

ChIMERA

Innovative cultural and creative clusters in MED area

P.A. 1: Promoting Mediterranean innovation capacity to develop smart and sustainable growth

Obj. 1.1: To increase transnational activity of innovative clusters and networks of key sectors of the MED area

<https://chimera.interreg-med.eu/>

D.3.5.1 Regional Strategic Action Plan

WP 3. Studying

act. 3.5 Developing common approaches and strategies to stimulate innovation in cultural and creative sectors

Responsible partner : Autonomous Region Friuli Venezia Giulia

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INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA

REGIONAL STRATEGIC ACTION PLAN

Friuli Venezia Giulia A.R.

Project co-financed by the European
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07/11/2017

NAME OF THE IDEA	<i>Identification of the IDEA that originates the Action Plan</i>	<p>The whole is greater than the sum of the parts: the establishment of an audiovisual ecosystem in Friuli Venezia Giulia autonomous region</p> <p>The creation of an audiovisual cluster in Friuli Venezia Giulia is a precondition to create an audio-visual regional ecosystem. Nevertheless, a series of activities must be developed, both sequentially and in parallel, which must create links among the hubs of the network of the audiovisual sector (businesses; services; Audiovisual Fund, Film Commission; other public and private stakeholders).</p>
ACTION PLAN OBJECTIVES	<i>Identification of the objectives of the present action plan</i>	<p>The objectives of the action plan are: to set up the regional audio-visual ecosystem; to create the regional cluster of companies in the audio-visual sector by setting up cluster structure and starting up cluster's services and organization.</p> <p>Services delivered by the Cluster should promote the approach and activities of audiovisual sector and the business opportunities the sector is offering.</p> <p>The cluster should be an entity that, through the provision of its services, brings the audiovisual sector closer to the public and the private sector. Moreover, cluster activities should help innovation (techniques, languages, methodologies). In addition, this body should help to regulate and promote awareness of the correct use of this tool, as different players express different needs and require different services.</p>

ACTIVITY	RESULT	RESPONSIBLE	PARTNERSHIP	CALENDAR	RESOURCES
<i>Write briefly each of the key activities to be developed (only the main, strategic activities)</i>	<i>Identify the concrete output (s) targeted by the activity (tangible and intangible results)</i>	<i>Identify the ENTITY responsible for the coordination and management of the activity</i>	<i>Identify that other ENTITIES participate in the implementation of the activity</i>	<i>Identify the expected start and end date of the activity</i>	<i>Identify the main resources to achieve the development of the activity (e.g.: human, technical, etc.)</i>
AUDIOVISUAL ECOSYSTEM SET UP					

Creation of a stable network of public & private stakeholders of the regional audiovisual ecosystem	<p>Periodical meetings of a stable round-table among public and private stakeholders of the audiovisual sector.</p> <p>Regional audiovisual ecosystem relationships are consolidated and information flows are streamlined.</p> <p>Creation of an FVG audiovisual trademark as an internal and external communication tool.</p>	<p>Coordination should be performed by a trade association (e.g. film-makers association) or by the AV cluster</p>	<p>Film Commission, Film Fund, Film-making and screenplay associations, broadcasters and distributions; audience representatives. Concerned University Faculties</p>	<p>The eco-system set-up could last between one and two years. This activity should start by 2018.</p>	<p>Manager of cluster/trade association coordinates the network</p>
To carry out a census of audio-visual enterprises and professionals	<p>Set of identifying parameters</p> <p>A definite mapping of audiovisual sub-sectors (actual or potential) in FVG: Visual effects, Webseries, Gamig, Transmedia, Virtual Reality, etc.</p> <p>Database of all professionals and free-lance living in FVG</p>	<p>A third party of a public nature / AV Cluster (?), Friuli Venezia Giulia A.R. should perform coordination.</p>	<p>Chambers of Commerce, trade associations, Film Commission, Film Fund, Friuli Venezia Giulia A.R</p>	<p>This activity should start by 2018. A first mapping should take 6 months. Subsequent mapping updates on an annual basis</p>	<p>Subcontracting the census activity (30.000 €)</p>

Coordination, integration and customization of different regional policy instruments and measures focused on audiovisual sector.	Synergistic policy measures ¹ in different fields of intervention for the development of the audiovisual sector (internationalization, innovation, human resources, etc.). Simplified measures from the bureaucratic point of view.	Friuli Venezia Giulia A.R. Department for Culture, Sport and Solidarity	Friuli Venezia Giulia A.R. Departments; Banks and/or other financial institutions	This activity should start by 2018.	FSE and ERDF funds
AUDIOVISUAL CLUSTER SET-UP					
Identification, selection and contact of AV businesses <i>(Content Creation; Production; Post production; 360 video; Visual effects design; VR; Graphic development; Grip equipment; Conservation; Consultancy; etc.) with involvement and promotion of future activities</i>	<ul style="list-style-type: none"> • First aggregation of the companies involved in making the system/cluster. • Representation of the sub-sectors involved • Indications on where to focus successive initiatives on • Indications on the emerging cluster typology 	<p>Alternative options:</p> <p>FVG A.R. Departments</p> <p>Film Commission</p> <p>Trade association (film maker association...)</p>	<p>Public-Private Round Table of audiovisual sector subjects</p> <p>Category associations</p> <p>Chambers of Commerce</p>	Apr – Jul 2018; 4 months	<p>- Form for the expression of interest available on the website for online compilation;</p> <p>- 1 part-time man resource</p> <p>- resource (s) for targeted promotion</p>

¹ As policy measures for CCIs, innovation support, support for training and education, regeneration of cities (urban policy), promotion of entrepreneurship in rural areas, promotion of innovative SMEs (start-ups), tourism, etc.

Definition of the Agreement between the AV Cluster and Enterprises	<ul style="list-style-type: none"> Subscription of a Cluster Action Plan for the first three years. Identification of strategic interventions for the first three years². 	<p>Alternative options:</p> <p>FVG A.R. Departments</p> <p>Film Commission</p> <p>Trade association (film maker association...)</p>	FVG A.R. Departments, Film Commission, Trade association (film maker association...), Film Fund, Chambers of Commerce, Tech Parks – Working group formed by the subjects represented on the foreseen Board of the Cluster.	Jul – Nov 2018; 5 months	- 2 part-time resources expertise on cluster development
Definition of the Cluster structure and selection of the Cluster Management Team	<p>Business plan of the cluster</p> <p>The Statute defines the private nature and the autonomy of the management structure. The cluster should be a Limited Liability Cooperative Company (LLCC) with a public participation of no more than 40%.</p> <p>Management structure tasks are identified.</p> <p>Description of the professional profiles and tasks of the Cluster</p>	FVG A.R. Department for Culture, Sport and Solidarity	FVG A.R. Departments, Film Commission, Trade association (film maker association...), Film Fund, Chambers of Commerce, Tech Parks, Incubators – Working group formed by the subjects represented on the foreseen Board of the Cluster.	Jan – Mar 2018 (2-3 months).	1 coordinator; 2 experts Skills of the team: audiovisual expertise; fund-raising, project design and management; administrative

² (Digital) Infrastructure support and business service; study, research and development; innovative product policies; policies for the promotion of cluster products; promotion of the collective brand; development and qualification of knowledge and skills; etc.

	<p>Management's Team members.</p> <ul style="list-style-type: none"> • 1 Cluster Manager selected • 2 (?) Advisors/enablers selected 				
Cluster Board set-up (stable round table) and identification of the role and main tasks of the board³.	<p>Regional audio-visual ecosystem representability. The Cluster Board is composed by the representative of (all) AV ecosystem components. The Cluster Board is formed with representability criteria including voting based on the composition of the cluster by employment and revenue. The Cluster Board composition is coherent with the 3-years Cluster Action Plan</p>	<p>In a first phase: FVG A.R. Department for Culture, Sport and Solidarity</p> <p>When the cluster is established: AV cluster</p>	<p>FVG A.R. Departments, Film Commission, Trade association (film maker association...), Film Fund, Chambers of Commerce, Tech Parks, Incubators, Universities, Educational and Training Institutions, etc.</p>	<p>Jan – Mar 2018 (2-3 months).</p>	<p>30 man days to coordinate the setting up;</p>

³ The Board is a Platform for consultation, exchange and advice and assistance in making decisions on the most appropriate audio-visual policies to be implemented in FVG AR.

STRUCTURING SERVICES AND CLUSTER ORGANIZATION					
ACTIVITY	RESULT	RESPONSIBLE	PARTNERSHIP	CALENDAR	RESOURCES
Analysis of business needs by sub-sectors (technical skills; funding; management; innovation; Internationalisation)	<ul style="list-style-type: none"> • Ranking of needs by sub-sector based on the priority expressed and frequency. • Characterization of sub-sectors based on expressed urgencies. 	AV cluster	General Directorate of Production Activities; Regional Universities Chambers of Commerce, Industry and Crafts	Apr – Jul 2018; 4 months	3 man months to carry out interviews and questionnaires; Other man days to regularly update the survey
Definition of cluster services	<ul style="list-style-type: none"> • Cluster Service portfolio catalogue • Price list for various services. • Network of freelancers (lawyers, accountants, etc.) with expertise in the audiovisual sector 	AV cluster	FVG A.R. Departments, Film Commission, Trade association (film maker association...), Film Fund, Chambers of Commerce, Tech Parks, Incubators, Universities, Educational and Training Institutions, etc.	Jul – Nov 2018; 5 months	Network of freelancers (lawyers, accountants, etc.) with expertise in the audiovisual sector
Services Mapping Integration of existing and new services (including promotion and awareness) and	<ul style="list-style-type: none"> • Optimization of synergies and complementarities between already existing and cluster's services 	AV cluster	FVG A.R. Departments, Film Commission, Trade association (film maker association...), Film Fund, Chambers of Commerce, Tech Parks, Incubators,	Jul 2018 – Apr 2019; 10 months	2 man months of AV team to map and coordinate existing services; 10.000 – 15.000 €

their "networking"	<ul style="list-style-type: none"> • Multifunctional Services Platform (managed by the cluster; available on the cluster web site); • Reinforcement of the image of the AV sector (reliability, economic attractiveness) • Coordination on daily basis between AV companies and the other AV ecosystem key players⁴ • Periodic meetings to make businesses discuss about experiences and success stories • The cluster acts as the "broker" between AV companies and other key players (including financial institutions) 		Universities, Educational and Training Institutions, etc.		to set up the web platform; 500 – 1000 € / month to update the webplatform; Costs for the organization of periodic meetings: 6.000 € / meeting of staff costs + location
Agreement between FVG AR Vocational Education and Training	• Clearly identified training paths (from short-term to medium-	AV cluster	FVG A.R. Departments, Educational and Training Institutions, Universities, Film	Jul 2018 – Apr 2019; 10 months	5 man months of AV team

⁴ CCIAA, Universities, Science and Tech Parks, Public Authorities.

institutes (VET) and the Cluster	<p>long term) according to the skill needs of the reference market, including internships and job start-ups for new-graduates</p> <ul style="list-style-type: none"> • Contrasting skills obsolescence • Professionalization of young people • Availability of skilled professionals and experts in the audio-visual sector • Training courses managed "on demand" directly from the Cluster • The Cluster coordinates (advisory function) with secondary and tertiary higher education for the setting up of a series of school curricula 		<p>Commission, Trade associations (film maker association...), Film Fund, Chambers of Commerce, Tech Parks, Incubators, etc.</p>		
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One of the services provided by the cluster should envisage the certification of companies and associations present in the audiovisual sector.
The training activities should be as flexible as possible, free from institutional logics (universities, training courses financed by European funds).

<p>THE LINK BETWEEN ACTION PLAN AND RIS3</p>	<p><i>Please explain the coherence of this action plan with the Regional Smart Specialization Strategy</i></p>	<p>Two of the priorities on which the Smart Specialization Strategy focuses are:</p> <ol style="list-style-type: none"> 1. To develop collaboration and synergy among companies and between companies and scientific bodies, increasing quality and diffusion of innovation. 2. To promote new innovative entrepreneurship by supporting innovative start-ups as well as cultural and creative enterprises. <p>The composition of both the cluster and its board, as well as the development of the ecosystem, aim at ensuring both the presence and collaboration between research institutions, VET and higher education institutions and enterprises. Precisely the experience of the front-runner corroborates this approach, aimed at forming a stable substrate of communication and information flows.</p> <p>Regarding the second priority it should be considered that the system of regional incubators is involved in a synergistic project (CRE: HUB; Interreg Europe Program), whose overall objective is the improvement of regional development policies and programmes in partners' regions. It is in particular programmes for Growth and Jobs, to support the creation and the development of new SMEs in the Cultural Creative sector, as a key driver of sustainable growth and jobs creation.</p> <p>Finally, one of the technological development trajectories of the "Culture, Creativity and Tourism" specialization area of S3 relates to techniques associated with image processing through electronic calculation, such as the detection and representation of the computerized design, that is, video graphics. These technologies concern more than one sub-sector of the audio-visual sector and the regional incubators - involved both in the elaboration of the S3 and in the proposed regional audio-visual ecosystem - are the subjects charged to incubate 20 cultural and creative start-up in the framework of ROP ERDF 2014-2020 Region Friuli Venezia Giulia. The action foresees the selection of business ideas to start the accompanying path and of start-ups that benefit from the services of pre-incubation, incubation and acceleration / consolidation provided by certified incubators.</p>
<p>OTHER IMPORTANT INFORMATION</p>	<p><i>Comment or describe other information you consider useful for the</i></p>	



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	<i>action plan</i>	
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