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Diversifying tourism offers in peripheral destinations with heritage-based products and services, stakeholder-skills alliances to internationalize locally operating micro-enterprises

PILOT PROJECT PLANNING TOOLS

9/10: VISITOR EXPERIENCE DIVERSITY TOOL

COS-TOUR-2015-3-04

Supporting Competitive and Sustainable Growth in the Tourism Sector
THEME 2: DIVERSIFYING THE EU TOURISM OFFERS & PRODUCTS –
PROMOTING TRANSNATIONAL THEMATIC TOURISM PRODUCTS



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CONTRIBUTOR

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ACRONYM

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TITLE

Diversifying tourism offers in peripheral destinations with heritage-based products and services, stakeholder-skills alliances to internationalize locally operating micro-enterprises

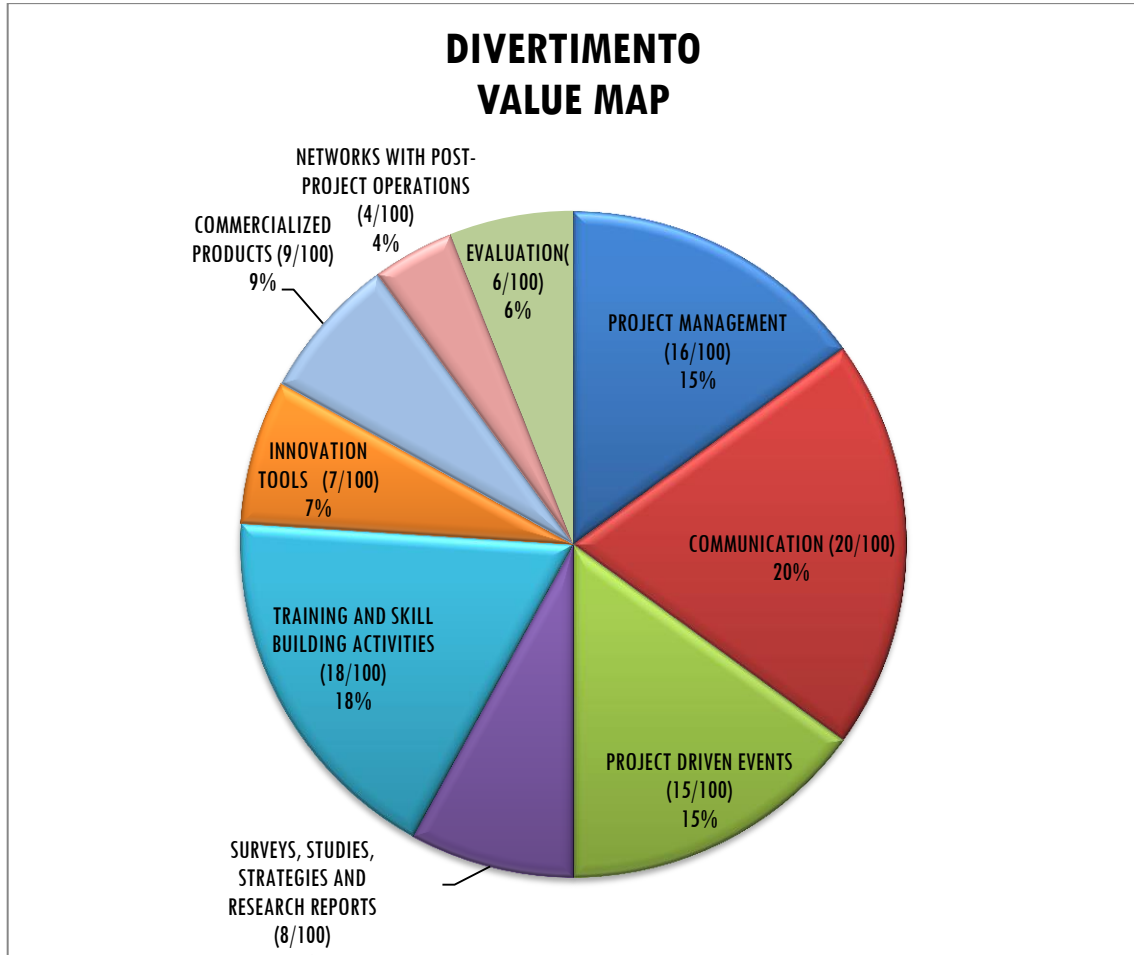
TRANSNATIONAL PARTNERSHIP

- GREECE: CULTUREPOLIS
- ITALY: UNICITY S.r.l.
- SPAIN: HOTELOFI S.r.l.
- SLOVENIA: POSEJDON DOO
- ROMANIA: INSTITUTE OF NATIONAL ECONOMY, ROMANIAN ACADEMY
- BULGARIA: UNION OF BULGARIAN BLACK SEA LOCAL AUTHORITIES
- TURKEY: EASTERN BLACK DEVELOPMENT AGENCY, DOKA



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THE DIVERTIMENTO PROJECT VALUE MAP





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WORK PACKAGE AND ACTIVITY OVERVIEW

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WORKPACKAGE 1	
TRANSNATIONAL PROJECT MANAGEMENT, COORDINATION AND MONITORING	
Activity 1.1: Transnational Project Management and Administration	Outputs: Grant & Partnership Contract; 3 Project Committees; the PM Toolkit; The Project Record
Activity 1.2: Transnational Project Coordination	Outputs: 6 PM Meetings
Activity 1.3: Transnational Project Monitoring	Outputs: Progress Technical Report; Final Financial Report; Consolidated Statement
WP LEAD: COORDINATOR (CULTUREPOLIS)	
WORKPACKAGE 2	
TRANSNATIONAL PROJECT VISIBILITY, COMMUNICATION, DISSEMINATION AND PROJECT BRANDING	
Activity 2.1: The project's Integration, Dissemination, Visibility and Transparency Sources	Outputs: Website; Training Platform; Social Media Campaign
Activity 2.2: Project Driven Communication Strategy for selected Target publics from the PPT Sector at EU and International Level	Outputs: Communication Plan; International Conference 7 Press Conferences
Activity 2.3: Dissemination of Project Outputs and Project Branding at International Level	Outputs: Visual Identity Kit (Project Logo; Project Brochure; 6 Project Fact Sheets; 6 News Letters); Project Promotional Spot; Gamification World Congress 2017
WP LEAD: PP6 (UBBSLA)	
WORKPACKAGE 3	
MAPPING SKILL NEEDS OF KEY ACTORS IN TOURISM, COMBAT STAKEHOLDER FRAGMENTATION AND PROMOTE CROSS SECTORAL COOPERATION IN THE PROJECT AREA	
Activity 3.1: Identifying Stakeholder Needs and Entrepreneurial Skills Needs to produce a new generation of tourism entrepreneurs and stakeholder motivation	Outputs: Demand Side Survey Study; 4 Training Workshops
Activity 3.2: Mapping the heritage potential of the project area to reform tourism offers and establish connections with PPT actors	Outputs: The DIVERTIMENTO Heritage Accessibility Plan; The Project Area Connectivity Map
Activity 3.3: Launching a new tourism business model on customer insights, key experiences and stakeholder participation to advance the tourism competitiveness of the project area	Outputs: Satisfaction Survey; Research Report
WP3 LEAD: PP3 (HOTELOFI)	
WORKPACKAGE 4	
EXPERIENCE EXCHANGE, GOOD PRACTICE TRANSFER AND DEVELOPMENT OF JOINT METHODOLOGIES TO LINK SUPPLY AND DEMAND AND INTERNATIONALIZE LOCAL TOURISM BUSINESS OFFERS	
Activity 4.1: Making tourism businesses responsive to demand side needs by understanding shortcomings and benefits in heritage tourism	Outputs: Virtual Desk and Knowledge Toolkit; e-Library
Activity 4.2: Updating the knowledge of tourism professionals to produce a new generation of experienced-based tourism products and services in the project area	Outputs: Intensive Experience Exchanges Training Programme; Pool of international tutors
Activity 4.3: Connecting key experiences at heritage places with quality services in the territory for different target markets	Outputs: Visitor Experience Diversity Plan; Pilot Project Planning Tools
WP LEAD: PP5 (INE)	
WORK PACKAGE 5	
DEVELOPMENT OF INDUSTRY-RELATED EXPERIENCED BASED-PRODUCTS AND SERVICES IN THE PROJECT AREA TO CONNECT TO GLOBAL MARKETS AND AUDIENCES	
Activity 5.1: Developing a heritage mobility and Gamification Model to combat seasonality at heritage places in the networked economy	Outputs: Heritage Mobility and Gamification Model; 7 Pilot Projects
Activity 5.2: Design and Delivery and Packaging of cognitive-emotional experiences as a high added value tourism product	Outputs: EUROTHENTICA: Experienced-based Transnational Cultural Itinerary; The DIVERTIMENTO iBook for iOS and Android operating Systems
Activity 5.3: Design, delivery and packaging of cognitive-emotional experiences as high added value heritage tourism products	Outputs: Project Quality Assurance Plan; Evaluation Committee; Evaluation Report
WP LEAD: PP2 (UNICITY)	
WORK PACKAGE 6	
FORMATION OF STRATEGIC PARTNERSHIPS TO ENSURE RESULT VIABILITY & POST-PROJECT OPERATIONS	
Activity 6.1: Forging alliances of multilevel actors to ensure viability of achieved results in the Project Area	Outputs: The Heritage Charter for Tourism Business Actors and Heritage Operators; 7 Info Days
Activity 6.2: Developing the enabling environment for key stakeholders and players to launch and operate the Association of Tourism related Enterprises "EUROTHENTICA"	Outputs: 1 Legal Association with domain specific expertise
Activity 6.3: Commercialization of experienced-based products and services developed in the Project Area	Outputs: The DIVERTIMENTO Commercialization and Distribution Strategy; ITB BERLIN 2017
WP LEAD: PP4 (POZEJDON TURIZEM)	
http://eur.com/en/contacts/66/indext.htm	

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1 THE PILOT PROJECT SUMMARY

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The Pilot Project «THE EIGHT OF EUROPE» In Rhodes, the flagship of Greek tourism and a Unesco enlisted site cultural heritage consumption is dramatically low: a 3% of a 2 million visitors per year. To contribute with changing the landscape “Rhodes building Europe. Knights at Work are addressing multinational, multigenerational non captive audiences, i.e., the average healthy adult with sufficient knowledge of English as a foreign language. Prior and expert knowledge about the Medieval Town of Rhodes are set to zero. To enable effective communication who objectives are set: to reduce extraneous cognitive loads and exploit universal concepts to redirect attention as familiarity allows the human brain to expend less effort to concentrate on personal and meaningful content. 5 interpretive spheres have been introduced comparing the sovereignty of Rhodes (1306-1522) with familiar schemes in life such as : (multiethnic) governance, citizen services (administration, health, defense etc.), economy and commerce, faith, social life and the arts, private life, so as to enable quick understanding and foster participatory cultural consumption.

addressing multinational, multigenerational non captive audiences, i.e., the average healthy adult with sufficient knowledge of English as a foreign language. Prior and expert knowledge about the Medieval Town of Rhodes are set to zero. Two objectives are set: to reduce extraneous cognitive loads and exploit universal concepts to redirect attention as familiarity allows the human brain to expend less effort to concentrate on personal and meaningful content.



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2 PARTNER PROFILE

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CULTUREPOLIS, (culturepolis.org/english), the Project Coordinator, with seat in Corfu, Greece is a NGO, founded in 2006, active in Europe/Mediterranean, promoting initiatives on issues related to:(i) culture in the broadest sense and the creative economy; (ii) intercultural dialogue and cultural diversity; (iii) sustainability in all its forms; (iv) innovative approaches and new technologies; (v) creative entrepreneurship. CULTUREPOLIS has been involved in the implementation of several national and European projects focusing mainly on Culture, Tourism, Heritage Management, CCI's, innovative artists' platforms. CULTUREPOLIS is the official delegate of Odyssea for Greece and its islands and neighbor countries; and member of EURICCA.eu a platform for cultural organizations in Europe. CULTUREPOLIS will lead the Partnership- as collaborative network, a democratic forum, to support Project objectives and will ensure the continuation of the collective voice, communicating to key players and the general public the necessity to direct entrepreneurial activities to the protection and wise use of our common heritage based on accountability, equality, leadership, transparency and intentionality. As civil society organization CulturePolis is embracing the youth and is striving to attract innovation and capital to combat unemployment, therefore raising awareness among the youth for civic participation at EU level. Directly involved in the SEE B/0015/4.3/X Project "SUSTCULT-Achieving sustainability through an integrated approach to management of cultural heritage" as Project Partner and as a satellite organization in the SEE/B/0016/4.3/X Project SAGITTARIUS Launching (g)local level heritage entrepreneurship: strategies and tools to unite forces, safeguard the place, mobilizing cultural values, deliver the experience" that belong to the South East Europe Transnational Cooperation Programme 2007-2014. CULTUREPOLIS has acquired substantial and systematized knowledge in the planning and management of heritage for tourism, specifically at Unesco destinations (Venice, Rhodes, Corfu). It will adapt the management plans for peripheral destinations to the benefit of the Partnership.



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3 PLANNING CONCEPT

The Pilot Project “THE EIGHT OF EUROPE” entails 10 geolocations, in the Unesco enlisted Medieval City of Rhodes. Given the multiethnic character of the Knights Hospitallers and the visibility of monuments in the landscape, 5 interpretive spheres have been introduced comparing the sovereignty of Rhodes (1306-1522) with the European Union: Five interpretive spheres have been introduced comparing the sovereignty of Rhodes (1306-1522) with familiar schemes in life such as: (multi-ethnic) governance, citizen services (administration, health, defense, etc.), economy and commerce, faith, social life and arts, private life, so as to enable quick understanding and foster participatory cultural consumption.

THE EIGHT OF EUROPE	
STATE OF THE ORDER OF ST JOHN IN RHODES 1306-1552	EUROPEAN UNION
MULTIETHNIC GOVERNANCE	
1	STREET OF THE KNIGHTS
	Inn of England
	Inn of France
	Inn of Auvergne
	Inn of Provence
	Inn of Germany (not discovered yet)
	Inn of Spain
	Inn of Italy
CITIZEN SERVICES	
2	HEALTH FREE OF CHARGE
	Public Hospitals and Pharmacies
	Old Hospital of the Knights in Rhodes
	Great Hospital of the Knights in Rhodes
	PAID DEFENCE
	Taxes, Donations, GM Contributions, Labour, Military Service, Piracy
	1 Moat
	11 Gates
	8 Battle Areas entrusted to each National Language
	3 Bastions
	Gundpwoder Magazine
	Arsenal
	Military Harbour Mandraki
	8 Towers (St. Nicholas, Naillac, Pagnac, of Spain, of England, of Italy)
	PAID DEFENSE
	Taxes. Military Service
	National Army
	National Air force
	National Navy
	UN Army
	NATO Army
	JUSTICE
	Merchants' Court Castellania
	National Courts Hagues
COMMERCE AND ECONOMY	
3	Market Place (Magna et Communis Platea)
	European Single Market
	Commeccial Harbour
	International Banks (Florence, Venice)



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FAITH, SOCIAL LIFE AND THE ARTS		
4	24 Churches	Polycentric Urban Spaces Rural and Marine Heritage
	1 Hotel, St. Catherine's Hospice	117.000 (tripadvisor)
PRIVATE LIFE		
5	232 Private Houses of the Knights (no children)	17 million single households undet 65 year in the EY 25 (Eurostat 2010)
	10 VIP Houses of Higher Dignitaries (no children)	

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TABLE 1: QR-RHODES: The Five Interpretive Spheres

3.1 Objective

The Pilot Project “THE EIGHT OF EUROPE” is addressing multinational, multigenerational non captive audiences, i.e., the average healthy adult with sufficient knowledge of English as a foreign language. Prior and expert knowledge about the Medieval Town of Rhodes are set to zero. Two objectives are set: to reduce extraneous cognitive loads and exploit universal concepts to redirect attention as familiarity allows the human brain to expend less effort to concentrate on personal and meaningful content.

3.2 Methodology

The methodology, specifications and standards for qualitative interviews have followed the DIVERTIMENTO Pilot Project Tools. Public, private and third sector local actors and project stakeholders form the supply side. The demand side is represented by 13 small groups from Russia (3), the UK (2) and US (1), Italy (2), Germany (1), France (3) and Czech Republic (1). In July 2016 a draft has been presented to the Transnational Partnership. A remedial evaluation, undertaken in September 2016, has led to reorganize application contents and enhance the final result. 20 story plots have been developed to be used as *materia prima* for the Project’s iBook.

3.3 Heritage Assessment

The National Heritage Register declares 281 assets within the wall of the Medieval Town of Rhodes (1948). 20 assets have been selected, following the

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Pilot Project Planning Tools. The SAP documents exactly why assets are significant using a multivariate analysis. A Statement of Significance produced for each asset on the basis of the historic-archaeological information, 6 intrinsic qualities, inherent values, visibility in the landscape, spatial importance, social recognition, physical accessibility and interpretive potential, builds the spinal cord for the asset primary value and concludes with the interpretive message.

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TANGIBLE DIMENSION	INTANGIBLE DIMENSION	LEGACY
Rhodes is the only European walled town with its landscape maintained intact in 1522.	The innovation the Knights have performed in medicine is that instead of following the typical monastic infirmary pattern to prepare the soul for death and provide for basic medical interventions only, they delivered medical care and rehabilitation in the modern sense	The fruits of that commitment are to be found in the substantial and effective work they undertake throughout the world.
It shows the transition between the classical medieval fortification and the modern ones.	instead return their soldiers to health to continue their religious vocation and thus the aim is to cure the patient	In 150 countries 50.000 members and 400.000 regular volunteers and hands-on supporters, backed by millions of individual donors, run ambulance corps;
The Great Hospital is evaluated a the veritable jewel of Gothic Art in Rhodes	instead of abandoning the sick to their fate organized their care independently of creed, sex and class and origin	relief services, hospitals, hospices, clinics and medical programmes;
The Great Hospital of the Knights is the most important monument from the Knights' legacy.	the ability to care for large numbers of patients with a logistics system worthy of today's standards	care for the elderly, the disabled, children and the homeless;
The Great Hospital is two-storey, furnished like modern Hospitals with Water facilities, Surgery, Patient Wards, Toilets, Garden, Kitchen, Pharmacy, commercial store, administration units	the promotion of medical studies and the certification of higher and lower skills in the medical profession	engage in first aid training and disaster and humanitarian relief.
Bed and Bed Linen for Patients is a world innovation	the standards of hygiene and disinfection for the first time in collective establishments of Western Europe	No other order claiming to use the title of St. John of Jerusalem can be described in these terms.
All utensils and kitchenware are silver to ensure disinfection	Medical staff is under oath and earns approximately as doctors today	

Table 2: STATEMENT OF SIGNIFICANCE: Great Hospital of The Knights in Rhodes



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3.4 Please list the geolocations (1-10) and refer to the intrinsic qualities each one of them

N	ASSET NAME NAME	TITLE_HERITAGE NARRATIVE	SUBTITLE 01	SUBTITLE 02	SUBTITLE 03	LATITUDE	LONGITUDE	CATEGORY
1	MOAT	DIGGING THE MINES, Moat 1522	The Eight of Europe	Battle Post of England	The Swords of Europe	36,446796	28,222924	Built Heritage
2	GATE D'AMBOISE	THE SWORD OF KING LOUIS, Rhodes, Gate Amboise, 1512	The Election	Queen of the Seas	The Twisted Gate	36,446002	28,222785	Built Heritage
3	GRAND MASTER PALACE	BEST SELLER BOOK, Grand Master Palace, 1481	Daisies in the wall	The Great Siege of Rhodes	Eyewitness and Author	36,445775	28,224113	Built Heritage
4	CHURCH OF ANNUNCIATION	EXPLOSION, St. John of the Hospital, 1310	Symbol of Power	Blow of fate	Last witness	36,444714	28,223973	Built Heritage
5	KNIGHT STREET	TRIUMPH, Street of the Knights , 1306	Cobble Stone Carpet	The Eight of Europe	The Window	36,44505	28,224595	Built Heritage
6	HOUSE OF PRINCE CEM	EXPENSIVE CAPTIVE, House of Prince Cem, 1481	Hospitality	Turkish Play Boy	Poisoned Shaving Blade	36,445307	28,226127	Built Heritage
7	GREAT HOSPITAL OF THE KNIGHTS IN RHODES	EYE WITNESS , The Great Hospital of the Knights, 1437	The will of Antoni Fluvia	The Oath	Silver for rich and poor	36,444796	28,227176	Built Heritage
8	LADY OF THE CASTLE	THE FLOCK, Our Lady of the Castle, 1309	The Monopoly	And a Fashion Business	Florentine Credit Bank	36,445057	28,227546	Built Heritage
9	OLD HOSPITAL OF THE KNIGHTS IN RHODES / GUNPOWDER MAGAZINE	MEDECIN SANS FRONTIERES, 1356	Slavery	Blood Toll	The supreme command	36,445478	28,226803	Built Heritage
10	ARMORY DE MILLY	THE DRAGON SLAYER, Armory of the Knights, 1420	The Dragon	The Trophy	The magical number	36,446272	28,227865	Built Heritage
11	CASTELLANIA	JUSTICE, Castellania, 1507	Crimes of passion	Merchant of Venice	The Penal Court	36,443523	28,228678	Built Heritage
12	ADMIRALTY	ADMIRAL IN LOVE, Admiralty 1451	Run away	Byuing off the galley service	Bernardo and Magdalena	36,442938	28,229885	Built Heritage
13	KAHAL SHALOM SYNAGOGUE	RACHEL GRANADA, Square of the Jewish Martyrs, 1426	The Siddur Manuscript	Exile	10th of July 1944	36,442204	28,230416	Built Heritage
14	OUR LADY OF THE BURGO	THE TREASURE OF THE VIRGIN, Our Lady of the Burgho, 1522	The Reunion	500 silver coins	TheTreasure Owner	36,442893	28,230802	Built Heritage
15	ST. CATHERINE'S HOSPICE	ROOM WITH A VIEW Hospice St. Catherine, 1467	The Invitation	The Inheritance	The Whisper	36,443167	28,231266	Built Heritage



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16	COMMERCIAL PORT /SEA GATE	SAILOR OF FORTUNE, Porta Marina, 1401	3 ducats a month	A cargo of pepper	Grand Entrance	36,444023	28,22827	Built Heritage
17	ST GEORGE BASTION	HIGH TREASON, Bastion of Auvergne, 1522	Confrontation	Revenge	Betrayal	36,443967	28,221945	Built Heritage
18	TOWER OF ITALY (BASTION DEL CARETTO)	DISAPPEARANCE, Tower of Italy, 1516	Cold Steel	Record breaking	Last payment	36,441151	28,231942	Built Heritage
19	TOWER OF SPAIN	ANASTASIA , Tower of Spain, 1522	Suleiman	Changing hands	Anastasia	36,441956	28,222416	Built Heritage
20	FORT ST. NICHOLAS AND MANDRAKI HARBOR WINDMILLS	SAILOR JERVIS, Fort St. Nicholas, 1480	The Chain Tax	The Plan of Mesih Pasha	The Pontoon Bridge	36,451243	28,228017	Built Heritage

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3.5 What innovation? - please here take into account overall goals of the COS/TOUR/699494 DIVERTIMENTO (300 words)

The innovation of “THE EIGHT OF EUROPE” is the arrangement of elements that facilitate information processing in the human working memory and the limited time budget of cultural heritage consumers and visitors, including tourists and short-term cruise visitors supported by the real-time and direct access of assets and related services. Given the fact that in the recreational learning environment working memory is processing of all conscious information, but is very limited with respect to the number of elements it can handle, the determinants for the design of heritage narratives are the constraints inherent in the working memory. A special planning consideration is that the use of procedures able reduce cognitive loads do affect understanding. To solve problems of interest, to reduce cognitive loads, and capture attention of non-captive audiences in the long run special schema automation structures have been extensively utilized. All asset-related information has been analyzed from the perspective of zero prior knowledge of the socio-historical context, working memory limitations, element interactivity continua and 3 types of cognitive loads:

- A. Intrinsic cognitive loads affected by the intrinsic nature of information that cannot be altered by information management, rather it depends on the interactivity of the elements, on the nature of messages to be conveyed, as well as on the expertise of recipients, has been fully transferred to the everyday life known schema constructions.
- B. Extraneous cognitive loads generated by the manner in which information is presented rather than by the intrinsic characteristics of information and required activities, has been fully eliminated.
- C. Germane cognitive loads reflect the effort that constitutes schema construction and may are vividly increased by instructional interventions.

Based on the aforementioned planning principles, the process time and information volume correlation have been defined as follows: 1 minute for each interpretive narrative, presented whether in panels or in the app environment, and 180 minutes for the Game in the Medieval Town.



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3.6 Audience Expectations

The field research revealed that the new race of connected consumers is looking for authentic experiences at heritage places, exploiting all possibilities for the co-creation of context. While most cultural and tourism-oriented services include exceptional scenic or heritage assets to attract consumer flows, THE EIGHT OF EUROPE generates customized experiences and points of enthusiasm, broadened and deepened by the stories and their interpretation. By highlighting cultural experiences in the Medieval Town, win-win scenarios for the host community and its visitors are offered. A series of outcomes describe the desired impacts of the application, i.e., what visitors do, think, or feel as the result their encounter with heritage assets included. Cognitive engagements described how visitors engaged mentally with the asset content – actively and passively, how they reflected on suggested topics, and how they made connections between ideas. Visitors shall deploy the EUROTHENTICA iBook onsite allocating an approximate 20-50 seconds for each exhibit, 1-3 minutes for an interpretive, such as the Great Hospital of the Knights, Shadow and sitting opportunities prolonged the reading time substantially. A maximum of 1-3 hours is given onsite, with the Great Hospital of the Knights, which serves as Archaeological Museum since 1912, to be declared as the long race winner. THE EIGHT OF EUROPE wins a very specific significance onsite: the heritage narratives were gladly rehearsed by the sample more than 3 times in average. Embedded in a longer narrative, as indicated by the application's subtitle, they have been re-visited, contextual information is assessed among groups, comparisons are drawn in the proximity of authentic assets, geolocations and new meanings are created and shared via the through apps and Social Media Tools as literature. Visitors are encouraged to compare different types of built heritage in the Medieval City, have been compared (Classic, Gothic, and Ottoman era). Similarities and differences in the hospital care of today and in the Middle Ages in Rhodes and Europe shall become a topic of discussion. Income differences of skilled workers today and in the Middle Ages i.e., doctors, engineers, but also carpenters, sailors, artisans, construction workers and farmers provoked curiosity and further discussion.

Social engagements shall inspire visitors to engage with each other and when and how they interact with others in their social group. Visitors have discussed how the experienced heritage assets relate to their own lives, most notably the Great Hospital of the Knights, the Grand Master's Palace, St. Catherine's Hospice and the Moat. Visitors shall attract other visitors and F&R in their group over to try the suggested activity offered by THE EIGHT OF EUROPE.



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Emotional engagements described how visitors have felt after having acquired “expertise” about the Medieval Town, perception, understanding, and new knowledge lead to excitement, passion, awe, inspiration, but also to familiarity and security. Visitor sampling in September 2016 has revealed that positive emotional engagements are connected to familiarity and the security of freely moving at a spatial scale. Familiarity is a result of prior knowledge: previous onsite-virtual experiences, experiences of others, by means of visual, verbal and sensory stimuli and last but not least by information acquisition through ongoing quests e.g. “*how can I find the GM Palace*”. Landscape familiarity has impacted length of stay within the Medieval Town for different consumption purposes. Observed behavior of the sample has proved to be congruent with the risk-reduction strategy theory formulated by scholars, however as mobile technologies impact the knowledge pattern, further inquiries are needed to shed more light into the correlation heritage knowledge – cultural consumption.



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