SUPPORT DOCUMENT OF THE STUDY HERITAGE HOUSES FOR EUROPE

4. Technical Sheet on existing business models of European family-owned heritage houses
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Support documents:

1. EU Funding guide to family-owners of heritage houses
2. Illustrative Practices on innovative business model cases of European family-owned heritage houses
3. Illustrative Practices on the socio-economic contribution of European family-owned heritage houses
4. Technical Sheet on existing business models of European family-owned heritage houses
Heritage Houses for Europe. Exchange & Innovate.

This document is part of the European project “Heritage Houses for Europe. Exchange & Innovate”.

This project has been granted by the European Commission in July 2018 to the consortium European Landowners’ Organisation, the European Historic Houses Association and IDEA Consult.

The aims of the project are to:

- Highlight the positive impact of family-owned heritage houses in Europe;
- Analyse innovative replicable business models;
- Create tools (such as the EU funding guide) supporting private owners in the sustainable preservation of their family-owned heritage houses;
- Raise awareness on the sector of family-owned heritage houses; and
- Issue recommendations to EU institutions in order to unleash the sectors’ full potential.

About these Technical Sheet on existing business models of European family-owned heritage houses

From 14 December 2018 to 18 February 2019 we ran an EU-wide online survey targeting family-owners of heritage houses. Of the 1,084 survey respondents, 82% fully completed the survey, while 18% only partially completed the survey. This survey was the main data source for the study. While the data concerning the business models and strategies used by family-owned heritage houses revealed a lot of information there was a need to link the collected data to real life cases. This way we were able to link the theoretical outcome of the study to practical examples. The case studies, summarised in technical sheets, also provide a lot of information and inspiration for owners of family-owned heritage houses. The technical sheets are also the basis for the online tool developed to assist owners to guide them in building a valid (innovative) business model.

79 pre-identified family-owned heritage houses were studied making use of online available information and were, when needed, supplemented with short (15 to 20 minutes) structured interviews by telephone or videoconference. Based on the online research additional short structured interviews, quantitative and non-quantitative information, were gathered on the most important elements of their business models according to the business model canvas developed by Osterwald (2004, 2008, 2010). We were unable to collect a full dataset from 20 of the pre-identified family-owned heritage houses and were subsequently removed from the study. Due to their innovative character, a further 4 family-owned heritage houses were added to the study bringing the total number of technical sheet used in this study to 67. All technical sheets were sent to the owners of the selected family-owned heritage houses for review of the information by the owner. In one case the owner asked us not to publish the information gathered as he considered the publication of the data collected as a breach of his privacy. This case was removed from the study bringing the total number on 67 family-owned heritage houses.

The 67 heritage houses studied are geographically balanced over all parts of Europe. For more detailed information on the most innovative houses see support document 2, for illustrations of houses with a rich social economic contribution see support document 3.

Cover: European Historic Houses ©, Curraghmore House, Ireland, 2018, Source: European Historic Houses

Table of contents: European Historic Houses © Rottneros Park, Sweden, 2018, Source: European Historic Houses

Photo Contest


1. Schloss Grades
Austria

The partly renovated heritage house is used to organize concerts, theatre, exhibitions, events and weddings. From April to October the house is open to the public every Sunday afternoon. During summer music master classes are organized.

Located in the countryside
http://www.schloss-grades.com

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### Size

<table>
<thead>
<tr>
<th>Floor area heritage house</th>
<th>&gt; 2500 m²</th>
<th>250-2500 m²</th>
<th>50-250 m²</th>
<th>0-50 m²</th>
</tr>
</thead>
</table>

Legend:
- 0-10 ha
- 10-50 ha
- 50-250 ha
- 250-1000 ha
- > 1000 ha
- Total land area

### Land use
Heritage house only

### Access
Entrance fee

### Number of visitors
1001-5000

### Average spending
10-50 €

### Activities

**Commercial activities**
- Events
- Weddings
- Meetings

**Education, research, community or environmental activities**
- Art classes

**Cultural or leisure**
- Concerts
- Theatre
- Exhibitions

### Price differentiation
Type of activities

### Employment
1-5

### Volunteers
Yes

### Focus on local suppliers
Yes

### Selling channels
Direct

### Communication
Newspaper – Magazine – Online – Social media – Direct mail – Leaflets

### SWOT

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

### Business Strategy
Customer intimacy

### Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
2. Kasteel de Merode
Belgium

A medieval castle surrounded by a large garden, park, forest, and agricultural land. The owner organizes public events (musical, castle festival, Christmas events) with a historical background within his and others’ heritage houses.

Located at the border of a village

https://www.kasteel-westerlo.be

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2000 m²</td>
<td></td>
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<tr>
<td>500-2000 m²</td>
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<tr>
<td>0-500 m²</td>
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<table>
<thead>
<tr>
<th>Total land area</th>
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<tbody>
<tr>
<td>0-10 ha</td>
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<tr>
<td>10-50 ha</td>
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<tr>
<td>50-250 ha</td>
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<tr>
<td>250-1000 ha</td>
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<tr>
<td>&gt; 1000 ha</td>
</tr>
</tbody>
</table>

**Land use**
Forest – Agriculture – Nature – Garden – Park

**Access**
Entrance fee for events – Invited guests only

**Number of visitors**
5001-50000

**Average spending**
50-250 €

**Activities**

Commercial activities
- Musical
- Castle festival
- Christmas event

Education, research, community or environmental activities
- Nature conservation
- Water management

Cultural or leisure
- Public events with historical background

**Products**
Related to events organised

**Price differentiation**
Age – Type of activities

**Employment**
6 directly employed, >100 independent contractors

**Volunteers**
Yes

**Focus on local suppliers**
Yes

**Selling channels**
Direct (website)

**Communication**

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
3. Kasteel Het Loo
Belgium

The estate is getting its income from agricultural and forestry related activities. All activities are carried out with great care in order to maintain a high biodiversity on the estate.

Located in the countryside
No website

<table>
<thead>
<tr>
<th>Size</th>
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<tbody>
<tr>
<td>Floor area heritage house</td>
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<tr>
<td>&gt; 2500 m²</td>
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<tr>
<td>1000-2500 m²</td>
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<tr>
<td>&lt; 1000 m²</td>
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</table>

<table>
<thead>
<tr>
<th>Land use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest – Agriculture – Nature – Park</td>
</tr>
</tbody>
</table>

| Access |
| Invited guests only |

| Number of visitors |
| 101-1000 |

| Average spending |
| Not applicable € |

| Activities |
| Commercial activities |
| Agriculture |
| Forestry 1 |

| Education, research, community or environmental activities |
| Nature conservation |
| Habitat restoration |

| Cultural or leisure |
| None |

| Products |
| Agriculture and forestry products |

| Turnover |
| 250.000-1.000.000 € |

| Price differentiation |
| Not applicable |

| Employment |
| 5-25 |

| Volunteers |
| No |

| Focus on local suppliers |
| No |

| Selling channels |
| Wholesale |

| Communication |
| Not applicable |

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
4. Heetveldemolen
Belgium

The managing association (an NGO) turned this active water mill into a meeting point bringing all kinds of people together around an ancient craft. Folklore, education, research, technology, renewable energy, fair trade, art, ... are areas in which this non-profit organization invests.

Located in the countryside just outside a village

https://www.heetveldemolen.be

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
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<tbody>
<tr>
<td>&gt; 2000 m²</td>
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<tr>
<td>500-2000 m²</td>
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<tr>
<td>0-500 m²</td>
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Land use
Heritage house only

Access
Open access on a limited number of days

Number of visitors
1001-5000

Average spending
0-10 €

Activities

Commercial activities
- Milling
- Different types of flour for sale

Education, research, community or environmental activities
- Guided tours
- Renewable energy
- Research related to the ancient craft

Cultural or leisure
- Guided tours in combination with hiking trails
- Several events where the mill plays a central role
- Folklore related events

Products
Different types of flour (wheat, rye, oat, spelt)

Price differentiation
Product based

Employment
0

Volunteers
Yes

Focus on local suppliers
Yes

Selling channels
Direct

Communication
Newspaper – Magazine – Online – Social media

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Customer intimacy

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
5. Fort van Oelegem
Belgium

The fort of Oelegem was part of the main defense line around Antwerp. It was constructed just before World War I. The fort is an important wintering place for bats. The bast reserve is managed by a nature conservation organization.

Located just outside the city

https://www.fortoelegem.be/index.html

### SWOT

#### Strengths

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

#### Weaknesses

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

#### Opportunities

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

#### Threats

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

### Business Strategy

Customer intimacy

### Activities

#### Commercial activities

- No commercial activities

#### Education, research, community or environmental activities

- Guided visits to the bat populations
- Research on the bat populations present

#### Cultural or leisure

- Participation to cultural or leisure activities organized by third parties
- Activity 1
- Activity 1

### Products

Not applicable
6. Kasteel Hex
Belgium

Central to the estate is the castle with the walled gardens and the park. A biannual garden festival is attracting national and international visitors who are passionate by plants and gardens.

Located in the countryside

**Size**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
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<tr>
<td>1000-2500 m²</td>
<td></td>
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<tr>
<td>0-500 m²</td>
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</tbody>
</table>

**Land use**
Forest – Agriculture – Nature – Garden – Park

**Access**
Entrance fee during garden festival

**Number of visitors**
5001-50000

**Average spending**
10-50 €

**Activities**
*Commercial activities*
- Garden festival
- Farming
- Forestry
*Education, research, community or environmental activities*
- Nature conservation
- Part of the estate is Natura 20001

**Cultural or leisure**
- Occasional guided tours

**Products**
Agricultural products, forest products

**Price differentiation**
Pre-booking

**Employment**
5-25

**Volunteers**
Yes

**Focus on local suppliers**
No

**Selling channels**
Direct

**Communication**
Newspaper – Magazine – Radio - Online – Social media – Direct mail – Leaflets

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
7. Castle of Burgozone
Bulgaria

Burgozone is a boutique family wine producer in Bulgaria. The estate is located along the Danube river (43° N), a region proven to produce the highest quality of grapes. The estate is committed to sustainable and ecological responsibility through the practice of integrated viticulture.

Located in the countryside
https://www.burgozone.bg/en/

Price differentiation
Product based

Employment
>25

Volunteers
No

Focus on local suppliers
No

Selling channels
Wholesale – Retailer - Direct

Communication
Magazine – Online – Directories – Social media

SWOT

Strengths
☑ Property includes land
☑ Long term strategic planning
☑ Strong links with local community
☑ Unique properties
☑ Local jobs
☑ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☐ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
☐ Digital tools
☐ New funding sources
☐ Networking with other heritage houses
☐ Increasing interest from the public

Threats
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Product leadership

Innovation
☒ Anchorage of/in local community/economy
☐ Connecting communities
☒ Focus on uniqueness and story-telling
☒ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☒ Sustainability
8. Hotel Castle Bezanec
Croatia

Once a family castle the present owner transformed it to Croatia’s first castle hotel settled in the unique environment of the pastoral part of Croatia.

Located in the countryside

https://www.hotel-dvorac-bezanec.hr

<table>
<thead>
<tr>
<th>Floor area</th>
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</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2,000 m²</td>
<td>Yellow</td>
</tr>
<tr>
<td>500-2,000 m²</td>
<td>White</td>
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<tr>
<td>0-500 m²</td>
<td>Light gray</td>
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</tbody>
</table>

Size

Land use
Garden – Park

Access
Invited guests only

Number of visitors
5001-50000

Average spending
50-250 €

Activities

Commercial activities
- Hotel
- Spa
- Weddings
- Meetings, congresses
- Restaurant

Education, research, community or environmental activities
- None

Cultural or leisure
- Art gallery

Products
Not applicable

Price differentiation
Accommodation type – Type of activities

Employment
5-25

Volunteers
No

Focus on local suppliers
No

Selling channels
Retailer - Direct

Communication
Newspaper – Magazine - Online – Directories

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Customer intimacy

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
9. Castle Blatna
Czech Republic

In 1989, after the communist takeover of the property, the estate came back into the hands of the Hildprandts family. The current owners are working intensively on restoring the castle and opening it to visitors. The surrounding park and the events organized are important advantages.

Located next to the centre of a small town

https://castle-blatna.com

<table>
<thead>
<tr>
<th>Land use</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park</td>
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<table>
<thead>
<tr>
<th>Access</th>
<th>Number of visitors</th>
<th>Average spending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance fee</td>
<td>&gt;100,000</td>
<td>10-50 €</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial activities</td>
<td>Food and beverages</td>
</tr>
<tr>
<td>○ Payed entrance</td>
<td>○ Exhibitions</td>
</tr>
<tr>
<td>○ Event planning</td>
<td>○ Concerts</td>
</tr>
<tr>
<td>○ Weddings</td>
<td>○ Piano courses</td>
</tr>
<tr>
<td>Education, research, community or environmental activities</td>
<td>Guided tours</td>
</tr>
</tbody>
</table>

Price differentiation
Year card – discount for residents of Blatna

Employment
10-60

Volunteers
Yes

Focus on local suppliers
Yes

Selling channels
Direct

Communication
Newspaper – Magazine – Online – Social media – Direct mail – Leaflets

SWOT
Strengths
☑ Property includes land
☑ Long term strategic planning
☑ Strong links with local community
☑ Unique properties
☑ Local jobs
☑ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☐ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
☒ Digital tools
☐ New funding sources
☒ Networking with other heritage houses
☒ Increasing interest from the public

Threats
☒ Regulation
☐ Decrease of public funding
☐ Access to public funding
☒ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Product leadership

Innovation
☒ Anchorage of/in local community/economy
☐ Connecting communities
☐ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☒ Multifunctionality
☒ Sustainability
10. **Zámeck Dobříš**
**Czech Republic**

The Rococo chateau of Dobříš date back to the second half of the 18th century when the original Baroque chateau was destroyed by fire. Confiscated by the Czechoslovak State it was returned in 1998 to the family Colloredo-Mannsfel. Since then it has undergone a major reconstruction.

Located at the border of a village

https://www.zamekdobris.cz/en

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td>heritage house</td>
<td>&gt; 2000 m²</td>
</tr>
<tr>
<td></td>
<td>0-500 m²</td>
</tr>
<tr>
<td></td>
<td>500-2500 m²</td>
</tr>
<tr>
<td></td>
<td>250-1000 m²</td>
</tr>
<tr>
<td></td>
<td>Total land area</td>
</tr>
</tbody>
</table>

| Land use | Forest - Park |

| Access | Entrance fee |

| Number of visitors | 5001-50000 |

| Average spending | 10-50 € |

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
</table>

**Commercial activities**
- Entry fee to the park
- Hotel, restaurant and coffee-shop
- Renting of accommodation and rooms for weddings and meetings

**Education, research, community or environmental activities**
- Guided tours
- Fisheries, hunting ad forestry

**Cultural or leisure**
- Exhibitions and concerts
- Art gallery
- Toy museum

| Products | Not applicable |

| Price differentiation | Age - Group size – Accommodation type |

| Employment | 5-25 |

| Volunteers | No |

| Focus on local suppliers | Yes |

| Selling channels | Retailer - Direct |

<table>
<thead>
<tr>
<th>Communication</th>
</tr>
</thead>
</table>

- Newspaper – Magazine – Online – Directories – Social media – Leaflets

| SWOT |

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
</table>

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

<table>
<thead>
<tr>
<th>Threats</th>
</tr>
</thead>
</table>

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

<table>
<thead>
<tr>
<th>Business Strategy</th>
</tr>
</thead>
</table>

- Product leadership

<table>
<thead>
<tr>
<th>Innovation</th>
</tr>
</thead>
</table>

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
11. Ledreborg Palace
Denmark

Ledreborg Palace is one of the finest examples of 18th century architecture and landscape architecture. Ledreborg Palace is a family-run property with agriculture, forestry and hunting activities.

Located in the countryside

http://www.ledreborgpalacegc.dk

Price differentiation
Group size - Type of activities

Employment
>25

Volunteers
Yes

Focus on local suppliers
No

Selling channels
Wholesale – Retailer - Direct

Communication

SWOT

Strengths
☐ Property includes land
☐ Long term strategic planning
☐ Strong links with local community
☐ Unique properties
☐ Local jobs
☐ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☐ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
☐ Digital tools
☐ New funding sources
☐ Networking with other heritage houses
☐ Increasing interest from the public

Threats
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Product leadership

Innovation
☐ Anchorage of/in local community/economy
☐ Connecting communities
☐ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☐ Sustainability

Land use
Forest – Agriculture – Nature – Garden – Park – Golf

Access
Entrance fee

Number of visitors
>50000

Average spending
10-50 €

Activities
Commercial activities
☐ Company events, meetings, conferences
☐ Renting of holiday houses & business space
☐ Recording of films, TV and commercials
☐ Fly high
☐ Lifestyle exhibition

Education, research, community or environmental activities
☐ Guided tours
☐ Hunting
☐ Nature conservation

Cultural or leisure
☐ Horse riding
☐ Gold course
☐ Concerts

Products
Wood, agricultural products, game
12. Gisselfeld Kloster
Denmark

Gisselfeld Castle was built in 1534 as a defensive Castle - with a surrounding wall, drawbridges, embrasures, shutter holes, and a moat. Today the Supreme Manager is living in a part of the Castle, whereas other parts of the main building are open to guided tours.

Located at the border of a village
http://www.gisselfeld-kloster.dk

**Size**

- Floor area
  - Heritage house
    - > 2000 m²
    - 100-2500 m²
    - 0-500 m²

**Land use**
Forest – Agriculture – Nature – Garden – Park

**Access**
Enterance fee

**Number of visitors**
5001-50000

**Average spending**
10-50 €

**Activities**

- Commercial activities
  - Events
  - Meetings, parties and weddings
  - 125 houses for rent
  - Forestry & agriculture
  - Restaurant

- Education, research, community or environmental activities
  - Botanic park

- Cultural or leisure
  - Classic motor show
  - Christmas market & life style fair
  - Opera gala & theatre festival
  - Fishing & hunting

**Products**
Agricultural & forestry products, Christmas trees

**Price differentiation**
Age – Returning visitors

**Employment**
>25

**Volunteers**
Yes

**Focus on local suppliers**
Yes

**Selling channels**
Direct

**Communication**

**SWOT**

- **Strengths**
  - Property includes land
  - Long term strategic planning
  - Strong links with local community
  - Unique properties
  - Local jobs
  - The story behind

- **Weaknesses**
  - Lack of business management knowledge
  - Limited financial resources
  - Limited geographical reach
  - Lack of digital tools
  - Habitation versus commercial activities

- **Opportunities**
  - Digital tools
  - New funding sources
  - Networking with other heritage houses
  - Increasing interest from the public

- **Threats**
  - Regulation
  - Decrease of public funding
  - Access to public funding
  - Increasing maintenance cost
  - Generation gap
  - Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
13. Pädaste Manor
Estonia

After years of neglect during the Soviet period in which the use of the manor alternated between army headquarter, fish distribution center and home for the elderly until its abandonment in the early 80’s, the owners took up the endeavor in 1996 to restore Pädaste Manor to new splendour, with the goal to create one of the finest hotels in the Baltic countryside.

Located in the countryside

http://www.padaste.ee

Giftshop

Price differentiation
Accommodation type – Type of activities

Employment
>25

Volunteers
No

Focus on local suppliers
Yes

Selling channels
Wholesale – Retailer - Direct

Communication
Newspaper – Magazine – Online – Directories – Social media

SWOT
Strengths
✓ Property includes land
✓ Long term strategic planning
✓ Strong links with local community
✓ Unique properties
✓ Local jobs
✓ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☐ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
☐ Digital tools
☐ New funding sources
☐ Networking with other heritage houses
☐ Increasing interest from the public

Threats
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Product leadership

Innovation
☐ Anchorage of/in local community/economy
☐ Connecting communities
☐ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☐ Sustainability

Land use
Forest – Nature – Garden – Park

Access
Open access – Entrance fee – Invited guests only

Number of visitors
1001-5000

Average spending
>250 €

Activities
Commercial activities
☐ Hotel and restaurant
☐ Bespoke (company) events
☐ Spa

Education, research, community or environmental activities
☐ park and shoreline form part of a nature protection zone
☐ Guided nature tours

Cultural or leisure
☐ Estonian song and dance festivals
☐ Music, opera and poetry nights
☐ Fashion show

Products
14. Atla Manor
Estonia

The earliest mention of this estate dates from 1422. Atla manor has acted as a prisoner of war camp, a horse hire point, a tractor station, student camp accommodation and a shop. Since 1991 the manor became an active pottery.

Located in the countryside

https://www.facebook.com/atlamanor/;
http://www.keraamika.ee

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-50 m²</td>
<td></td>
</tr>
<tr>
<td>50-250 m²</td>
<td></td>
</tr>
<tr>
<td>&gt; 250 m²</td>
<td></td>
</tr>
</tbody>
</table>

Land use
Garden – Park

Access
Open access

Number of visitors
5001-50000

Average spending
10-50 €

Activities
Commercial activities
- Pottery - ceramics
- Outdoor events, soirees and seminars
- Woodworking and timber production
- Renting the manor for third party events

Education, research, community or environmental activities
- Ceramics workshops
- Art and craft workshops
- Recycling of left over clay

Cultural or leisure
- Events: Estonian music and dancing

Products
Ceramics, antiques

Price differentiation
Product based

Employment
5-25

Volunteers
No

Focus on local suppliers
No

Selling channels
Retailer - Direct

Communication
Magazine – Online – Social media – Leaflets

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Product leadership

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
15. Putkaste Manor
Estonia

The estate is the only privately-owned manor on the island which has the historical buildings and structure nearly intact. It is foreseen as family residence. Neglected by previous owners the present owners want to restore it in stages running the estate in a self-sustainable way.

Located in the countryside

No website available

By simka - Panoramio, CC BY-SA 3.0

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area heritage house</th>
</tr>
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<tbody>
<tr>
<td>&gt; 200 m²</td>
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<tr>
<td>50-200 m²</td>
<td></td>
</tr>
<tr>
<td>0-50 m²</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land use</th>
<th>Park</th>
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</thead>
</table>

<table>
<thead>
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<th>Access</th>
<th>Invited guests only</th>
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</table>

<table>
<thead>
<tr>
<th>Number of visitors</th>
<th>1001-5000</th>
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<table>
<thead>
<tr>
<th>Average spending</th>
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<table>
<thead>
<tr>
<th>Activities</th>
<th>Commercial activities</th>
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<tbody>
<tr>
<td></td>
<td>Yearly events during tourist season</td>
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<tr>
<td></td>
<td>Renting the estate for events</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Education, research, community or environmental activities</th>
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</thead>
<tbody>
<tr>
<td>Cooperation with local charity organisation</td>
</tr>
<tr>
<td>Second-hand shop</td>
</tr>
<tr>
<td>Services by local congregation</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultural or leisure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural festival “Hiiu Folk”</td>
</tr>
<tr>
<td>Concerts foreseen</td>
</tr>
<tr>
<td>Theatre foreseen</td>
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</table>

<table>
<thead>
<tr>
<th>Products</th>
<th>Not applicable</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Price differentiation</th>
<th>Type of activities</th>
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</table>

<table>
<thead>
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</table>

<table>
<thead>
<tr>
<th>Volunteers</th>
<th>Yes</th>
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</table>

<table>
<thead>
<tr>
<th>Focus on local suppliers</th>
<th>Yes</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Selling channels</th>
<th>Direct</th>
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</table>

<table>
<thead>
<tr>
<th>Communication</th>
<th>No communication instruments in place</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>SWOT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td></td>
</tr>
<tr>
<td>Property includes land</td>
<td></td>
</tr>
<tr>
<td>Long term strategic planning</td>
<td></td>
</tr>
<tr>
<td>Strong links with local community</td>
<td></td>
</tr>
<tr>
<td>Unique properties</td>
<td></td>
</tr>
<tr>
<td>Local jobs</td>
<td></td>
</tr>
<tr>
<td>The story behind</td>
<td></td>
</tr>
</tbody>
</table>

| **Weaknesses** |
| Lack of business management knowledge |
| Limited financial resources |
| Limited geographical reach |
| Lack of digital tools |
| Habitation versus commercial activities |

| **Opportunities** |
| Digital tools |
| New funding sources |
| Networking with other heritage houses |
| Increasing interest from the public |

| **Threats** |
| Regulation |
| Decrease of public funding |
| Access to public funding |
| Increasing maintenance cost |
| Generation gap |
| Activities not known to the larger public |

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>Customer intimacy</th>
</tr>
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<table>
<thead>
<tr>
<th>Innovation</th>
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</tr>
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<tbody>
<tr>
<td>Anchorage of/in local community/economy</td>
<td></td>
</tr>
<tr>
<td>Connecting communities</td>
<td></td>
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<tr>
<td>Focus on uniqueness and story-telling</td>
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<tr>
<td>Contributing to health and well being</td>
<td></td>
</tr>
<tr>
<td>Use of digital tools</td>
<td></td>
</tr>
<tr>
<td>Networking between heritage houses</td>
<td></td>
</tr>
<tr>
<td>Service oriented</td>
<td></td>
</tr>
<tr>
<td>Multifunctionality</td>
<td></td>
</tr>
<tr>
<td>Sustainability</td>
<td></td>
</tr>
</tbody>
</table>
16. Gårdskulla Manor
Finland

Gårdskulla Manor is one of the largest farms in Finland. Today it is managed by the fifth generation. Next to the agricultural activities the estate has a well-known tractor museum and organises touristic and non-touristic events.

Located in the countryside

http://www.gardskulla.fi/engelska.htm

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; 2500 m²</td>
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<tr>
<td></td>
<td>1000-2500 m²</td>
</tr>
<tr>
<td></td>
<td>500-1000 m²</td>
</tr>
<tr>
<td></td>
<td>0-500 m²</td>
</tr>
</tbody>
</table>

| Land use | Forest – Agriculture - Lakes |

| Access | Entrance fee |

| Number of visitors | 5001-50000 |

| Average spending | 10-50 € |

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial activities</td>
</tr>
<tr>
<td>o Organic beef production (Angus)</td>
</tr>
<tr>
<td>o Organic field production</td>
</tr>
<tr>
<td>o Forestry</td>
</tr>
<tr>
<td>o Renting of houses and summer cottages</td>
</tr>
<tr>
<td>o Café</td>
</tr>
<tr>
<td>o Events: conference rooms, weddings</td>
</tr>
<tr>
<td>o Christmas market</td>
</tr>
<tr>
<td>o Sauna by the lake</td>
</tr>
<tr>
<td>Education, research, community or environmental activities</td>
</tr>
<tr>
<td>o Agriculture museum</td>
</tr>
<tr>
<td>o Hunting</td>
</tr>
<tr>
<td>Cultural or leisure</td>
</tr>
<tr>
<td>o Guided tour of castle</td>
</tr>
</tbody>
</table>

| Products |
| Agricultural products, timber, fire wood, Christmas trees, wood chips for heating |

| Price differentiation |
| Type of activities |

| Employment |
| 5-25 |

| Volunteers |
| No |

| Focus on local suppliers |
| No |

| Selling channels |
| Wholesale – Retailer - Direct |

| Communication |
| Newspaper – Magazine – Online – Directories – Social media – Leaflets |

| SWOT |
| Strengths |
| Property includes land |
| Long term strategic planning |
| Strong links with local community |
| Unique properties |
| Local jobs |
| The story behind |

| Weaknesses |
| Lack of business management knowledge |
| Limited financial resources |
| Limited geographical reach |
| Lack of digital tools |
| Habitation versus commercial activities |

| Opportunities |
| Digital tools |
| New funding sources |
| Networking with other heritage houses |
| Increasing interest from the public |

| Threats |
| Regulation |
| Decrease of public funding |
| Access to public funding |
| Increasing maintenance cost |
| Generation gap |
| Activities not known to the larger public |

| Business Strategy |
| Operational excellence |

| Innovation |
| Anchorage of/in local community/economy |
| Connecting communities |
| Focus on uniqueness and story-telling |
| Contributing to health and well being |
| Use of digital tools |
| Networking between heritage houses |
| Service oriented |
| Multifunctionality |
| Sustainability |
17. Kullo Gård / Kullo Manor House
Finland

Apart from agriculture and forestry, the estate is a multi-functional farm with many different core activities such as golf, quarrying, shops, real estate and tourism. It is well kept and offers the prospect of stable long-term survival.

Located in the countryside

http://www.kullogard.fi

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
</tr>
<tr>
<td>1500-2500 m²</td>
<td></td>
</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest – Agriculture – Nature – Golf</td>
</tr>
</tbody>
</table>

**Access**
Invited guests only

**Number of visitors**
101-1000

**Average spending**
50-250 €

**Activities**

**Commercial activities**
- Agriculture
- Forestry
- Classic Finnish clothing shop
- Golf course
- Real estate
- Quarrying

**Education, research, community or environmental activities**
- 58 ha of Natura 2000
- Hunting
- Wildlife Estates Label

**Cultural or leisure**
- None

**Products**
timber, fire wood, Christmas trees, wood chips for heating

**Price differentiation**
Type of activities

**Employment**
5-25

**Volunteers**
No

**Focus on local suppliers**
No

**Selling channels**
Wholesale – Retailer - Direct

**Communication**
Online – Social media

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Operational excellence

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
18. Malmgård Estate
Finland

On its 500 hectares of fields, Malmgård focuses on organic farming and the development of organic food products. Apart from more traditional activities, such as forestry, Malmgård nowadays also welcomes visiting tourists and has a micro-brewery.

Located in the countryside

http://www.malmgard.fi

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total land area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land use</th>
<th>Agriculture - Forest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>Open access</td>
</tr>
<tr>
<td>Number of visitors</td>
<td>5001-50000</td>
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<tr>
<td>Average spending</td>
<td>10-50 €</td>
</tr>
<tr>
<td>Activities</td>
<td></td>
</tr>
<tr>
<td>Commercial activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Agriculture</td>
</tr>
<tr>
<td></td>
<td>Guided tours in the mansion house</td>
</tr>
<tr>
<td></td>
<td>Estate shop: organically cultivated food</td>
</tr>
<tr>
<td></td>
<td>Brewery, pub &amp; café</td>
</tr>
<tr>
<td></td>
<td>Meetings &amp; conferences</td>
</tr>
<tr>
<td></td>
<td>Christmas market, theme days</td>
</tr>
<tr>
<td>Education, research, community or environmental activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Guided tours in the organic landscape</td>
</tr>
<tr>
<td></td>
<td>Maintenance of traditional biotopes and historical landscapes</td>
</tr>
<tr>
<td></td>
<td>Fish ladder</td>
</tr>
</tbody>
</table>

Products
Organically cultivated cereals, such as spelt, emmer, rye, oats, wheat in different forms, bread, jam, honey, apple juice, beer, etc

Price differentiation
Product based

Employment
5-25

Volunteers
No

Focus on local suppliers
Yes

Selling channels
Wholesale – Retailer – Direct – Web shop

Communication
Newspaper – Magazine - Online – Social media – Leaflets

SWOT
Strengths
☑ Property includes land
☑ Long term strategic planning
☑ Strong links with local community
☑ Unique properties
☑ Local jobs
☑ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☑ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
☐ Digital tools
☐ New funding sources
☐ Networking with other heritage houses
☐ Increasing interest from the public

Threats
☑ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Product leadership

Innovation
☑ Anchorage of/in local community/economy
☐ Connecting communities
☐ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☐ Sustainability
19. Koskis Gård
Finland

Kosken Manor is a family farm that produces organic meat and offers rural experiences. Kosken Manor has been specializing in Hereford Cattle since 1967, and is the oldest Hereford producer in Finland. Production is organic certified. The forests of the farm are FSC® certified.

Located in the countryside

http://koskis.fi

Size

<table>
<thead>
<tr>
<th>Floor area heritage house</th>
<th>Total land area</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
</tr>
<tr>
<td>1000-2500 m²</td>
<td></td>
</tr>
<tr>
<td>0-100 m²</td>
<td></td>
</tr>
<tr>
<td>10-50 ha</td>
<td></td>
</tr>
<tr>
<td>50-200 ha</td>
<td></td>
</tr>
<tr>
<td>250-1000 ha</td>
<td></td>
</tr>
<tr>
<td>&gt;1000 ha</td>
<td></td>
</tr>
</tbody>
</table>

Land use
Forest – Agriculture

Access
Open access in summer period

Number of visitors
1001-5000

Average spending
10-50 €

Activities

Commercial activities
- Organic meat production
- FSC certified forestry
- Meetings and company events
- Café
- Shop

Education, research, community or environmental activities
- Guided tours on Fridays
- WWF Most Environmentally Friendly Farm 2014
- Wildlife Estate Label

Products
Organic meat (Herford, lamb), game meat, forestry products

Price differentiation
Product based

Employment
1-5

Volunteers
No

Focus on local suppliers
No

Selling channels
Retailer - Direct

Communication
Online – Social media – Direct mail

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Product leadership

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
20. Chateau de la Mazure
France

The Château at La Mazure was built at the end of the 19th century. The property stretches over almost 200 hectares of land, comprising of woods, fields, lakes and farmlands. Châteaux des langues offers a unique opportunity to get a global vision of the language.

Located in the countryside

http://www.chateaulamazure.com/en/#home

---

**Size**

<table>
<thead>
<tr>
<th>Floor area heritage house</th>
<th>0-10 ha</th>
<th>10-50 ha</th>
<th>50-200 ha</th>
<th>&gt;200 ha</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1000-2500 m²</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Land use**

Forest – Agriculture – Nature – Park

**Access**

Invited guests only

**Number of visitors**

101-1000

**Average spending**

>250 €

**Activities**

*Commercial activities*

- Immersive French & English language courses
- Gastronomy
- Seminars
- Weddings (very limited)

*Education, research, community or environmental activities*

- Social events
- Vegetable garden with educational materials
- Biodiversity conservation

**Products**

Language courses

**Price differentiation**

None

**Employment**

5-10

**Volunteers**

No

**Focus on local suppliers**

Yes

**Selling channels**

Direct

**Communication**

Magazine – Online – Social media – Leaflets

**SWOT**

**Strengths**

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Customer intimacy

**Innovation**

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
21. Château Hôtel de la Bourdaisière
France

The castle is an historical monument (14th century) in the middle of the Loire valley. Today a hotel with surrounding parc and gardens. The estate has a specific interest in vegetable including the national tomato collection of France and an agro-ecologic farm.

Located in countryside

https://www.labourdaisiere.com

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
</tr>
<tr>
<td>1500-2500 m²</td>
<td></td>
</tr>
<tr>
<td>500-1500 m²</td>
<td></td>
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<tr>
<td>50-500 m²</td>
<td></td>
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<tr>
<td>0-100 m²</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Total land area</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10 ha</td>
</tr>
<tr>
<td>10-50 ha</td>
</tr>
<tr>
<td>50-250 ha</td>
</tr>
<tr>
<td>250-1000 ha</td>
</tr>
<tr>
<td>&gt; 1000 ha</td>
</tr>
</tbody>
</table>

**Land use**

Garden – Park

**Access**

Entrance fee

**Number of visitors**

5001-50000

**Average spending**

0-10 € (Entrée fee), 50-250 € (restaurant – hotel)

**Activities**

Commercial activities
- Hotel
- Restaurant
- Events: weddings, congresses
- Ecological farm
- Several plant related festivals and activities

Education, research, community or environmental activities
- Cooking classes
- Educational path
- National Tomato collection

Cultural or leisure
- Art path
- Exhibitions

**Products**

Garden materials (Le Prince Jardinie), tomato seeds

**Price differentiation**

Age – Accommodation type – Type of activities

**Employment**

5-25

**Volunteers**

Yes

**Focus on local suppliers**

Yes

**Selling channels**

Wholesale – Retailer - Direct

**Communication**


**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Product leadership

**Innovation**

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
22. Chateau d’Yvoire
France

The castle dates from 1306. Today, you will find a remarkable garden next to the castle (Labyrinth - Jardin des Cinq Sens). It is a real gem of greenery in the heart of the village, this little paradise of nature is classified Garden Remarkable by the Ministry of Culture and Communication.

Located in a village
https://www.jardin5sens.net/en/

Price differentiation
Age - Group size

Employment
1-5

Volunteers
No

Focus on local suppliers
No

Selling channels
Direct

Communication
Newspaper – Magazine – Online - Social media – Leaflets

SWOT

Strengths
☑️ Property includes land
☐ Long term strategic planning
☐ Strong links with local community
☑️ Unique properties
☐ Local jobs
☑️ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☒ Limited geographical reach
☒ Lack of digital tools
☒ Habitation versus commercial activities

Opportunities
☒ Digital tools
☑️ New funding sources
☒ Networking with other heritage houses
☑️ Increasing interest from the public

Threats
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☒ Increasing maintenance cost
☐ Generation gap
☒ Activities not known to the larger public

Business Strategy
Product leadership

Innovation
☒ Anchorage of/in local community/economy
☐ Connecting communities
☒ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☐ Sustainability

Size

Floor area heritage house

<table>
<thead>
<tr>
<th>Size</th>
<th>0-10/ha</th>
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<th>20-50/ha</th>
<th>50-100/ha</th>
<th>100-200/ha</th>
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<tbody>
<tr>
<td>0-50 m²</td>
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<tr>
<td>50-250 m²</td>
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<td>250-1000 m²</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt;1000 m²</td>
<td></td>
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</tbody>
</table>

Land use
Garden

Access
Entrance fee

Number of visitors
5001-50000

Average spending
10-50 €

Activities
Commercial activities
☐ Sensory garden – entry fee
☐ Garden shop

Education, research, community or environmental activities
☐ Guided tours

Products
Garden products
23. Chateau Vixouze
France

Vixouze castle has, since the new owners took possession of the castle in 2013, the ambition to become an international cultural centre organizing music and art festivals. A large number of events is organized at the castle.

Located in the countryside
https://chateaudevixouze.info/histoire/

### Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10 ha</td>
<td></td>
</tr>
<tr>
<td>10-50 ha</td>
<td></td>
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<tr>
<td>50-250 ha</td>
<td></td>
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<tr>
<td>250-1000 ha</td>
<td></td>
</tr>
<tr>
<td>&gt; 1000 ha</td>
<td></td>
</tr>
</tbody>
</table>

#### Land use
Garden – Park

#### Access
Invited guests only

#### Number of visitors
5001-50000

#### Average spending
50-250 €

#### Activities

**Commercial activities**
- Event organising
- Weddings
- Thematic dinners
- Seminars
- Filming location
- The table of legends
- Traiteur
- Christmas event

**Education, research, community or environmental Cultural or leisure**
- Art exhibitions

### Price differentiation
Accommodation type – Type of activities

### Employment
5-25

### Volunteers
No

### Focus on local suppliers
Yes

### Selling channels
Direct

### Communication
Newspaper – Magazine – Online – Directories – Social media – Direct mail – Leaflets

### SWOT

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

### Business Strategy
Product leadership

### Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
24. **Chateau de la Gabelle**  
**France**

The castle (12th century) is at the centre of a biological lavender farm. In the shop you can buy local and biological products and off course the products produced at the farm on the basis of the lavender cultivated.

Located in the countryside

https://www.chateaudelagabelle.fr

<table>
<thead>
<tr>
<th>Size</th>
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<tbody>
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<td>0-500 m²</td>
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<table>
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<tr>
<th>Average spending</th>
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<table>
<thead>
<tr>
<th>Activities Commercial activities</th>
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<tr>
<td>Lavender farm</td>
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<table>
<thead>
<tr>
<th>Products</th>
<th>Lavendel products (own production), biological and local products, beaty products</th>
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<table>
<thead>
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<th>Product based</th>
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<tr>
<th>Volunteers</th>
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<table>
<thead>
<tr>
<th>Communication</th>
<th>Newspaper – Magazine - Online - Social media – Leaflets</th>
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<table>
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<th>SWOT</th>
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</thead>
<tbody>
<tr>
<td>Strengths</td>
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<tr>
<td>Property includes land</td>
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<tr>
<td>Strong links with local community</td>
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</tr>
<tr>
<td>Unique properties</td>
<td>✔</td>
</tr>
<tr>
<td>Local jobs</td>
<td>✔</td>
</tr>
<tr>
<td>The story behind</td>
<td>✔</td>
</tr>
<tr>
<td>Weaknesses</td>
<td></td>
</tr>
<tr>
<td>Lack of business management knowledge</td>
<td>☐</td>
</tr>
<tr>
<td>Limited financial resources</td>
<td>☐</td>
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<tr>
<td>Limited geographical reach</td>
<td>☒</td>
</tr>
<tr>
<td>Lack of digital tools</td>
<td>☐</td>
</tr>
<tr>
<td>Habitation versus commercial activities</td>
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<table>
<thead>
<tr>
<th>Opportunities</th>
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</thead>
<tbody>
<tr>
<td>Digital tools</td>
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</tr>
<tr>
<td>New funding sources</td>
<td>☒</td>
</tr>
<tr>
<td>Networking with other heritage houses</td>
<td>☒</td>
</tr>
<tr>
<td>Increasing interest from the public</td>
<td>☒</td>
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</table>

<table>
<thead>
<tr>
<th>Threats</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Regulation</td>
<td>☐</td>
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<tr>
<td>Decrease of public funding</td>
<td>☒</td>
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<tr>
<td>Access to public funding</td>
<td>☐</td>
</tr>
<tr>
<td>Increasing maintenance cost</td>
<td>☒</td>
</tr>
<tr>
<td>Generation gap</td>
<td>☐</td>
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<tr>
<td>Activities not known to the larger public</td>
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</table>

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>Product leadership</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Innovation</th>
<th></th>
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<tbody>
<tr>
<td>Anchorage of/in local community/economy</td>
<td>☐</td>
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<tr>
<td>Connecting communities</td>
<td>☐</td>
</tr>
<tr>
<td>Focus on uniqueness and story-telling</td>
<td>☒</td>
</tr>
<tr>
<td>Contributing to health and well being</td>
<td>☐</td>
</tr>
<tr>
<td>Use of digital tools</td>
<td>☐</td>
</tr>
<tr>
<td>Networking between heritage houses</td>
<td>☐</td>
</tr>
<tr>
<td>Service oriented</td>
<td>☐</td>
</tr>
<tr>
<td>Multifunctionality</td>
<td>☐</td>
</tr>
<tr>
<td>Sustainability</td>
<td>☒</td>
</tr>
</tbody>
</table>
25. Chateau des Pères
France

The castle is restored following the rules of passionate craftsmen. Today the Château des Pères is a symbol of art and manual work, essential values for the family who resurrected the place.

Located in the countryside

https://www.chateaudesperes.fr

©Willy.Berré

Price differentiation
Type of activities

Employment
5-25

Volunteers
No

Focus on local suppliers
No

Selling channels
Direct

Communication
Newspaper – Magazine – Online – Directories – Social media – Leaflets

SWOT
Strengths

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Product leadership

Innovation

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
26. **Chateau d’Equilly**
France

At the beginning of the 21st century, this manor was renovated into a welcoming and charming bed and breakfast. They have created a wonderful retreat for those whose life motto is simplicity, with a heart and passion for cultural and natural heritage resulting in several cultural events.

Located in the countryside

---

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2000 m²</td>
<td>☑️</td>
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<tr>
<td>1000-2000 m²</td>
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</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

**Land use**
Garden – Park

**Access**
Enterance fee

**Number of visitors**
1001-5000

**Average spending**
10-50 €

**Activities**

*Commercial activities*
- Bed & breakfast
- Renting of houses

*Education, research, community or environmental activities*
- Painting courses

*Cultural or leisure*
- Theatre
- Lectures
- Concerts

**Products**
NA

**Price differentiation**
Age - Group size

---

**Employment**
1-5

**Volunteers**
Yes

**Focus on local suppliers**
No

**Selling channels**
Direct

**Communication**
Newspaper – Magazine – Online – Social media – Direct mail – Leaflets

**SWOT**

*Strengths*
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

*Weaknesses*
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

*Opportunities*
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

*Threats*
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Costumer intimacy

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
27. Chateau de Commarque
France

Constructed between the 12th and the 14th it is one of the most complex medieval sites in the Périgord region. The owners make use of the site to tell the story of the castle, its inhabitants and its environment.

Located in the countryside
https://www.commarque.com

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 200 m²</td>
<td></td>
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<tr>
<td>100-200 m²</td>
<td></td>
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<tr>
<td>0-100 m²</td>
<td></td>
</tr>
<tr>
<td>Total land area</td>
<td></td>
</tr>
</tbody>
</table>

Land use
Nature

Access
Entrance fee

Number of visitors
5001-50000

Average spending
10-50 €

Activities

Commercial activities
- Entry to castle and activities
- Education, research, community or environmental activities
  - The valley of the Beune is a classified Natura 2000 and has the largest concentration of engraved paleolithic caves in the world.
  - Archeological and historical research
  - Workshops on archery, medieval geometry, art parietal, sculpture on stone and medieval calligraphy
  - School and group workshops

Cultural or leisure
- Games telling the story of the castle
- Treasure hunts

Products
Not applicable

Price differentiation
Age - Type of activities

Employment
5-25

Volunteers
Yes

Focus on local suppliers
No

Selling channels
Direct

Communication

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Product leadership

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
28. Château de la Ferté-Saint-Aubin

France

The castle was built in the 16th century. During the last centuries the castle was owned by different families. In 1987 it was bought by the Guyot family, renowned for developing business plans to make profitable enterprises from the castles they own.

Located at the border of a village

https://www.chateau-ferfe.com

<table>
<thead>
<tr>
<th>Size</th>
<th></th>
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</thead>
<tbody>
<tr>
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<tr>
<td>&gt; 2500 m²</td>
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</tr>
<tr>
<td>200-2500 m²</td>
<td></td>
</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

**Land use**
Garden – Park

**Access**
Entrance fee

**Number of visitors**
>50000

**Average spending**
0-10 €

**Activities**

*Commercial activities*
- Entrance fee to the castle and park
- Additional fees for events
- Bed and breakfast

*Education, research, community or environmental activities*
- Discovery tour
- Museum telling the history of the castle
- Collection of old games and dolls

*Cultural or leisure*
- Discovery trail trying to find the secret room
- Cooking demonstrations and degustations
- Escape room & mystery games/plays
- Adventure trail and family games
- Easter egg run & Christmas event
- Activities in the park

**Products**
Tourist shop with local products and toys

**Price differentiation**
Age - Group size – Type of activities

**Employment**
1-5

**Volunteers**
Yes

**Focus on local suppliers**
Yes

**Selling channels**
Retailer - Direct

**Communication**
Newspaper – Magazine – Radio – Online – Social media – Direct mail – Leaflets - Billboards

**SWOT**

*Strengths*
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

*Weaknesses*
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

*Opportunities*
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

*Threats*
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
29. Miravel
France

The Miravel Estate is a large 18th century manor house renovated to 21st century standards and equipped for groups of 12-36 persons. Miravel with its watermill and 5ha of land combines environmental, social and economic sustainability with a modern and comfortable life.

Located in the countryside
https://miravel.eu

Limited production of olive oil, almonds and lavender for personal use.

Price differentiation
Seasonal

Employment
1-5

Volunteers
No

Focus on local suppliers
Yes

Selling channels
Direct

Communication
Online – Social media – Leaflets

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Customer intimacy

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability

Size

<table>
<thead>
<tr>
<th>Floor area heritage house</th>
<th>0-100 m²</th>
<th>10-200 m²</th>
<th>200-500 m²</th>
<th>500-1000 m²</th>
<th>&gt; 1000 m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total land area</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Land use
Nature – Garden

Access
Invited guests only

Number of visitors
101-1000

Average spending
100-200 €

Activities

Commercial activities
- Shirt seasonal rentals (weekly, weekends)
- Seminars, conferences, meetings

Education, research, community or environmental activities
- Durability is the leading theme
- Restoration with organic only materials
- Conservation actions for bats
- Participation in numerous local activities

Cultural or leisure
- Music and concerts
- Fishing, canoeing
- Hiking & biking
- Nature discovery
- Yoga, mindfulness, ...

Products

Limited production of olive oil, almonds and lavender for personal use.
30. Graf von der Schulenburg Verwaltung

Germany

The Schulenburg Estates combine forestry, agriculture, real estate, hunting and nature conservation activities.

Located close to a city.

https://graf-schulenburg.de

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
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<tr>
<td>1000-2500 m²</td>
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<tr>
<td>0-500 m²</td>
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</tbody>
</table>

Total land area

<table>
<thead>
<tr>
<th>Size</th>
<th>Land use</th>
<th>Access</th>
<th>Number of visitors</th>
<th>Average spending</th>
<th>Activities</th>
<th>Products</th>
<th>Price differentiation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest</td>
<td>Agriculture – Nature</td>
<td>Invited guests only</td>
<td>5001-50000</td>
<td>50-250 €</td>
<td>Commercial activities</td>
<td>Agricultural and forestry products</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>o Agriculture and forestry</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>o Game breeding</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>o Horse riding (on lease)</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td>o Hotel (on lease)</td>
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<td></td>
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<td>o Events: weddings, meetings, parties, ...</td>
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<td></td>
<td>o Real estate</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>o Restaurant (on lease)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|        | Education, research, community or environmental activities |                      | |
|        | o Hunting                                                 |                      | |
|        | o Wildlife Estates Label                                  |                      | |
|        | o Biodiversity project                                    |                      | |

Accommodation type for the hotel (on lease)

Employment

5-25

Volunteers

No

Focus on local suppliers

No

Selling channels

Direct

Communication

Newspaper – Magazine – Online – Directories – Leaflets

SWOT

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy

Product leadership

Innovation

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
31. Gut Dalwitz
Germany

In 1192 the family started to renovate the manor house and the surrounding grounds. Today Gut Dalwitz is a flourishing ecofriendly farm including arable and livestock farming.

Located in the countryside
https://www.feriengutdalwitz.de

### SWOT

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability

**Price differentiation**
Accommodation type – Type of activities

**Employment**
5-25

**Volunteers**
No

**Focus on local suppliers**
No

**Selling channels**
Direct

**Communication**
Newspaper – Magazine – Online – Social media – Leaflets

### Size

<table>
<thead>
<tr>
<th>Floor area heritage house</th>
<th>&gt; 2500 m²</th>
<th>1000-2500 m²</th>
<th>500-1000 m²</th>
<th>0-500 m²</th>
<th>Total land area</th>
</tr>
</thead>
</table>

**Land use**
Agriculture – Nature – Garden

**Access**
Invited guests only

**Number of visitors**
5001-50000

**Average spending**
50-250 €

**Activities**

*Commercial activities*
- Holiday houses
- Seminars and congresses
- Weddings
- Business events
- Horse breeding and riding
- Arable and livestock farming (ecofriendly)
- Restaurant

*Education, research, community or environmental activities*
- Hunting

**Products**
Agricultural products
32. Altes Gutshaus
Germany

The mansion „Altes Gutshaus“ is a listed monument, build in 1856, is the mansion for the owner family. The owner established the first skate hotel worldwide (11,000 guest-nights a year). Ecological agriculture and forestry are additional important income sources.

Located in a village

https://www.skatehotel.de/index.html

### Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
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<tr>
<td>1000-2500 m²</td>
<td></td>
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<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

### Land use

Forest – Agriculture – Garden

### Access

Invited guests only

### Number of visitors

5001-50000

### Average spending

50-250 €

### Activities

**Commercial activities**
- Skate hotel
- Ecological agriculture
- Forestry
- Café and restaurant
- Holiday apartments

**Education, research, community or environmental activities**
- Alternative energy (photovoltaic and wind)

**Cultural or leisure**
- Inline skating lessons
- Sport activities

### Products

No

### Price differentiation

Age - Group size – Accommodation type – Type of activities

### Employment

5-25

### Volunteers

No

### Focus on local suppliers

Yes

### Selling channels

Retailer - Direct

### Communication

Newspaper – Magazine – Online – Directories – Social media – Leaflets

### SWOT

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

### Business Strategy

Customer intimacy

### Innovation

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
33. **Schloss Dennenhole**  
Germany

Dennenlohe Castle and all of its outbuildings was built in 1734 and is considered one of the most beautiful baroque buildings in Bavaria. The castle is surrounded by the largest rhododendron park in southern Germany and a 25-hectare landscaped garden.

Located in the countryside  
https://www.dennenlohe.de/de/startseite.html

**Size**

<table>
<thead>
<tr>
<th>Floor area of heritage house</th>
<th>0-1 ha</th>
<th>1-10 ha</th>
<th>10-50 ha</th>
<th>50-250 ha</th>
<th>250-1000 ha</th>
<th>&gt; 1000 ha</th>
<th>Total land area</th>
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</tbody>
</table>

**Land use**  
Garden – Park

**Access**  
Entrance fee

**Number of visitors**  
5001-50000

**Average spending**  
10-50 €

**Activities**

**Commercial activities**
- Hotel
- Restaurant
- Weddings
- TV and photo location

**Education, research, community or environmental activities**
- Botanical garden
- Rhododendron park

**Cultural or leisure**
- Concerts
- Art exhibitions
- Old-timer event

**Products**
Tickets, books, clothing, gifts

**Price differentiation**
Group size – Accommodation type – Seasonal

**Employment**
5-25

**Volunteers**
No

**Focus on local suppliers**
Yes

**Selling channels**
Retailer - Direct

**Communication**

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Customer intimacy

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
34. Pajta
Hungary

An old renovated barn transformed into a community center for locals preserving traditions, and a 21st century class bistro at the same time. Starting from a traditional Hungarian dance house the place has been enlarged with a modern kitchen and a contemporary designed dining room.

Located in the countryside
http://pajta.hu/en/

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2000 m²</td>
<td></td>
</tr>
<tr>
<td>1000-2000 m²</td>
<td></td>
</tr>
<tr>
<td>0-50 m²</td>
<td></td>
</tr>
</tbody>
</table>

Land use
Heritage house only

Access
Open access

Number of visitors
5001-50000

Average spending
10-50 €

Activities

Commercial activities
- Dance hall
- Restaurant
- Events

Cultural or leisure
- Musical performances
- Concerts
- Traditional dancing

Products
Not applicable

Price differentiation
Product based

Employment
5-25

Volunteers
Yes

Focus on local suppliers
Yes

Selling channels
Direct

Communication
Online – Social media

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Product leadership

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
35. **Enniscoe House**

**Ireland**

Enniscoe House provides high-quality overnight accommodation with dinner for six months each year. The stable courtyard has been converted for self-catering accommodation. The inner walled garden has been restored and opened to visitors, while a Looped Walk provides free access to the park and lake shore.

Located in the countryside

https://www.enniscoe.com

---

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ 250 m²</td>
<td></td>
</tr>
<tr>
<td>250-500 m²</td>
<td></td>
</tr>
<tr>
<td>&gt; 500 m²</td>
<td></td>
</tr>
</tbody>
</table>

- Total land area is 75 hectares, including a garden.

**Access**

Entrance fee

**Number of visitors**

5001-50000

**Average spending**

0-10 €

**Activities**

- **Commercial activities**
  - Bed & breakfast
  - Renting of historic buildings for self catering
  - Tearoom

- **Education, research, community or environmental activities**
  - Historic gardens
  - North Mayo Family Heritage Centre Ireland offering a genealogical service

- **Cultural or leisure**
  - Museum of local arms and household artefacts
  - Exhibitions

**Products**

Food and beverages

---

**Price differentiation**

Age

**Employment**

5-25

**Volunteers**

Yes

**Focus on local suppliers**

Yes

**Selling channels**

Direct

**Communication**

Online — Social media — Leaflets

**SWOT**

**Strengths**

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Customer intimacy

**Innovation**

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
36. Newtownbarry House

Ireland

This Victorian classical house near the River Slaney is surrounded by lawns, ancient trees and a sunken garden. The Irish historical house can be visited and has a tea room and art gallery. Parts of Newtownbarry House and Gardens have been recently restored.

Located in the countryside
https://www.newtownbarryhouse.com

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Total land area</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
</tr>
<tr>
<td>350-2500 m²</td>
<td></td>
</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

Land use
Forest – Agriculture – Nature – Garden – Park

Access
Entrance fee

Number of visitors
1001-5000

Average spending
0-10 €

Activities
Commercial activities
- Entrance fee house and gardens (open 3 months/year)
- Tea room
- Horse breeding
- Sheep breeding
Education, research, community or environmental activities
- Bonclody festival
- National Sheep Dog trials
- Carlow Pony Club
Cultural or leisure
- Art exhibition

Price differentiation
Age

Employment
5-25

Volunteers
Yes

Focus on local suppliers
Yes

Selling channels
Direct

Communication
Online – Leaflets

SWOT
Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Customer intimacy

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
37. Birr Castle
Ireland

Birr Castle is one of Ireland’s last remaining intact estates, consisting of castle and historic collection, gardens of over 50 hectares, town and country property, extensive deciduous and coniferous woodland, farmland and bogs (very large areas of raised peat bogs or moorland).

Located at the border of a village

https://birrcastle.com

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; 2500 m²</td>
</tr>
<tr>
<td></td>
<td>1000-2500 m²</td>
</tr>
<tr>
<td></td>
<td>0-500 m²</td>
</tr>
</tbody>
</table>

| Land use | Forest – Agriculture – Nature – Garden – Park |

| Access | Entrance fee |

| Number of visitors | >50000 |

| Average spending | 10-50 € |

<table>
<thead>
<tr>
<th>Activities</th>
<th>Commercial activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agriculture and forestry</td>
</tr>
<tr>
<td></td>
<td>Real estate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Education, research, community or environmental activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Birr Scientific and Heritage Foundation (BSHF) sharing the heritage assets</td>
</tr>
<tr>
<td></td>
<td>Education: events, exhibitions</td>
</tr>
<tr>
<td></td>
<td>Support of innovative ideas</td>
</tr>
<tr>
<td></td>
<td>Lease of unused town sites to a local community group at a nominal rent</td>
</tr>
<tr>
<td></td>
<td>Nature education and events</td>
</tr>
</tbody>
</table>

| Cultural or leisure | Cultural events |

| Products | None |

**Price differentiation**
Age - Group size

**Employment**
5-25

**Volunteers**
No

**Focus on local suppliers**
Yes

**Selling channels**
Direct

**Communication**

**SWOT**

<table>
<thead>
<tr>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property includes land</td>
</tr>
<tr>
<td>Long term strategic planning</td>
</tr>
<tr>
<td>Strong links with local community</td>
</tr>
<tr>
<td>Unique properties</td>
</tr>
<tr>
<td>Local jobs</td>
</tr>
<tr>
<td>The story behind</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of business management knowledge</td>
</tr>
<tr>
<td>Limited financial resources</td>
</tr>
<tr>
<td>Limited geographical reach</td>
</tr>
<tr>
<td>Lack of digital tools</td>
</tr>
<tr>
<td>Habitation versus commercial activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital tools</td>
</tr>
<tr>
<td>New funding sources</td>
</tr>
<tr>
<td>Networking with other heritage houses</td>
</tr>
<tr>
<td>Increasing interest from the public</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulation</td>
</tr>
<tr>
<td>Decrease of public funding</td>
</tr>
<tr>
<td>Access to public funding</td>
</tr>
<tr>
<td>Increasing maintenance cost</td>
</tr>
<tr>
<td>Generation gap</td>
</tr>
<tr>
<td>Activities not known to the larger public</td>
</tr>
</tbody>
</table>

**Business Strategy**
Operational excellence

**Innovation**
Anchorage of/in local community/economy
Connecting communities
Focus on uniqueness and story-telling
Contributing to health and well being
Use of digital tools
Networking between heritage houses
Service oriented
Multifunctionality
Sustainability
38. **Blarney Castle**
Ireland

Built nearly six hundred years ago the castle has been attracting attention ever since. From the top of the Castle you can take in the wonderful views of over 60 acres of sprawling parklands which include gardens, avenues, arboreums and waterways. Blarney Castle is not really a house but a ruin not having a roof or content inside. The Blarney Stone, the legendary Stone of Eloquence, can be found at the top of the tower.

Located in the countryside

https://www.blarneycastle.ie

- **Castle exclusives, clothes, jewelry, children's toys, garden materials, books and stationary, ...**

**Price differentiation**
Age - Group size

**Employment**
5-25

**Volunteers**
No

**Focus on local suppliers**
No

**Selling channels**
Direct

**Communication**

**SWOT**

*Strengths*
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

*Weaknesses*
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

*Opportunities*
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

*Threats*
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Operational excellence

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability

---

**Size**

![Size chart]

**Land use**
Forest – Agriculture – Garden – Park – Heritage

**Access**
Enterance fee

**Number of visitors**
>50000

**Average spending**
10-50 €

**Activities**

*Commercial activities*
- Entrance fee for castle and surroundings
- Café and coffee hut
- Weddings
- TV and film location
- Shop
- Horse breeding
- Forestry

*Education, research, community or environmental activities*
- Audio guide

**Products**

- Castle exclusives, clothes, jewelry, children's toys, garden materials, books and stationary, ...
39. **Villa Pantaleo**  
*Italy*

From the 19th century until 1970s the main business was the production of olive oil, wine and cheese. Today, the farming activities are abandoned. The buildings that once hosted the production are falling apart. The family currently uses less than 25% of the overall surface of the house. Plans are in place to develop the house into a hospice and rehabilitation centre.

Located in the border of a village  
http://villapantaleo.it/?lang=en

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2000 m²</td>
<td></td>
</tr>
<tr>
<td>500-2000 m²</td>
<td></td>
</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

**Land use**  
Garden – Park

**Access**  
Invited guests only

**Number of visitors**  
<100

**Average spending**  
50-250 €

**Activities**  
*Commercial activities*
- Renting of appartments
- Hospice and rehabilitation centre under development (planning phase)

**Products**  
NA

**Price differentiation**  
Accommodation type

**Employment**  
0

**Volunteers**  
No

**Focus on local suppliers**  
No

**Selling channels**  
Direct

**Communication**  
Online – Social media

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**  
Customer intimacy

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
40. **Osola Bella & Isola Madre**  
**Italy**

Isola Bella is a place of splendor thanks to the recurrent blooming and the priceless architectural treasures that blends into a wonderful microcosm. Isola Madre is the biggest of the Verbano islands. It raises from the water with an enticing silhouette traced in the luxurious vegetation that covers the greatest part of it.

Located in the lake (Lago Maggiore)  
https://www.isoleborromeo.it/eng/  

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 250 m²</td>
<td></td>
</tr>
<tr>
<td>100-250 m²</td>
<td></td>
</tr>
<tr>
<td>0-100 m²</td>
<td></td>
</tr>
</tbody>
</table>

**Land use**  
Garden – Park

**Access**  
Entrance fee

**Number of visitors**  
>50000

**Average spending**  
10-50 €

**Activities**

- **Commercial activities**
  - Entrance fee
  - Giftshops
  - Cafetaria
  - Festival
  - Village houses for rent
- **Education, research, community or environmental activities**
  - Guided tours for schools
  - Audio app (in app purchases)
  - Borromeo archives
- **Cultural or leisure**
  - Guided tours
  - Exhibitions
  - Music festival

**Products**  
a variety of quality crafted goods, inspired by the art collections of the Borromeo residences

**Price differentiation**

- Age
- Group size
- Accommodation type

**Employment**

5-25

**Volunteers**

No

**Focus on local suppliers**

No

**Selling channels**

Direct

**Communication**


**SWOT**

**Strengths**

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Product leadership

**Innovation**

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
Palazzo Colonna
Italy

Palazzo Colonna is one of the oldest and largest private palaces of Rome. Right in the center of Rome, close to Piazza Venezia, Palazzo Colonna is one of the greatest Barocco Palaces of the eternal city. The impressive Colonna's Collections of paintings, sculptures and furniture from the 14th to the 18th century are unique and part of the roman history.

Located in the city centre
https://www.galleriacolonna.it/en/

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 250 m²</td>
<td></td>
</tr>
<tr>
<td>250-2500 m²</td>
<td></td>
</tr>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
</tr>
</tbody>
</table>

**Land use**

Garden

**Access**

Entrance fee (limited accessibility)

**Number of visitors**

5001-50000

**Average spending**

€ 0-10 € 10-50 € 50-250 € >250 €

**Activities**

- Commercial activities
  - Entrance fee – limited accessibility
  - Bookshop
- Education, research, community or environmental activities
  - Guided tours
- Cultural or leisure
  - Permanent art exhibition

**Products**

Books related to the Colonna Palace, the Colonna Gallery, the Princess Isabelle Apartment and the Colonna family

Price differentiation

Age - Group size

**Employment**

1-5

**Volunteers**

No

**Focus on local suppliers**

No

**Selling channels**

Direct

**Communication**

Newspaper – Magazine – Radio – Television – Online

**SWOT**

**Strengths**

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Product leadership

**Innovation**

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
42. Castello di Brazza
Italy

The castle now stands as uninhabited ruins. The walls are currently being restored. To a large extent, the rural buildings fell into disuse, abandoned and, after the 1976 earthquake, even dangerous. The only part that has enjoyed uninterrupted residents was the master villa, historically referred to as "Castello di Brazzà".

Located in the countryside
https://www.castellodibrazza.com/?lang=en

**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>0-506 m²</th>
<th>509-2518 m²</th>
<th>&gt;2519 m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage house</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Land use**
Forest – Agriculture – Nature – Garden – Park

**Access**
Open access to the surroundings on specified dates

**Number of visitors**
1001-5000

**Average spending**
0 €

**Activities**

*Commercial activities*
- Agriculture
- Carbon sequestration

*Education, research, community or environmental activities*
- Restauration of landscape and biodiversity
- The environment is accessible to the public free of charge during the Giardini Aperti events
- Centre for international studies

*Cultural or leisure*
- Pietro di Brazzà Savorgnan historic museum
- Štěpán Zavřel art museum

**Price differentiation**
Not applicable

**Employment**
5-25

**Volunteers**
No

**Focus on local suppliers**
No

**Selling channels**
Direct

**Communication**
Online

**SWOT**

*Strengths*
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

*Weaknesses*
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

*Opportunities*
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

*Threats*
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
43. Monsignor della Casa Country Resort & Spa
Italy

The Monsignor della Casa Country Resort & Spa is surrounded by nature. The estate offers hotel rooms, apartments and villas to rent. Visitors have a choice between several activities: wellness and spa, restaurant, sports. The main villa is also used to organise meetings and wedding.

Located in the countryside

https://www.monsignordellacasa.com

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2000 m²</td>
<td></td>
</tr>
<tr>
<td>1000-2500 m²</td>
<td></td>
</tr>
<tr>
<td>500-1000 m²</td>
<td></td>
</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

Land use
Forest – Agriculture – Nature – Garden

Access
Invited guests only

Number of visitors
1001-5000

Average spending
>250 €

Activities
Commercial activities
- Rooms, apartments and villas for rent
- Wellness and spa
- Restaurant, meetings and wedding

Education, research, community or environmental activities
- Hunting and nature conservation without direct commercial interest.
- The resort is recognized by the Italian government as a special landscape area

Cultural or leisure
- Cooking classes & tastings of local products
- Truffle hunting
- Hiking, touring, and e-bike trips

Products
Wine and olive oil

Price differentiation
Accommodation type

Employment
5-25

Volunteers
No

Focus on local suppliers
Yes

Selling channels
Wholesale – Retailer – Direct

Communication
Newspaper – Magazine – Online – Directories – Social media – Direct mail – Leaflets

SWOT
Strengths
☑ Property includes land
☐ Long term strategic planning
☑ Strong links with local community
☐ Unique properties
☐ Local jobs
☐ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☐ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
☐ Digital tools
☐ New funding sources
☐ Networking with other heritage houses
☐ Increasing interest from the public

Threats
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Customer intimacy

Innovation
☐ Anchorage of/in local community/economy
☐ Connecting communities
☐ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☐ Sustainability
44. Rumene Manor
Latvia

Rūmene Manor offers exclusive retreats with splendid apartments for rent. The manor house also hosts banquets, larger dinners, chamber concerts and meetings.

Located in the countryside
https://www.rumene.lv/en

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area</th>
<th>heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; 2500 m²</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1000-2500 m²</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land use</th>
<th>Forest – Park – Golf (4 holes)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Access</th>
<th>Invited guests only</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Number of visitors</th>
<th>1001-5000</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Average spending</th>
<th>&gt;250 €</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
<th>Commercial activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Apartments and houses for rent</td>
</tr>
<tr>
<td></td>
<td>Wellness and spa (Latvian bath house)</td>
</tr>
<tr>
<td></td>
<td>Restaurant</td>
</tr>
<tr>
<td></td>
<td>Meetings and wedding</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education, research, community or environmental activities</th>
<th>hunting and nature conservation</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Cultural or leisure</th>
<th>golf</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>cooking classes &amp; wine tasting</td>
</tr>
<tr>
<td></td>
<td>musical presentations</td>
</tr>
<tr>
<td></td>
<td>porcelain painting classes</td>
</tr>
<tr>
<td></td>
<td>hiking, touring, biking and boating</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Products</th>
<th>None</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Price differentiation</th>
<th>Accommodation type - Type of activities - Seasonal</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Employment</th>
<th>5-25</th>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Volunteers</th>
<th>No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Focus on local suppliers</th>
<th>No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Selling channels</th>
<th>Wholesale – Retailer - Direct</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Communication</th>
<th>Newspaper – Magazine – Online – Directories – Social media – Direct mail – Leaflets</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>SWOT</th>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
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<td>☑ The story behind</td>
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<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Lack of business management knowledge</th>
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<tbody>
<tr>
<td></td>
<td>☐ Limited financial resources</td>
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<td></td>
<td>☑ Lack of digital tools</td>
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<tr>
<td></td>
<td>☐ Habitation versus commercial activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>☑ Digital tools</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>☑ Networking with other heritage houses</td>
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<tr>
<td></td>
<td>☑ Increasing interest from the public</td>
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<table>
<thead>
<tr>
<th>Threats</th>
<th>Regulation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>☐ Decrease of public funding</td>
</tr>
<tr>
<td></td>
<td>☐ Access to public funding</td>
</tr>
<tr>
<td></td>
<td>☑ Increasing maintenance cost</td>
</tr>
<tr>
<td></td>
<td>☐ Generation gap</td>
</tr>
<tr>
<td></td>
<td>☐ Activities not known to the larger public</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>Product leadership</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Innovation</th>
<th>Anchorage of/in local community/economy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Connecting communities</td>
</tr>
<tr>
<td></td>
<td>☑ Focus on uniqueness and story-telling</td>
</tr>
<tr>
<td></td>
<td>☑ Contributing to health and well being</td>
</tr>
<tr>
<td></td>
<td>☑ Use of digital tools</td>
</tr>
<tr>
<td></td>
<td>☑ Networking between heritage houses</td>
</tr>
<tr>
<td></td>
<td>☑ Service oriented</td>
</tr>
<tr>
<td></td>
<td>☑ Multifunctionality</td>
</tr>
<tr>
<td></td>
<td>☑ Sustainability</td>
</tr>
</tbody>
</table>

44
45. Babtyno – Žemaitkiemio Manor
Lithuania

500 years of history did not prevent the demolition of most of the estate during the Soviet period. In 1999 the new owner started to renovate the remaining 4 to 5 buildings left over from the 20 building manor house. Today a summer concert hall, exhibitions and events are attracting visitors from around the country.

Located in the countryside

https://www.senasdvaras.lt

**Price differentiation**
Accommodation type – Type of activities

**Employment**
1-5

**Volunteers**
Yes

**Focus on local suppliers**
Yes

**Selling channels**
Direct

**Communication**
Online – Directories – Social media – Direct mail –

**SWOT**

**Strengths**
☐ Property includes land
☐ Long term strategic planning
☐ Strong links with local community
☐ Unique properties
☐ Local jobs
☐ The story behind

**Weaknesses**
☐ Lack of business management knowledge
☐ Limited financial resources
☐ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

**Opportunities**
☐ Digital tools
☐ New funding sources
☐ Networking with other heritage houses
☐ Increasing interest from the public

**Threats**
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

**Business Strategy**
Customer intimacy

**Innovation**
☐ Anchorage of/in local community/economy
☐ Connecting communities
☐ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☐ Sustainability

**Land use**
Garden – Park

**Access**
Invited guests only

**Number of visitors**
5001-50000

**Average spending**
10-50 €

**Activities**

**Commercial activities**
- Hotel
- Summer concert hall
- Games room
- Corporate events
- Weddings
- Banquets
- Events
- Workshops

**Cultural or leisure**
- Exposition ancient agricultural machinery
- Collection of motorcycles
- Creative evenings

**Products**
None
46. Palácio Fronteira
Portugal

The Fronteira palace and its garden is a well-known seventeenth-century heritage house in Lisbon. It holds the largest collection of seventeenth-century azulejos (Portuguese tiles) preserved in situ.

Located in the city
https://www.fronteira-alorna.pt

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&gt; 2000 m²</td>
</tr>
<tr>
<td></td>
<td>100-2500 m²</td>
</tr>
<tr>
<td></td>
<td>0-500 m²</td>
</tr>
<tr>
<td></td>
<td>Total land area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land use</th>
<th>Garden</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Access</th>
<th>Entrance fee</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Number of visitors</th>
<th>&gt;50000</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Average spending</th>
<th>0-10 €</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
<th>Commercial activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Guided (house) &amp; non-guided visits (garden)</td>
</tr>
<tr>
<td></td>
<td>Renting meeting rooms for cultural initiatives</td>
</tr>
<tr>
<td></td>
<td>Education, research, community or environmental activities</td>
</tr>
<tr>
<td></td>
<td>Thematic tours guided by experts</td>
</tr>
<tr>
<td></td>
<td>Reading groups (thematic)</td>
</tr>
<tr>
<td></td>
<td>Library, including online access</td>
</tr>
<tr>
<td></td>
<td>Publications on cultural topics</td>
</tr>
<tr>
<td></td>
<td>Research topics linked to the objectives</td>
</tr>
<tr>
<td></td>
<td>Educational service targeting schoolchildren</td>
</tr>
<tr>
<td>Cultural or leisure</td>
<td>Bridge tournaments</td>
</tr>
<tr>
<td></td>
<td>Cultural activities, expositions, conferences</td>
</tr>
<tr>
<td></td>
<td>Musical &amp; poetry recitals</td>
</tr>
<tr>
<td></td>
<td>Meetings on themes of history, art history, (landscape)architecture, literature, etc.</td>
</tr>
</tbody>
</table>

| Products | Products related to the house and the activities of the foundation |

<table>
<thead>
<tr>
<th>Price differentiation</th>
<th>Type of activities</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Employment</th>
<th>5-25</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Volunteers</th>
<th>Yes</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Focus on local suppliers</th>
<th>Yes</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Selling channels</th>
<th>Retailer - Direct</th>
</tr>
</thead>
</table>

|---------------|------------------------------------------------------------------------------------------|

<table>
<thead>
<tr>
<th>SWOT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td>⌛ Property includes land</td>
</tr>
<tr>
<td></td>
<td>⌛ Long term strategic planning</td>
</tr>
<tr>
<td></td>
<td>⌛ Strong links with local community</td>
</tr>
<tr>
<td></td>
<td>⌛ Unique properties</td>
</tr>
<tr>
<td></td>
<td>⌛ Local jobs</td>
</tr>
<tr>
<td></td>
<td>⌛ The story behind</td>
</tr>
<tr>
<td>Weaknesses</td>
<td>☐ Lack of business management knowledge</td>
</tr>
<tr>
<td></td>
<td>☐ Limited financial resources</td>
</tr>
<tr>
<td></td>
<td>☐ Limited geographical reach</td>
</tr>
<tr>
<td></td>
<td>☐ Lack of digital tools</td>
</tr>
<tr>
<td></td>
<td>☐ Habitation versus commercial activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>☐ Digital tools</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>☐ New funding sources</td>
</tr>
<tr>
<td></td>
<td>☐ Networking with other heritage houses</td>
</tr>
<tr>
<td></td>
<td>☐ Increasing interest from the public</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
<th>☐ Regulation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>☐ Decrease of public funding</td>
</tr>
<tr>
<td></td>
<td>☐ Access to public funding</td>
</tr>
<tr>
<td></td>
<td>☐ Increasing maintenance cost</td>
</tr>
<tr>
<td></td>
<td>☐ Generation gap</td>
</tr>
<tr>
<td></td>
<td>☐ Activities not known to the larger public</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>Customer intimacy</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Innovation</th>
<th>☐ Anchorage of/in local community/economy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>☐ Connecting communities</td>
</tr>
<tr>
<td></td>
<td>☐ Focus on uniqueness and story-telling</td>
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<tr>
<td></td>
<td>☐ Contributing to health and well being</td>
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<tr>
<td></td>
<td>☐ Use of digital tools</td>
</tr>
<tr>
<td></td>
<td>☐ Networking between heritage houses</td>
</tr>
<tr>
<td></td>
<td>☐ Service oriented</td>
</tr>
<tr>
<td></td>
<td>☐ Multifunctionality</td>
</tr>
<tr>
<td></td>
<td>☐ Sustainability</td>
</tr>
</tbody>
</table>

46
47. **Zabola Estate**  
**Romania**

Even with the work of generations drastically reduced by a radical land reform by the Romanian government in the 1920s, the Estate became one of the largest companies in Transylvania. Zabola Estate took advantage of its natural resources to branch out into wood processing, stud farming (race horses, army horses, and tournament horses) glass production, a weaving factory, spas, mineral water, and agriculture.

Located in the countryside  
https://www.zabola.com

### Size

#### Floor area heritage house

<table>
<thead>
<tr>
<th>0-10 ha</th>
<th>10-50 ha</th>
<th>50-250 ha</th>
<th>&gt; 250 and m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 500-2000 m² |
| ✔️          |

| 0-500 m² |
| ✔️        |

#### Total land area

- 0-10 ha
- 10-50 ha
- 50-250 ha
- > 250 and m²

### Land use

- Forest
- Agriculture
- Nature
- Garden
- Park

### Access

Invited guests only

### Number of visitors

5001-50000

### Average spending

>250 €

### Activities

**Commercial activities**
- Sustainable forestry & agriculture
- Renting of cottages
- Weddings, private receptions
- Candle light dinner & dinner parties
- Team buildings
- Private cinema

**Education, research, community or environmental activities**
- Hunting & nature walks
- Supporting youth organisations

**Cultural or leisure**
- Cultural events
- Transylvania Chamber Music Festival

**Products**

Not applicable

### Price differentiation

- Accommodation

### Employment

- 5-25

### Volunteers

- No

### Focus on local suppliers

- Yes

### Selling channels

- Direct

### Communication

- Newspaper – Magazine – Online – Social media – Leaflets

### SWOT

#### Strengths

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

#### Weaknesses

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

#### Opportunities

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

#### Threats

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

### Business Strategy

- Customer intimacy

### Innovation

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
48. Ratiu Guesthouses
Romania

Located in the old center of Turda, Transylvania, Casa Rațiu is a historical family home, former residence of one of the iconic families of the region. It is part of a compound that hosts the Ratiu Democracy Center (CRD), an organization that has been promoting for over a decade the democratic credo and legacy of Ion Rațiu.

Located in the city centre

https://casaratiu.ro

Size

<table>
<thead>
<tr>
<th>Floor area heritage house</th>
<th>250+ m²</th>
<th>100-250 m²</th>
<th>50-100 m²</th>
<th>0-50 m²</th>
<th>Total land area</th>
</tr>
</thead>
</table>

Land use
Heritage house only

Access
Invited guests only

Number of visitors
5001-50000

Average spending
50-250 €

Activities
Commercial activities
- Bed & breakfast
- Coffee shop
- Private events
- Festivals
Education, research, community or environmental activities
- Ratiu Democracy Centre
- ‘Free time factory’ – community centre located in a former brewery in Turda
Cultural or leisure
- Concerts

Price differentiation
Accommodation type

Employment
1-5

Volunteers
Yes

Focus on local suppliers
Yes

Selling channels
Retailer - Direct

Communication
Online – Directories – Social media

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Customer intimacy

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
49. Flanderhof
Romania

Flanderhof is built around 1720. The estate includes the house and extensive gardens. The owner shares his passion for art and neuroscience by organizing multiple events on art, music and neuroscience. But individual visitors or groups are welcome as well. They can rent one of the houses or one of the meeting rooms within the estate.

Located in the countryside
https://www.transylvanian-heritage-housing.eu

<table>
<thead>
<tr>
<th>Size</th>
<th>Floor area</th>
</tr>
</thead>
<tbody>
<tr>
<td>heritage house</td>
<td>&gt; 2500 m²</td>
</tr>
<tr>
<td>1000-2500 m²</td>
<td></td>
</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

| Land use | Garden |

| Access | Invited guests only |

| Number of visitors | 1000 1001 |

| Average spending | 50-250 € |

<table>
<thead>
<tr>
<th>Activities</th>
<th>Commercial activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Rooms and houses for rent</td>
<td></td>
</tr>
<tr>
<td>o Bed &amp; Breakfast</td>
<td></td>
</tr>
<tr>
<td>o Meetings</td>
<td></td>
</tr>
<tr>
<td>o On demand tours</td>
<td></td>
</tr>
<tr>
<td>o Discovery trips</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education, research, community or environmental activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Nature hikes, hunting</td>
</tr>
<tr>
<td>o conferences, meetings, colloquia on neuroscience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultural or leisure</th>
</tr>
</thead>
<tbody>
<tr>
<td>o conferences, meetings on art and music</td>
</tr>
</tbody>
</table>

| Price differentiation |

| Employment | 1-5 |

| Volunteers | No |

| Focus on local suppliers | Yes |

| Selling channels | Direct |

| Communication | Online |

<table>
<thead>
<tr>
<th>SWOT</th>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>x Property includes land</td>
<td></td>
</tr>
<tr>
<td>x Long term strategic planning</td>
<td></td>
</tr>
<tr>
<td>x Strong links with local community</td>
<td></td>
</tr>
<tr>
<td>x Unique properties</td>
<td></td>
</tr>
<tr>
<td>x Local jobs</td>
<td></td>
</tr>
<tr>
<td>x The story behind</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>x Lack of business management knowledge</td>
</tr>
<tr>
<td>x Limited financial resources</td>
</tr>
<tr>
<td>x Limited geographical reach</td>
</tr>
<tr>
<td>x Lack of digital tools</td>
</tr>
<tr>
<td>x Habitation versus commercial activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>x Digital tools</td>
</tr>
<tr>
<td>x New funding sources</td>
</tr>
<tr>
<td>x Networking with other heritage houses</td>
</tr>
<tr>
<td>x Increasing interest from the public</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>x Regulation</td>
</tr>
<tr>
<td>x Decrease of public funding</td>
</tr>
<tr>
<td>x Access to public funding</td>
</tr>
<tr>
<td>x Increasing maintenance cost</td>
</tr>
<tr>
<td>x Generation gap</td>
</tr>
<tr>
<td>x Activities not known to the larger public</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer intimacy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anchorage of/in local community/economy</td>
</tr>
<tr>
<td>Connecting communities</td>
</tr>
<tr>
<td>x Focus on uniqueness and story-telling</td>
</tr>
<tr>
<td>x Contributing to health and well being</td>
</tr>
<tr>
<td>Use of digital tools</td>
</tr>
<tr>
<td>Networking between heritage houses</td>
</tr>
<tr>
<td>x Service oriented</td>
</tr>
<tr>
<td>Multifunctionality</td>
</tr>
<tr>
<td>Sustainability</td>
</tr>
</tbody>
</table>
50. Bran Castle
Romania

Bran Fortress was built in 1377. The castle survived many centuries during which the castle was changing regularly ownership. During the communist regime the castle became a museum. It was returned to the legal heirs in 2009. The castle has become Count Dracula’s home in Transylvania and attracts millions of tourists every year.

Located in a village
http://www.bran-castle.com

<table>
<thead>
<tr>
<th>Size</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Floor area</td>
<td></td>
</tr>
<tr>
<td>Heritage house</td>
<td></td>
</tr>
<tr>
<td>0-100 m²</td>
<td></td>
</tr>
<tr>
<td>100-250 m²</td>
<td></td>
</tr>
<tr>
<td>&gt;250 m²</td>
<td></td>
</tr>
<tr>
<td>Total land area</td>
<td></td>
</tr>
</tbody>
</table>

Land use: Forest – Park

Access
Entrance fee

Number of visitors
>50000

Average spending
10-50 €

Activities

- Commercial activities
  - Events: dinners, weddings, company events
  - Private visits
  - Film and photo shoots
  - Restaurant
  - Yearly events (e.g. Halloween)

- Education, research, community or environmental activities
  - Audioguide
  - Guided tours
  - Exhibitions related to the castle’s history

- Cultural or leisure
  - Exhibitions related to the castle’s history

Products
Tourist gadgets related to the castle and the Count Dracula story

Price differentiation
Age

Employment
>25

Volunteers
No

Focus on local suppliers
No

Selling channels
Retailer - Direct

Communication

SWOT

- Strengths
  - Property includes land
  - Long term strategic planning
  - Strong links with local community
  - Unique properties
  - Local jobs
  - The story behind

- Weaknesses
  - Lack of business management knowledge
  - Limited financial resources
  - Limited geographical reach
  - Lack of digital tools
  - Habitation versus commercial activities

- Opportunities
  - Digital tools
  - New funding sources
  - Networking with other heritage houses
  - Increasing interest from the public

- Threats
  - Regulation
  - Decrease of public funding
  - Access to public funding
  - Increasing maintenance cost
  - Generation gap
  - Activities not known to the larger public

Business Strategy
Operational excellence

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
51. Chateau Béla
Slovakia

First mentioned in the early part of the 17th century n 1945 The Château was taken over by the government of socialist Czechoslovakia who used it as prison and as a factory for chemical products. In 2000 The estate was restored in a very authentic and personal way, and transformed into a hotel, which opened in 2008.

Located in a village

https://www.chateau-bela.sk

<table>
<thead>
<tr>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floor area heritage house</td>
</tr>
<tr>
<td>&gt; 2500 m²</td>
</tr>
<tr>
<td>500-2500 m²</td>
</tr>
<tr>
<td>0-500 m²</td>
</tr>
<tr>
<td>Total land area</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest – Garden – Park – Viticulture</td>
</tr>
</tbody>
</table>

Access
Invited guests only

Number of visitors
5001-50000

Average spending
50-250 €

Activities
Commercial activities
- Hotel
- Spa & fitness
- Conferences & celebrations
- Weddings
- Restaurant
- Wine cellar
- Events
- Rent a castle
- Private parties

Cultural or leisure
- Art exhibitions
- Indoor and outdoor activities

Price differentiation
Accommodation type

Employment
>25

Volunteers
No

Focus on local suppliers
Yes

Selling channels
Wholesale – Retailer - Direct

Communication
Newspaper – Magazine – Online – Directories – Social media

SWOT
Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Customer intimacy

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
52. Parc Samà
Spain

Salvador Samà i Torrents recovered the exotic flavour of his ancestors’ colonial life and created a park representing a fusion of adventures, trips and pieces brought from Cuba, England, France or China, along with anecdotes of perseverance, determination and a wish for preserving the history of his memories. The house is the centre piece of the park.

Located in the countryside

https://parcsama.es/parc-sama-eng/

Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Total land area</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td></td>
</tr>
<tr>
<td>900-250 m²</td>
<td></td>
</tr>
<tr>
<td>0-500 m²</td>
<td></td>
</tr>
</tbody>
</table>

Land use
Garden – Park

Access
Entrance fee – Invited guests only

Number of visitors
>50000

Average spending
10-50 €

Activities
Commercial activities
- Entrance fee for botanical park and zoological collection
- Family events: weddings,…
- Gala dinners
- Private events

Education, research, community or environmental activities
- Supporting the UN’s Sustainable Development Goals

Cultural or leisure
- Concerts

Products
None

Price differentiation
Age - Group size

Employment
>25

Volunteers
No

Focus on local suppliers
No

Selling channels
Retailer - Direct

Communication

SWOT
Strengths
✔ Property includes land
✔ Long term strategic planning
✔ Strong links with local community
✔ Unique properties
✔ Local jobs
✔ The story behind

Weaknesses
☐ Lack of business management knowledge
☐ Limited financial resources
☐ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
✔ Digital tools
✔ New funding sources
✔ Networking with other heritage houses
✔ Increasing interest from the public

Threats
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Product leadership

Innovation
☐ Anchorage of/in local community/economy
☐ Connecting communities
✔ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
✔ Sustainability
The Viver d'Argentona is a 18-hectare historical property. It consists of a series of unique buildings including a Romanesque hermitage, a large neoclassical residential house and dozens of corners full of magic. The garden is designed by well-known landscape architects and contains centenary trees.

Located at the border of a village


### SWOT

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

### Business Strategy

Customer intimacy

### Innovation

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability

### Price differentiation

Accommodation type

### Employment

1-5

### Volunteers

Yes

### Focus on local suppliers

Yes

### Selling channels

Direct

### Communication

Online

### Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
<th>0-10 ha</th>
<th>0-25 ha</th>
<th>0-50 ha</th>
<th>0-75 ha</th>
<th>0-100 ha</th>
<th>0-150 ha</th>
<th>0-200 ha</th>
<th>0-300 ha</th>
<th>0-500 ha</th>
<th>0-700 ha</th>
<th>0-1000 ha</th>
</tr>
</thead>
<tbody>
<tr>
<td>100-250 m²</td>
<td></td>
<td></td>
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</tbody>
</table>

### Land use

Forest - Nature – Garden – Park

### Access

Invited guests only

### Number of visitors

1001-5000

### Average spending

50-250 €

### Activities

**Commercial activities**
- Company events
- TV and film location

**Education, research, community or environmental activities**
- Educational project linked to the museum
- Cooperation with social and nature conservation organisations
- Workshop for social organisations
- Guided tours of gardens + workshops

**Cultural or leisure**
- Agricultural museum
- Fundraising concerts (for social charities)
- Activities for elderly people

### Products

None
54. **Finca Fitor**  
Spain

This 1000 ha estate is for 100% located in an European Natura2000 area. Main income is generated by certified sustainable forestry products (partly cork production). The estate contains several historic houses including Mas Cals, a farm remaining already for 1000 years within the family.

Located in the countryside

http://www.finca-fitor.com

### Size

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; 2500 m²</td>
<td>☐</td>
</tr>
<tr>
<td>1000-2500 m²</td>
<td>☒</td>
</tr>
<tr>
<td>0-500 m²</td>
<td>☑</td>
</tr>
</tbody>
</table>

| Land use | Forest – Nature – Viticulture |

| Access  | Invited guests only |

| Number of visitors | 5001-50000 |

| Average spending | 50-250 € |

| Activities | Commercial activities
- Sustainable forestry
- Viticulture
- Real Estate, including holiday renting
- Events, weddings
- 4x4 tracks
- Education, research, community or environmental activities
- Guided visits
- Natura 2000: nature conservation
- Cultural or leisure
- Movie location

| Products | Forestry products |

**Price differentiation**

- Age - Group size – Accommodation type – Type of activities – Seasonal – Product based – Pre-booking

**Employment**

1-5

**Volunteers**

Yes/No

**Focus on local suppliers**

Yes/No

**Selling channels**

Wholesale – Retailer - Direct

**Communication**

Online

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Operational excellence

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
55. **Mas Salagros EcoResort**  
Spain

Mas Salagros EcoResort was a farmhouse known as Can Sala Gros dating back to 1497. The location in Vallromanes, paired with the history of the building and the area, inspired the owners to create the first 100% eco-friendly destination on the peninsula with a thermal bath circuit.

Located in the countryside  
https://www.massalagros.com/en/

**Price differentiation**  
Accommodation type – Type of activities

**Employment**  
5-25

**Volunteers**  
No

**Focus on local suppliers**  
Yes

**Selling channels**  
Wholesale – Retailer - Direct

**Communication**  

**SWOT**

**Strengths**
- Property includes land  
- Long term strategic planning  
- Strong links with local community  
- Unique properties  
- Local jobs  
- The story behind

**Weaknesses**
- Lack of business management knowledge  
- Limited financial resources  
- Limited geographical reach  
- Lack of digital tools  
- Habitation versus commercial activities

**Opportunities**
- Digital tools  
- New funding sources  
- Networking with other heritage houses  
- Increasing interest from the public

**Threats**
- Regulation  
- Decrease of public funding  
- Access to public funding  
- Increasing maintenance cost  
- Generation gap  
- Activities not known to the larger public

**Business Strategy**  
Product leadership

**Innovation**
- Anchorage of/in local community/economy  
- Connecting communities  
- Focus on uniqueness and story-telling  
- Contributing to health and well being  
- Use of digital tools  
- Networking between heritage houses  
- Service oriented  
- Multifunctionality  
- Sustainability

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**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
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<tr>
<td>&gt; 2000 m²</td>
<td></td>
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<tr>
<td>1000-2000 m²</td>
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<tr>
<td>500-1000 m²</td>
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<tr>
<td>0-500 m²</td>
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</tr>
</tbody>
</table>

**Land use**
Nature – Garden

**Access**
Invited guests only

**Number of visitors**
5001-50000

**Average spending**
>250 €

**Activities**

**Commercial activities**
- Hotel  
- Restaurant  
- Company events  
- Private events

**Education, research, community or environmental activities**
- Nature reserve  
- Focus on durability

**Cultural or leisure**
- Activities for guests

**Products**
None
56. **Erstavik Castle**  
**Sweden**

The estate Erstavik has been known since the 14th century. Today, a forest, agricultural and property management company comprising 2100 hectares of land in Nacka municipality and 300 hectares of land spread over fifteen islands in Tyresö municipality. The estate is a natural and cultural environment of national interest.

Located in the countryside

http://www.erstavik.se

---

**Price differentiation**
Not applicable

**Employment**
>25

**Volunteers**
No

**Focus on local suppliers**
No

**Selling channels**
Wholesale – Retailer - Direct

**Communication**
Newspaper – Magazine – Online – Social media

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Operational excellence

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
57. **Claestorp Estate**  
**Sweden**

The estate can be dated back as far as 1434. Since 1776 the Lewenhaupt family has owned the estate. The present manor house with its wings was built in 1758 after a serious fire. Today the estate is most famous for its large collection of portraits and its first-rate hunting grounds. The main activities of the estate include forestry, agriculture, real estate management as well as hunting. In the last few years the estate started to organise private events.

Located in the countryside  
http://www.claestorp.se

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**Size**

<table>
<thead>
<tr>
<th>Floor area</th>
<th>Heritage house</th>
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<td>0-500</td>
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<table>
<thead>
<tr>
<th>Land use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest – Agriculture – Nature – Park</td>
</tr>
</tbody>
</table>

**Access**

Invited guests only

**Number of visitors**

1001-5000

**Average spending**

50-250 € > 250 €

**Activities**

*Commercial activities*

- Agriculture
- Forestry
- Real estate
- Hunting
- Company events
- Dinners

*Education, research, community or environmental activities*

- Hunting

**Products**

Agricultural and forestry products

---

**Price differentiation**

Accommodation type

**Employment**

>25

**Volunteers**

No

**Focus on local suppliers**

No

**Selling channels**

Wholesale – Retailer - Direct

**Communication**

Online – Social media

**SWOT**

**Strengths**

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Customer intimacy

**Innovation**

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
58. Castle of Wapnö
Sweden

The estate evolved from a traditional dairy farm to an open farm where the consumer plays a central role. A lot of attention is given to sustainability, the use of bio energy and circular agriculture. The old farmhouse is renovated (21 rooms for private guests). The estate organizes murder mysteries, Christmas markets and private and company events.

Located in the countryside
https://www.wapno.se

<table>
<thead>
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<th>Size</th>
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<tbody>
<tr>
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<td>0-500 m²</td>
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<tr>
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<table>
<thead>
<tr>
<th>Land use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest – Agriculture - Nature</td>
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<table>
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<tbody>
<tr>
<td>Open access</td>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>5001-50000</td>
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<table>
<thead>
<tr>
<th>Average spending</th>
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<tbody>
<tr>
<td>10-50 €</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
</table>

  | Commercial activities |
  | Agriculture (Dairy) & forestry, farm shop |
  | Bed & breakfast |
  | Murder mysteries |
  | Private events including events, conferences |
  | Events organized by the estate |

  | Education, research, community or environmental activities |
  | Bio energy |
  | Sustainable management |
  | Nature conservation |
  | Multiple durability certifications |

  | Cultural or leisure |
  | Summer concerts |

<table>
<thead>
<tr>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural and forestry products</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Price differentiation</th>
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<tbody>
<tr>
<td>Product based</td>
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<table>
<thead>
<tr>
<th>Employment</th>
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</thead>
<tbody>
<tr>
<td>5-25</td>
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<table>
<thead>
<tr>
<th>Volunteers</th>
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<tbody>
<tr>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Focus on local suppliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Selling channels</th>
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</thead>
<tbody>
<tr>
<td>Retailer - Direct</td>
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</table>

<table>
<thead>
<tr>
<th>Communication</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>SWOT</th>
</tr>
</thead>
</table>

  | Strengths |
  | Property includes land |
  | Long term strategic planning |
  | Strong links with local community |
  | Unique properties |
  | Local jobs |
  | The story behind |

  | Weaknesses |
  | Lack of business management knowledge |
  | Limited financial resources |
  | Limited geographical reach |
  | Lack of digital tools |
  | Habitation versus commercial activities |

  | Opportunities |
  | Digital tools |
  | New funding sources |
  | Networking with other heritage houses |
  | Increasing interest from the public |

  | Threats |
  | Regulation |
  | Decrease of public funding |
  | Access to public funding |
  | Increasing maintenance cost |
  | Generation gap |
  | Activities not known to the larger public |

<table>
<thead>
<tr>
<th>Business Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer intimacy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Innovation</th>
</tr>
</thead>
</table>

  | Anchorage of/in local community/economy |
  | Connecting communities |
  | Focus on uniqueness and story-telling |
  | Contributing to health and well being |
  | Use of digital tools |
  | Networking between heritage houses |
  | Service oriented |
  | Multifunctionality |
  | Sustainability |
59. Castle of Wannås
Sweden

Wannås is one of northern Europe’s largest organic farms. Milk has been produced here since the 18th century and is KRAV-labeled, climate-certified and origin-labeled. Wannås geographical location provides good conditions for both animal husbandry and forestry. The farm’s forests are FSC-certified and the farm is Wildlife Estates labeled. The estate is home to an international art centre.

Located in countryside
http://www.wanas.se

Size

<table>
<thead>
<tr>
<th>Total land area</th>
<th>0-49 ha</th>
<th>50-250 ha</th>
<th>&gt;250 ha</th>
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<tbody>
<tr>
<td>Floor area</td>
<td>0-49 m²</td>
<td>50-250 m²</td>
<td>&gt;250 m²</td>
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</tbody>
</table>

Land use
Forest – Agriculture – Nature – Garden – Park

Access
Entrance fee

Number of visitors
>50000

Average spending
10-50 €

Activities
Commercial activities
- Agriculture (dairy)
- Forestry
- Real estate
- Holiday houses

Education, research, community or environmental activities
- Hunting
- Certification, durable management
- Wildlife Estates Label

Cultural or leisure
- Art centre
- Exhibitions
- Art workshops

Products
Agricultural and forestry products, art

Price differentiation
Age – Accommodation type – Product based

Employment
>25

Volunteers
Yes

Focus on local suppliers
Yes

Selling channels
Wholesale – Retailer - Direct

Communication

SWOT
Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Product leadership

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
60. Baroniet

Sweden

Established in 1783, with a long-term perspective, ten generations of the Adelswärd family have taken great care in managing what is now one of Sweden’s largest private estates. Baroniet currently operates in four main activities: forestry, agriculture, properties and hunting & fishing. They have high levels of expertise and experience for each of those activities.

Located in the countryside

https://www.baroniet.se/en/

Focus on local suppliers
No

Selling channels
Wholesale – Retailer - Direct

Communication
Online

SWOT

Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Product leadership

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability

Land use
Forest – Agriculture – Nature – Garden – Park

Access
Invited guests only

Number of visitors
101-1000

Average spending
Not applicable

Activities

Commercial activities
- Agriculture
- Forestry
- Real estate

Education, research, community or environmental activities
- Hunting
- Fishing

Products
Agricultural and forestry products

Price differentiation
Product based

Employment
5-25

Volunteers
No
61. **Wrams Gunnarstorp**  
**Sweden**

Wrams Gunnarstorps is located on the south side of Söderåsen, in northwestern Skåne, with the forest in the back and with the plain landscape that spreads out in front of the house. It was originally built (1636) as a hunting castle for recreation with inspiration from France. Today the main activities include agriculture, forestry and hunting.

Located in the countryside

https://www.wramsgunnarstorp.com

**Size**

- Floor area: 
  - Heritgage house: >200 m²
  - 100-250 m²
  - 50-100 m²
  - 0-50 m²
- Total land area

**Land use**
- Forest – Agriculture – Nature – Garden – Park

**Access**
Invited guests only

**Number of visitors**
5001-50000

**Average spending**
Not applicable

**Activities**
- **Commercial activities**
  - Agriculture
  - Forestry
  - Real estate

- **Education, research, community or environmental activities**
  - Hunting
  - Bio gas installation

- **Cultural or leisure**
  - Christmas market
  - Shooting range

**Products**
Agricultural and forestry products

**Price differentiation**
Not applicable

**Employment**
1-5

**Volunteers**
No

**Focus on local suppliers**
No

**Selling channels**
Wholesale – Retailer - Direct

**Communication**
Online

**SWOT**

- **Strengths**
  - Property includes land
  - Long term strategic planning
  - Strong links with local community
  - Unique properties
  - Local jobs
  - The story behind

- **Weaknesses**
  - Lack of business management knowledge
  - Limited financial resources
  - Limited geographical reach
  - Lack of digital tools
  - Habitation versus commercial activities

- **Opportunities**
  - Digital tools
  - New funding sources
  - Networking with other heritage houses
  - Increasing interest from the public

- **Threats**
  - Regulation
  - Decrease of public funding
  - Access to public funding
  - Increasing maintenance cost
  - Generation gap
  - Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
62. Landgoed Heerlijkheid Mariënwaerdt

The Netherlands

The 900 ha big estate is in the hands of the same family since 1734. The history of the estate goes back to 1129 when an abbey was built at exactly the place of the present heritage house. The estate is an example of a multifunctional estate.

Located in the countryside

https://www.marienwaerdt.nl

**Size**

![Size Chart]

**Land use**

Agriculture – Nature – Garden – Park

**Access**

Open access

**Number of visitors**

>50000

**Average spending**

10-50 €

**Activities**

*Commercial activities*
  - Bio certified agriculture + shop
  - Corporate events
  - Private events including weddings, funerals,
  - Restaurant
  - Holiday houses
  - Horse riding
  - Webshop

*Education, research, community or environmental activities*
  - Eco certification
  - Green Key certification

*Cultural or leisure*
  - Concerts
  - Fairs

**Products**

Agricultural products

**Price differentiation**

Accommodation type – Product based

**Employment**

>25

**Volunteers**

Yes

**Focus on local suppliers**

Yes

**Selling channels**

Wholesale – Retailer - Direct

**Communication**

Newspaper – Magazine – Radio – Television –
Online – Social media – Direct mail – Leaflets

**SWOT**

**Strengths**

- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**

- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**

- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**

- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**

Customer intimacy

**Innovation**

- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
63. De Hoge Veluwe National Park
The Netherlands

The estate consists of 6000 ha nature. The park is home to an unprecedented diversity of plant and animal species. The Park has more than a hundred Red List species, such as the spout, the turn neck, the pile frog and the ring snake.

Located in the countryside

https://www.hogeveluwe.nl

Size

<table>
<thead>
<tr>
<th>Floor area heritage house</th>
<th>&gt; 2500 m²</th>
<th>350 - 2500 m²</th>
<th>0 - 500 m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total land area</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Land use
Nature

Access
Entrance fee

Number of visitors
>50000

Average spending
10-50 €

Activities
Commercial activities
- Entrance fee to the park and/or to the museum + guided tours
- Covered wagon ride through nature guide
- Restaurant, camping site
- Bikes for rent

Education, research, community or environmental activities
- Nature conservation, games and workshops
- Photography workshop, lectures
- Hunting

Cultural or leisure
- Hiking and biking
- Safari, bird watching, photography
- Events: concerts, sport events, markets

Products
Shop with products related to the national park.

Price differentiation
Age

Employment
>25

Volunteers
Yes

Focus on local suppliers
Yes

Selling channels
Direct

Communication

SWOT
Strengths
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

Weaknesses
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

Opportunities
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

Threats
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

Business Strategy
Operational excellence

Innovation
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability
64. Sansaw
United Kingdom

The Thompson family have lived on the Sansaw Estate for over 150 years. The Estate was revitalised in 1971 by Robin Thompson who carefully roll out a far-reaching renovation and modernisation programme, including the building of an award-winning business park and the creation of a state-of-the-art dairy unit.

Located in the countryside
http://sansaw.co.uk/

**Price differentiation**
Accommodation type – Product based

**Employment**
>25

**Volunteers**
No

**Focus on local suppliers**
No

**Selling channels**
Wholesale – Retailer - Direct

**Communication**
Online

**SWOT**

*Strengths*
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

*Weaknesses*
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

*Opportunities*
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

*Threats*
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Product leadership

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
- Use of digital tools
- Networking between heritage houses
- Service oriented
- Multifunctionality
- Sustainability

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**Size**

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<td>500–1000 m²</td>
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<td>0–500 m²</td>
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<td>0–10 ha</td>
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<td>10–50 ha</td>
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<td>50–250 ha</td>
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<tr>
<td>250–1000 ha</td>
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<tr>
<td>&gt;1000 ha</td>
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</table>

**Land use**
Agriculture – Garden – Park

**Access**
Open access

**Number of visitors**
Not applicable

**Average spending**
Not applicable

**Activities**
*Commercial activities*
- Agriculture
- Business park
- Real estate

*Education, research, community or environmental activities*
- Nature conservation projects

**Products**
Agricultural products, business park
65. Lulworth Estate
United Kingdom

Although, traditionally an agricultural estate, Lulworth has been one of the first to recognise rural tourism, opening its doors to visitors in the early years of the twentieth century with the establishment of a holiday park, parking and coastal footpaths. Lulworth Estate produces more than 25,000,000 litres of milk each year.

Located in the countryside
https://www.lulworth.com

Price differentiation
Age - Accommodation type – Type of activities

Employment
>25

Volunteers
Yes

Focus on local suppliers
No

Selling channels
Wholesale – Retailer - Direct

Communication

SWOT
Strengths
☑ Property includes land
☑ Long term strategic planning
☑ Strong links with local community
☑ Unique properties
☑ Local jobs
☑ The story behind

Weaknesses
☑ Lack of business management knowledge
☑ Limited financial resources
☑ Limited geographical reach
☐ Lack of digital tools
☐ Habitation versus commercial activities

Opportunities
☐ Digital tools
☐ New funding sources
☐ Networking with other heritage houses
☐ Increasing interest from the public

Threats
☐ Regulation
☐ Decrease of public funding
☐ Access to public funding
☐ Increasing maintenance cost
☐ Generation gap
☐ Activities not known to the larger public

Business Strategy
Operational excellence

Innovation
☐ Anchorage of/in local community/economy
☐ Connecting communities
☐ Focus on uniqueness and story-telling
☐ Contributing to health and well being
☐ Use of digital tools
☐ Networking between heritage houses
☐ Service oriented
☐ Multifunctionality
☐ Sustainability

Land use
Forest – Agriculture – Nature – Garden – Park

Access
Entrance fee

Number of visitors
>50000

Average spending
10-50 €

Activities
Commercial activities
☐ Entry fees to renowned landmarks
☐ Real estate, holiday houses
☐ Weddings

Education, research, community or environmental activities
☐ Seven legal designations protecting Lulworth
☐ 30% of estate)
☐ Charity events
☐ Courses on topics related to the estate

Cultural or leisure
☐ Yearly events, e.g. Motor show, Camp Bestival (family event)
☐ Open air cinema
☐ Biking & hiking

Products
Agricultural and forestry products
66. Ford and Etal Estate
United Kingdom

The history of Ford & Etal starts with the Norman conquest in 1066 (introduction of the manorial system). In 1907, the 1st Baron Joicey of Chester-le-Street purchased Ford Estate and, in 1908, purchased Etal Estate. An important part of the estate (6000 ha) is rented out to third parties who develop various activities on the estate. Important historical buildings (churches, village halls) remain under the responsibility of the estate itself.

Located in the countryside
https://www.ford-and-etal.co.uk

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<thead>
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<table>
<thead>
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<table>
<thead>
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</tr>
<tr>
<td>o Real estate</td>
<td></td>
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<tr>
<td>o Forestry</td>
<td></td>
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<tr>
<td>o Farms (majority rented out)</td>
<td></td>
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<tr>
<td>o Renting of village halls</td>
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<tr>
<td>Education, research, community or environmental activities</td>
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</tr>
<tr>
<td>o two specific Sites of Special Scientific Interest, conservation projects</td>
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<tr>
<td>o Gamekeeping, management of invasive species</td>
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<tr>
<td>Cultural or leisure</td>
<td></td>
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<tr>
<td>o Cycling and hiking</td>
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<tr>
<td>o Fishing, canoeing, bird watching</td>
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<tbody>
<tr>
<td>Agricultural and forestry products</td>
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<table>
<thead>
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<tr>
<td>Accommodation type – Type of activities</td>
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<table>
<thead>
<tr>
<th>Focus on local suppliers</th>
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<table>
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<th>Selling channels</th>
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<tr>
<td>Wholesale – Retailer - Direct</td>
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<table>
<thead>
<tr>
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<tr>
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<tr>
<td>Strengths</td>
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</tr>
<tr>
<td>□ Property includes land</td>
<td></td>
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<tr>
<td>□ Long term strategic planning</td>
<td></td>
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<tr>
<td>□ Strong links with local community</td>
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<tr>
<td>□ Unique properties</td>
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<td>□ Local jobs</td>
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<tr>
<td>□ The story behind</td>
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<table>
<thead>
<tr>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>□ Lack of business management knowledge</td>
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<td>□ Lack of digital tools</td>
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<tr>
<td>□ Habitation versus commercial activities</td>
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<thead>
<tr>
<th>Opportunities</th>
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<tr>
<td>□ Digital tools</td>
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<tr>
<td>□ New funding sources</td>
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<tr>
<td>□ Networking with other heritage houses</td>
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<tr>
<td>□ Increasing interest from the public</td>
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<table>
<thead>
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<th>Threats</th>
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<tbody>
<tr>
<td>□ Regulation</td>
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<tr>
<td>□ Decrease of public funding</td>
<td></td>
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<tr>
<td>□ Access to public funding</td>
<td></td>
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<tr>
<td>□ Increasing maintenance cost</td>
<td></td>
</tr>
<tr>
<td>□ Generation gap</td>
<td></td>
</tr>
<tr>
<td>□ Activities not known to the larger public</td>
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<table>
<thead>
<tr>
<th>Business Strategy</th>
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<tbody>
<tr>
<td>Customer intimacy</td>
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<table>
<thead>
<tr>
<th>Innovation</th>
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<td>□ Connecting communities</td>
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<tr>
<td>□ Focus on uniqueness and story-telling</td>
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<tr>
<td>□ Contributing to health and well being</td>
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<td>□ Use of digital tools</td>
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<td>□ Service oriented</td>
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<tr>
<td>□ Multifunctionality</td>
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<tr>
<td>□ Sustainability</td>
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</table>
67. Elmley Estate  
United Kingdom

Elmley is a family-run farm with approximately 700 cattle grazing the pasture each year. It is this grazing marsh that provides such a special habitat for wildlife. It is an internationally important site for the conservation of both habitat and plants, animals, insects and bird.

Located in the countryside

https://www.elmleynaturereserve.co.uk

**Price differentiation**
None

**Employment**
1-5

**Volunteers**
Yes

**Focus on local suppliers**
Yes

**Selling channels**
Direct

**Communication**
Newspaper – Magazine – Online – Leaflets

**SWOT**

**Strengths**
- Property includes land
- Long term strategic planning
- Strong links with local community
- Unique properties
- Local jobs
- The story behind

**Weaknesses**
- Lack of business management knowledge
- Limited financial resources
- Limited geographical reach
- Lack of digital tools
- Habitation versus commercial activities

**Opportunities**
- Digital tools
- New funding sources
- Networking with other heritage houses
- Increasing interest from the public

**Threats**
- Regulation
- Decrease of public funding
- Access to public funding
- Increasing maintenance cost
- Generation gap
- Activities not known to the larger public

**Business Strategy**
Customer intimacy

**Innovation**
- Anchorage of/in local community/economy
- Connecting communities
- Focus on uniqueness and story-telling
- Contributing to health and well being
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- Networking between heritage houses
- Service oriented
- Multifunctionality
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