ProCleanLakes

BUSINESS COACHING REPORT
FROM HERITAGE-BASED LAKE RESTORATION TO A MARKET-READY EXPERIENCE

1. Coaching context

The proposed concept combines lake restoration with archaeological storytelling, cultural mapping, educational activities, and community engagement. It would help visitors and local communities understand not only ecological recovery, but also the historical uses of the lake, its cultural identity, traditional practices, archaeological significance, and relationship with surrounding settlements.

The central commercial challenge is to convert this broad and meaningful idea into a service that a clearly identified customer can commission and fund. The recommended approach is to begin with one lake, one principal audience, and one defined interpretation outcome. A focused pilot can then test demand, delivery capacity, visitor value, and the willingness of an institution to pay before the concept is expanded.

2. Coaching objectives

- ✓ Identify the first customer segment and distinguish customers, users, beneficiaries, and partners.
- ✓ Define a core service package that can be delivered consistently and priced clearly.
- ✓ Design a small pilot that produces evidence of educational, community, cultural, and commercial value.
- ✓ Establish suitable revenue options and a route toward repeatable contracts.
- ✓ Create a 90-day validation and market-entry plan.

3. Strategic positioning

The offer should be positioned as a professional interpretation and engagement service for lake restoration projects, not simply as a guided tour or collection of cultural stories. The customer pays for a structured service that connects verified ecological information with credible heritage content and turns it into accessible experiences, educational resources, and engagement activities.

The initial value proposition is helping organisations responsible for restored or recovering lakes communicate environmental change through place-based cultural narratives that strengthen public understanding, local participation, and destination identity.

The first version should avoid trying to cover every archaeological period, ecological pressure, community group, and visitor format. It should interpret one coherent theme, such as how the lake shaped settlement, livelihoods, mobility, food traditions, rituals, or landscape management, and connect that theme to the lake's present restoration journey.

4. Customer segments and roles

The most promising first customers are organisations that already manage a lake, cultural site, destination, educational programme, or funded restoration project and therefore have both a communication need and an identifiable budget route.

Organisation	Potential role	Reason to purchase or participate	Initial priority
Municipalities and lake authorities	Customer and implementation partner	Public engagement, place identity, restoration visibility, community relations	High
Restoration projects and funded consortia	Customer	Required communication, dissemination, education, and stakeholder engagement	High
Museums and cultural institutions	Customer, content partner, or venue	Extension of collections and narratives into the surrounding landscape	High
Tourism and destination organisations	Customer or distribution partner	Distinctive visitor products and sustainable destination positioning	Medium to high
Schools and education providers	User or customer	Curriculum-linked outdoor learning and local heritage education	Medium
Environmental NGOs and community groups	Partner, user, or customer	Participation, volunteering, environmental education, and local knowledge	Medium

The recommended beachhead segment is a municipality, lake authority, museum, or restoration consortium with an active lake-recovery initiative and a defined need for public engagement. Visitors, residents, pupils, and teachers are users and beneficiaries; they should not automatically be treated as the principal paying customer.

5. Core service package

The first market-ready offer should be a fixed-scope heritage and restoration interpretation package. It should combine research, interpretation design, one visitor-facing experience, one educational or community activity, and a concise evaluation report.

Component	Core deliverable	Commercial purpose
Discovery and evidence review	Stakeholder interviews and review of ecological, historical, archaeological, and community sources	Define the credible story and avoid unsupported claims
Cultural and ecological narrative	One interpretation framework linking historical use with environmental change and recovery	Create a coherent message for all materials
Visitor experience	Guided route, self-guided trail, pop-up exhibition, audio story, or QR-based interpretation	Provide a visible and testable public output
Educational activity	Workshop, field activity, teacher resource, or family learning format	Extend use beyond occasional visitors
Community engagement	Story-collection session, participatory mapping, or local co-creation workshop	Involve local knowledge holders and build legitimacy
Evaluation	Participation data, feedback, learning evidence, partner observations, and recommendations	Demonstrate value and support renewal

Optional modules may include permanent signage, digital maps, audio production, multilingual adaptation, accessibility formats, volunteer training, seasonal events, exhibition design, or ongoing content management. These should be priced separately so that the core package remains clear and affordable.

6. Recommended pilot

The pilot should be delivered at one restored or recovering lake over approximately 8 to 10 weeks. It should focus on one interpretation theme and one primary audience. The purpose is to test whether the service helps the commissioning organisation achieve a real communication, educational, tourism, or engagement objective.

Pilot stage	Main activity	Required output
Weeks 1 to 2	Confirm customer objective, audience, theme, evidence, site conditions, and permissions	Approved pilot brief
Weeks 3 to 4	Develop the narrative and verify content with environmental, heritage, and community contributors	Validated interpretation framework
Weeks 5 to 6	Produce one minimum visitor experience and one supporting educational or engagement activity	Testable service prototype
Weeks 7 to 8	Deliver the experience to selected users and observe participation, understanding, and operational issues	Testing evidence and feedback
Weeks 9 to 10	Revise materials, present results, and propose continuation or expansion	Final package and commercial proposal

7. Customer discovery and validation

Validation should begin before extensive content production. Approximately 10 to 12 interviews should be conducted across potential customers and users. Customer interviews should examine existing interpretation activities, current suppliers, budgets, procurement routes, unmet needs, and the conditions required for commissioning a pilot. User interviews should test preferred formats, accessibility, learning value, and reasons for participation.

A concept is not validated by positive comments alone. Stronger evidence includes access to a site and source material, appointment of an institutional coordinator, willingness to invite users, discussion of a budget, request for a proposal, co-financing, or agreement to host a paid pilot.

Validation dimension	Evidence	Initial threshold
Problem relevance	The organisation confirms a current interpretation or engagement need	At least 4 of 6 customer interviews
Partner commitment	Access to the site, content, experts, and an internal coordinator	At least 1 lead partner
User interest	Target users register for or attend the pilot	At least 20 participants across test activities
Experience value	Users report clearer understanding of both restoration and cultural significance	At least 70 percent positive responses

Commercial signal	An organisation discusses a paid pilot, co-financing, renewal, or expanded scope	At least 1 concrete commitment

8. Revenue and pricing structure

The recommended revenue model combines project fees with optional recurring services. The initial discovery, research, and interpretation design should be priced as a professional service. Production costs for signage, digital media, printing, translation, events, or specialist contributions should be itemised separately. Ongoing income may come from annual content updates, seasonal programmes, staff or guide training, evaluation, digital maintenance, or repeated educational delivery.

Ticket income complement the model where visitor numbers and site conditions support it, but it should not be the primary assumption during market entry. A business-to-organisation contract is more predictable than depending solely on individual visitor payments. Packages should specify the number of activities, participants, revisions, languages, intellectual-property rights, production costs, travel, and maintenance responsibilities.

9. Partnerships and delivery capacity

The service requires a coordinated network rather than all expertise being held internally. Relevant partners may include archaeologists, historians, ecologists, lake managers, museums, educators, designers, tourism providers, accessibility specialists, community associations, and local knowledge holders. Their roles, fees, review responsibilities, attribution, and rights to contributed material should be agreed before production.

The service provider should remain responsible for project coordination, interpretation design, customer communication, quality assurance, delivery planning, and evaluation. Specialist partners should validate content in their areas of competence.

10. Market-entry communication

Early marketing should be account-based and evidence-led. The first materials should include a concise service description, one sample interpretation concept, a pilot outline, indicative deliverables, and a short explanation of the benefits for the commissioning organisation. Direct outreach to municipalities, lake managers, museums, destination organisations, and restoration consortia is more useful at this stage than broad consumer promotion.

- Use targeted meetings and workshops to understand current projects and commissioning cycles.
- Demonstrate the concept through a short sample route, story map, or educational activity rather than a general presentation.
- Document the first pilot as a case study with outputs, participation, partner feedback, learning, limitations, and next steps.
- Use museum, tourism, education, and environmental networks to reach comparable sites after validation.

11. Risks and safeguards

Heritage interpretation must distinguish verified evidence, informed interpretation, community memory, and creative storytelling. Archaeological or historical claims should be reviewed by qualified contributors, and sensitive site information should not be disclosed where it could encourage damage, trespass, or illicit collecting. Required permits, image rights, data protection, insurance, accessibility, and visitor safety must be addressed for each activity.

Community participation should not be treated as free content extraction. Contributors should understand how their stories and materials will be used, receive appropriate acknowledgement, and retain agreed rights. The environmental narrative must also avoid suggesting that restoration is complete or successful where evidence remains uncertain.

12. Recommended 90-day action plan

- Days 1 to 15: select one lake context, one customer profile, one audience, and one interpretation theme.
- Days 16 to 35: conduct customer and user interviews, map available evidence, and identify delivery partners.
- Days 36 to 50: define the core package, prepare a sample concept, and approach two or three qualified pilot candidates.
- Days 51 to 70: agree the pilot brief, responsibilities, budget, permissions, evaluation method, and production plan.
- Days 71 to 90: prepare and test the minimum experience, collect evidence, and present a priced continuation proposal.

13. Conclusion

The concept can become a credible market offer when it is presented as a structured interpretation and engagement service rather than a broad combination of tourism, heritage, and environmental ideas. The first priority is to secure one commissioning organisation with a real need, a defined audience, access to credible content, and the capacity to support a pilot.

A focused pilot should demonstrate that the service improves understanding of ecological recovery, strengthens the cultural identity of the place, engages users, and creates value for the customer. Once these outcomes and a viable payment route are confirmed, the package can be adapted for other lakes without losing local authenticity.

Coaching requested by: Stefanos Bourmpoulas (Greece demosite)
Business coach: Oana Daniela Modrogeanu
Signature: 

Date: 18th of September 2026