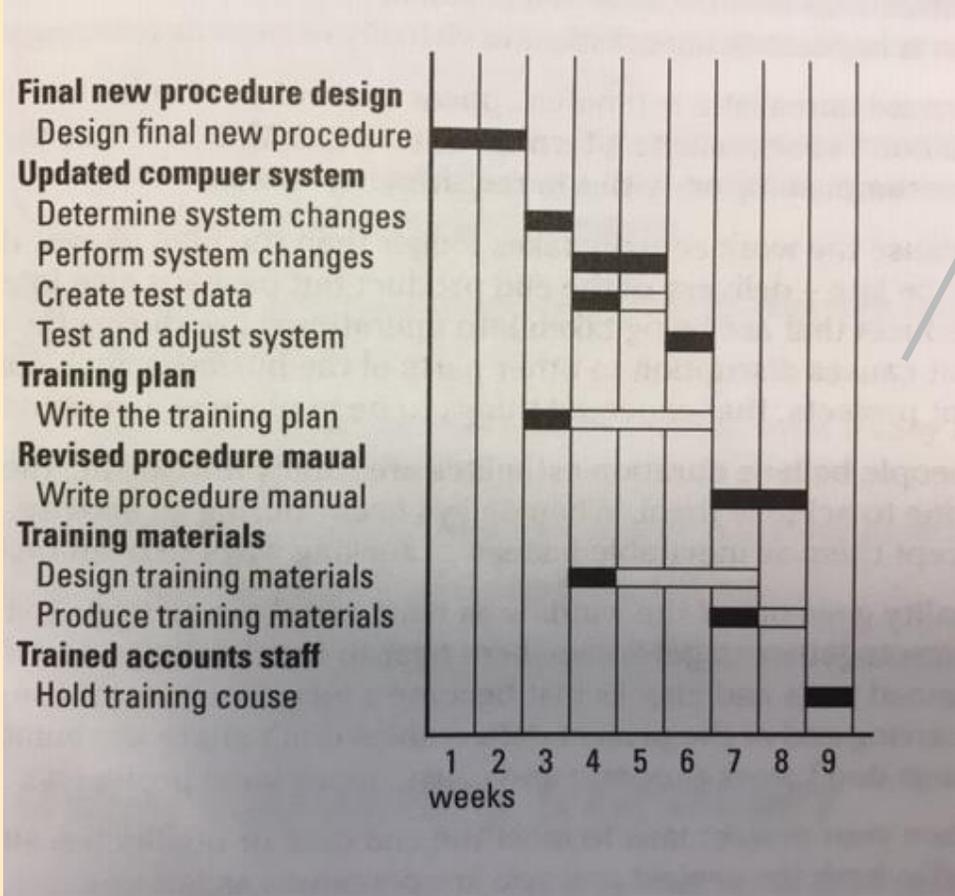
**The public**

**Vendors, suppliers etc**

**Others**

# Step 4: Your project implementation

## Example: Project Timeline



- 1) List your work steps
- 2) Mark the weeks in which you will achieve your work steps

# Step 4: Your project implementation

## Example: Your Budget

For your budget, consider the following types of costs. Here, the focus will mainly be on direct costs.

### Direct costs: costs for resources directly tied to the project

- Team member salaries
- Material, supplies
- Travel costs etc

### Indirect costs: costs for resources that support more than this project

- General & administrative costs: centralized things that keep your project running (e.g. working hours from the finance department)
  - Overhead costs: rent for office space, costs of furniture, heating, electricity, equipment, general supplies

→ Here, you only have to provide a “rough order-of-magnitude” estimate to provide a general sense of how much your project will cost

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# Step 5: Your project's outcome

## TASK:

- Employ your **project description template** and describe in detail the envisioned result ("product") of your project ("5. The project's outcome")
- You will find several sub sections in the template, but you are welcome to alter these sections as you see fit

# Step 5: Your project's outcome

## TASK:

- Employ your **project description template** and describe in detail the envisioned result ("product") of your project ("5. The project's outcome")
- You will find several sub sections in the template, but you are welcome to alter these sections as you see fit



Picture showing the corporate museum of the company Kapsch in Austria. Picture from: <https://bwm.at/de/news/2015/06/14/kapsch-corporate-museum-eroffnet/>

# Step 5: Your project's outcome

To describe this step, consider

- What form will your corporate heritage outcome take? Possibilities are **a corporate museum, a yearbook, a number of facebook posts, a new instagram account** or other ideas (s. chapter 4)
- **DESCRIPTION:** Describe and define your outcome in detail!
  - DON'T:** "My outcome will be a corporate museum."
  - DO:** "My outcome will be a corporate museum. It will be located directly on the historical compounds of the winery XY, and occupy two rooms of the cellars. The exhibition will comprise..."
- **SUB-PRODUCTS:** What by- and sub-outcomes do you have to produce in order to reach your goal?
  - Example:** "In order to create my envisioned number of 30 instagram posts I have to create a social media presense for the company in the first place."
- **CRITERIA:** What criteria does your product have to live up to? Check if your product lives up to the definition.
  - Example:** "In order to be a museum, our product has to permantly display artefacts filling two rooms. The artefacts need descriptions and, where possible, guidance by staff. Information has to be accurate, which is ensured by [...]. The museum must not be for-profit."

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# Step 6: Your project's target group

## TASK:

- Employ your **project description template** and describe your target group(s) ("6. The project's target groups")

# Step 6: Your project's target group

Revisit your stakeholder list from step 4.

Reconsider: Who is a stakeholder? Who is part of the target group of your final product?

**“The target audience reflects who an organization is trying to appeal to for its products or services. Few products or services are promoted in an undifferentiated manner, where the total potential market is treated as a whole. Rather, marketing communication is directed toward well-defined consumer groups according to dimensions such as age, gender, ethnicity, income, occupation, family life cycle, place of residence, lifestyles, interests, and values.” (Swayne & Dodds 2011)**

Think beyond just grouping into “customers” or “users”, but make a more detailed list of those groups directly connected to your end product

Examples can be:

End users: use the goods and services you provide.

Supporters and governing bodies: might not use the services themselves, but might want to control them (e.g., owner family, municipality, legal bodies)

# Step 6: Your project's target group

“Targets feature demographics like age, gender, marital status, income, or religious affiliation. Targets feature psychographics that depend on values, beliefs, lifestyles, and attitudes. A target is also defined by featuring sociographics, such as employment, identifications, affiliations, and cause relatedness.” (Heath 2013)

→ Include these information (or use other descriptive information) when describing your target groups

**Example: Social Media Influencers as target audience of a virtual corporate museum**

Age: between 20-45

Gender: all genders

Medium: Instagram

Reach: 5000 followers + and/ or local persons with additional direct outreach

Lifestyle: travel-curious, digital native, interested in photography, art and instagrammable aesthetics, artsy, high school educated

Attitudes and values: history conscious, intersted in [special cause], interested in social and minority issues



Elena Soboleva via @elenasoboleva Instagram.

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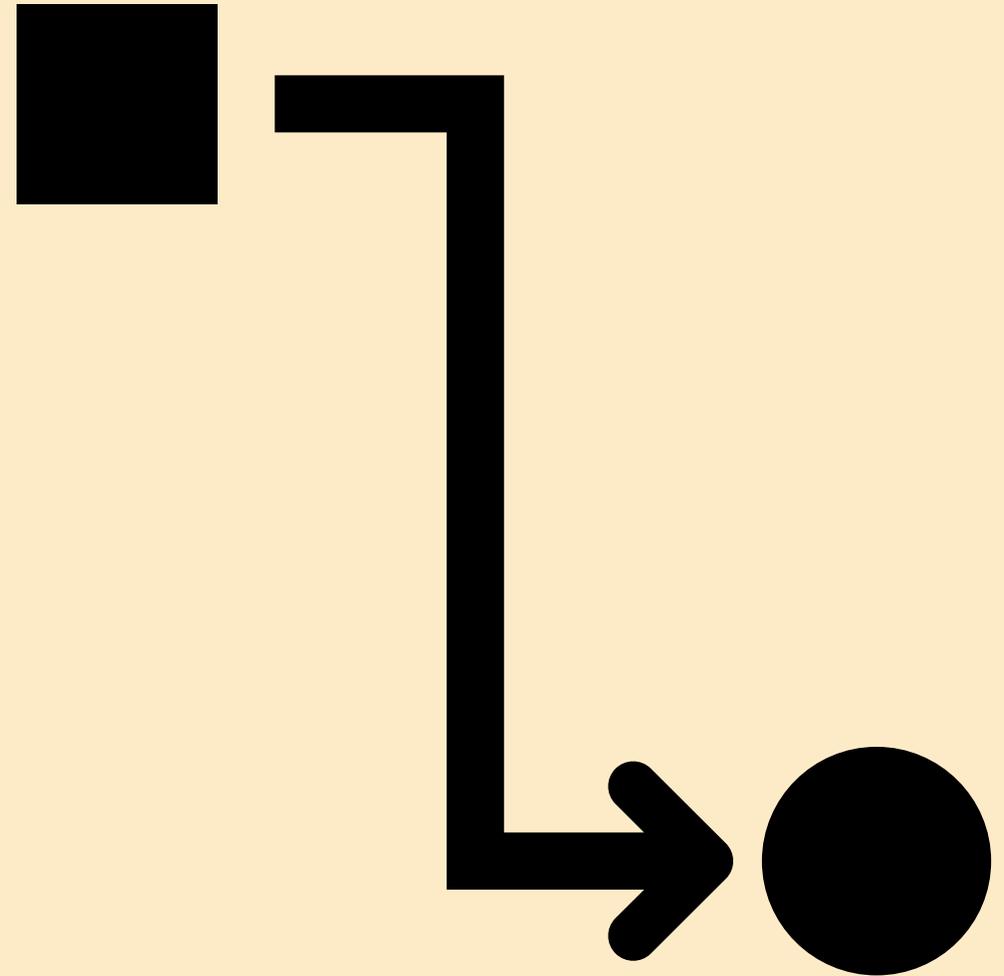
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# Step 7: Your project's impact

## TASK:

Employ your **project description template** and describe the impact your project will be making ("7. The project's impact")



# Step 7: Your project's impact

**For your impact description consider:**

What will your project change?

To whom will these changes be visible?

Why are these changes meaningful and positive?

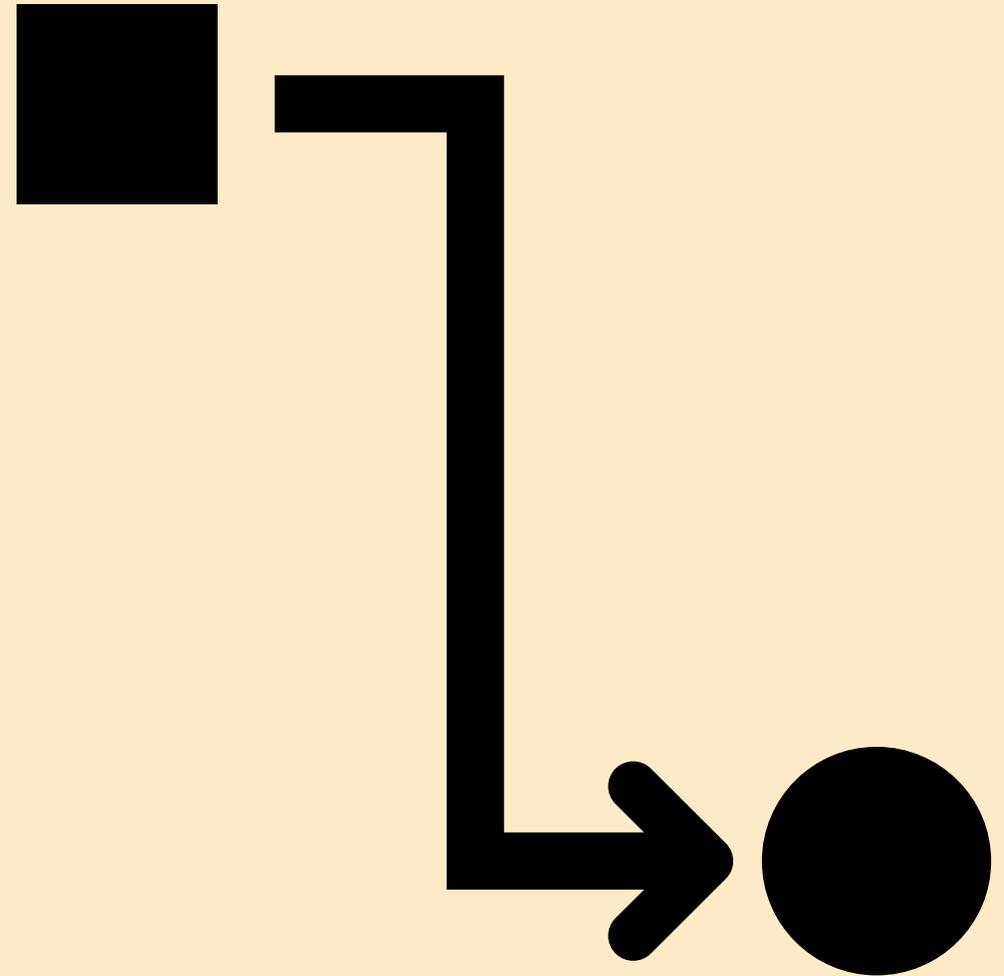
Group your impacts as to the different stakeholders and target audiences: how do they stand to gain from your project

Distinguish impacts into immediate and long-term impacts

Distinguish impacts into quantifiable benefits and non-quantifiable benefits

Example: quantifiable: more visitors to the company premises

Non-quantifiable: a better reputation, increased rapport with the younger generation



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Swayne, L. E., & Dodds, M. (2011). Target audience. In *Encyclopedia of sports management and marketing* (Vol. 1, pp. 1527-1528). SAGE Publications, Inc., <https://www-doi-org.proxy1-bib.sdu.dk/10.4135/9781412994156.n754>

## From the web:

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<https://www.business.com/articles/writing-a-company-history/>

<https://www.historicalbranding.com/2017/10/3-essential-steps-for-great-company-history-writing/>