

## 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.4.2.2. Regional Cluster Business Plan

##### WP 4. Testing

##### act. 4.2. Pilot action 1 Start up of innovative CCIs clusters

Responsible partner: PP02 – Puglia Creativa

Status: final

Distribution: public

Date: 28/02/2019





**Interreg**  
*Mediterranean*



INNOVATIVE CULTURAL  
AND CREATIVE CLUSTERS  
IN THE MEDITERRANEAN AREA



Project co-financed by the European  
Regional Development Fund



**CLUSTER BUSINESS PLAN STRUCTURE (SOSTAC)**

<p><b>1. SITUATION</b></p> <p><i>Identification the general situation before planning the Business Plan</i></p>	<ol style="list-style-type: none"> <li>1. <i>Customer/member insight</i></li> <li>2. <i>Territorial insight</i></li> <li>3. <i>Product/services analysis</i></li> <li>4. <i>PEST</i></li> <li>5. <i>Market/sector trends</i></li> <li>6. <i>Competitors analysis/Benchmarking</i></li> <li>7. <i>SWOT</i></li> <li>8. <i>Conclusions</i></li> </ol>	<p>1. The CCI Cluster of Puglia is called “PUGLIA CREATIVA”.</p> <p>Puglia Creativa has the legal form of “association” and is recognized as “Productive cluster” as established in the Regional law 23/2007. In 2018, Puglia Creativa counted 126 members among the 7 sectors:</p> <ul style="list-style-type: none"> <li>- Cultural industries (ICT and software, media and multimedia, audiovisual, videogame industry, cinema, publishing);</li> <li>- Creative industries (design, communication, architecture);</li> <li>- Heritage (cultural heritage, visual arts, entertainment venues, multicultural centers, conservation, enhancement and use of cultural heritage, enhancement of the territory and the environment);</li> <li>- Performing arts (theater, dance, music, festivals);</li> <li>- Creative - driven (services to support cultural and creative industries, social innovation, cross-fertilization);</li> <li>- Universities and other public and private education agencies <ul style="list-style-type: none"> <li>- Labor unions</li> </ul> </li> </ul> <p>2. Cluster members must have operational headquarters and / or local units in Puglia.</p> <p>Currently the recognized networks are: Bari metropolitan city (with BAT province), Brindisi and Taranto province, Foggia province and Lecce province.</p> <p>Territorial networks have operational autonomy, they could define territorial lines of action and have a specific working program in line with the policy and strategy of the District Committee.</p> <p>To create a territorial network, having met the minimum number of companies, it is needed a proposal from local actors and an interest to activate the network and create local activities.</p> <p>The members of the District are all, in their daily activity, very connected to local communities and their work has an impact in the social, cultural and economic life of their communities.</p> <p>The Cluster, at board level and from a policy point of view, is trying to bring on a vision of Culture and Creativity as engines for local development, at economic and social level, but also a process</p>
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		<p>where cultural policies and policies in general are supported by the creative and cultural sector.</p> <p>Distribution per province:</p> <ul style="list-style-type: none"> <li>• BARI: 35.75%</li> <li>• BRINDISI: 11.17%</li> <li>• BAT: 6.15%</li> <li>• FOGGIA: 10.06%</li> <li>• LECCE: 30.17%</li> <li>• TARANTO: 5.59%</li> <li>• OTHERS (MATERA): 1.12%</li> </ul> <p>3. Puglia Creativa has the aim of being a benchmark for start ups, for professionals who are excluded from the access to the Eu funds, for all cultural industries interested in the building of a network. Meeting and exchange of services and projects are the key words.</p> <p>These are the services that Puglia Creativa offers to its members:</p> <ul style="list-style-type: none"> <li>• <b>Networking for ICCs</b></li> <li>• <b>Lobbying</b> towards regional. National and European institutions</li> <li>• <b>A dedicated page on the website pugliacreativa.it</b></li> <li>• <b>Participation to national and international events, conventions, B2B, matchmaking</b></li> <li>• <b>Press review</b> <i>cultural and creative industries oriented</i></li> <li>• <b>Weekly Newsletter dedicated to the fundings opportunities</b> - Community Library</li> <li>• Monthly Newsletter – Calls , opportunities and news for ICCs</li> <li>• <b>E-mail/WhatsApp alert</b></li> <li>• <b>Workshops</b> on legal, fiscal, financial, fundings opportunities, national, regional and european calls</li> <li>• <b>Annual report with data on ICCs and publication of the research: Creative in Puglia</b></li> <li>• <b>Logo</b> for communication</li> <li>• <b>Support for members' events</b></li> <li>• <b>Publication of members' events on the website and social platforms</b></li> </ul>
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4. PEST

POLITICAL FACTORS		
Factor	Forecast	Impact
National Legislation: Approval of the new legal status "cultural and creative enterprise"	Positive	Increase in the potential contribution and tax benefits to operators in the cultural and creative sector
Regional legislation:  Regional Agencies: Puglia Promozione / Teatro Pubblico Pugliese Consorzio per le Arti e la Cultura della Regione Puglia / Apulia Film Commission	Positive	Regulation of the Entertainment sector in way to better spend public contributions. Policies aimed at the transmission of resources for the enhancement of cultural heritage
Apulia Region Regional law n. 23/2007 for the identification and promotion of productive clusters	Positive	Support for the increase of the added value of the sector through the trajectory of smart specialization
Economic Factors		
Factor	Forecast	Impact
Low rate of use of cultural heritage	Positive	Significant growth margins
Under-capitalization of companies	Negative	Companies in the sector can count on shrinking private

				capital flows
		GDP trend	Positive	The growth has been around 3.5%
		Market globalization	Positive	Increasing visitor and user flows from all over the world
		Interest rate	Negative	The phase of low-cost money is ending. Financial funding will come at higher costs
		Social Factors		
		<b>Factor</b>	<b>Forecast</b>	<b>Impact</b>
		Low Level Entrepreneurship	Negative	It is necessary to improve the level because despite the ongoing positive process, ICCs operators has weak entrepreneurial skills
		Increasing of cultural tourism	Positive	38.1% of the regional touristic expenditure origins from the cultural tourism
		Technological Factors		
		<b>Factor</b>	<b>Forecast</b>	<b>Impact</b>
		Cost of technology	Positive	Reducing technology costs increases possibility of access for operators
		Social Media	Positive	New channels for dissemination and communication
		Obsolescence rate	Negative	Frequent replacement rate

		<p><i>5 Market/sector trends</i></p> <p><i>6. Competitors analysis/Benchmarking</i></p> <p>Data source: Puglia Creativa / Symbola Foundation</p> <p>1) In 2017, the added value of the creative and cultural productive system in Apulia <b>represented 4.2% of the whole produced regional richness</b>; 1.8% less than the national average. The employment percentage reaches <b>4.3% (2.756 employees)</b>. However, the regional data hide some differences resulting from the territorial variety. <b>Bari</b>, the main town, has the best results, contributing to almost half of the regional creative and cultural added value (<b>5.3% of added value and the provincial employment</b>). On the contrary, Foggia has the worst result: 3.2% of the whole local richness; slightly better percentage for the employment (3.5%). The most relevant data is that <b>the structural delay of the Apulian Cultural and Creative Productive System has significantly reduced</b>, with better results on the national averages of the richness produced and the employment. Compared with the 2011, the <b>added value of the Apulian industry scores an average annual increase of +1.5%, twice the national average. Among the provinces, we see the most relevant results for the city of Bari (+2.4%) and Brindisi (+1.9%), and the biggest difficulties in the city of Taranto, the only one with a negative result (-0.1%).</b> <b>Similar remarks for the employment trend:</b> the annual average growth has assessed at +1.0%, six tenths more than the national rate. Similar to the added value performance, the Apulian score has improved thanks to Brindisi and Bari's performances (+1.3% and +1.4%). Although, Taranto has registered an annual contraction: an average of -0.3%. <b>The medium period trend is strengthened by this last year data. In one year (between 2016 and 2017), the added value produced by the Apulian Cultural and Creative System has grown by 4%, twice the national data (+2%).</b> This progress is supported by Taranto (+4.6%) and Lecce (+4.3%) particularly, even if all provinces are reaching a better growth rate than the national one. The same for the work force employed. The number of employees in ICCs has registered an increase of +3.7%, compared to +1.6% at the national level. The leaders in this growth are Bari</p>
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		<p>and the province (+4.1%) and Taranto (+4.0%), recovering from the negative trend in the last years.</p> <p>2) In line with these good ratings, <b>Bari and its province has the leadership rating in several sectors at national level</b>. In <b>communication and branding sector</b> it is <b>5<sup>th</sup> over 110 provinces</b>, in terms of added value and employment. The <b>performing arts</b> are good in Bari too, ranking <b>8<sup>th</sup> for the added value</b> and <b>18<sup>th</sup></b> for employment.</p> <p>The <b>Audio-visual sector (movies, videos, radio and tv)</b> ranks at <b>12<sup>th</sup> position</b> for the added value and <b>15<sup>th</sup></b> for employment, and also the little <b>software, games and videogames area</b> has a good result in the province (<b>20<sup>th</sup> position</b> for the added value and <b>26<sup>th</sup></b> for employment).</p> <p>But <b>there are some excellence niche industries in the rest of the region</b> that affect this hegemony. So as for the <b>performing arts</b>, in which <b>Taranto</b> and its province has the best performance (<b>10<sup>th</sup></b> for the added value and <b>17<sup>th</sup></b> for employment); Brindisi and Lecce has good results too (respectively <b>32<sup>th</sup></b> and <b>33<sup>th</sup></b> for the value added; instead, Barletta-Andria-Trani has better performance as regards communication and branding (<b>15<sup>th</sup></b> and <b>26<sup>th</sup></b>).</p> <p>3) In the last five years, we can see a progressive <b>strengthening of the entrepreneurial basis</b>. Apulian ICCs are going towards the more structured legal form of the <b>capital society, which is registering an annual growth of +4.7%</b>. On the contrary, there is a general reduction of other categories. This is a key element because the choice of bigger more capitalised and with an easier credit access enterprises leads to the increase of the whole cultural and creative system. This phenomenon has concerned all cultural and creative branches: today, capital societies represent a quarter of the enterprises in the sector (2.988 enterprises, as the 22%). But the most common legal form is the individual enterprises: the 61.3% in the cultural core, as 8.344 unities.</p> <p>Moreover, in the <i>cultural core</i> enterprises with less than 3 employees represent 90.2% of the total cultural and creative entrepreneurial basis in Apulia.</p> <p>The majority of micro enterprises reflects on the distribution of the revenues in the entrepreneurial system. 86.7% of the ICCs in Apulia produces an annual revenue below 100</p>
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	<p>thousand euros.</p> <p>The biggest volumes, more than 1 million euro, are produced by 1.3% of the enterprises in the <i>cultural core</i>. Software, games and videogames industries own the biggest volumes of revenues (4.3%) together with video, movies, radio and tv (3.9%). But it is remarkable the performance of the industries of Artistic and historical heritage system: 5% of them produce a revenue of more than 1 million euro.</p> <p>4) The major similarities between culture and new generations emerges by making a comparison between the distribution of the professionals by age range and the average of the Apulian economy. In the <b>range 25-34 years, the percentage of the employees in the cultural and creative sector is far highest than the one registered in the rest of the economy (23.9% versus 18.8%).</b></p> <p>As regard the contractual terms, it is evident that <b>more than 1 out of 5 employees (21.1%) has a temporary contract, even if the graduated employees are 30% more than the total in the regional economy and 1.1% more the in the national average.</b></p> <p>5) The <b>average salary in the cultural sector</b> is 100 euros higher than the regional one (1.304 euros per month versus 1.209). The <i>creative driven</i> professionals score the best results (1.379 euros), whereas the <i>cultural core</i> registers a negative gap of about 63 euros in the average of the sector, but a plus 32 euros in the total of the Apulian workers.</p> <p>In the last six years, the income of the cultural professionals in Apulia has grown of 37 euros per month, which is in line with the whole regional economy (+39 euros).</p> <p>6) In 2017, <b>229 thousand shows were performed in the Apulian territory</b>. Even if they represent only 5.3% of the national total, they are a quarter of those produced in the whole Southern Italy. The trend recorded is substantially stable compared to 2016 (-0.4%), a figure that favors the region than the national level (-2.6%).</p> <p><b>Contrary to what emerged last year, the number of participants in the events has recorded a significant decline (-10.4%), reaching 10 million entries.</b> This has led to a simultaneous deterioration of the system's ability to generate wealth. Despite the average cost of the entry</p>
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		<p>tickets remained unchanged (around 7.6 euros), the reduction in participation in the shows caused a reduction in the volume of business generated (-5.9%) which, in 2017, stood at to 188 million euros.</p> <p><b>The fragmentary nature of the show's activities, while allowing a considerable territorial diffusion of the events, does not allow to activate high levels of spending within the circuit.</b> In fact, between 2011 and 2017, the number of shows produced recorded an average annual increase of + 1.6% with an amount of expenditure at the box office and a substantially stable volume of business (+ 0.3%). This is an opposed dynamic to that recorded at national level. For this reason, the Region has allocated over 188 million for a three-year plan to support live entertainment, artistic residences and cultural activities, to promote long-term planning able to strengthen the entrepreneurial culture and the development of cultural and creative potential that Apulia has.</p> <p><b>In Apulia 56 shows are produced per 1.000 inhabitants, a higher value than any other southern region, but still very far from the national average (71.6 shows per thousand inhabitants) and almost half of what can be seen in the Marche (103.2), first classified region. The same thing can occur with participation in the cultural offer. In Apulia, in 2017, the number of entry tickets was 2.506 per thousand inhabitants, higher than the southern average (2.276) but very far from the national summary analysis (3.978).</b></p> <p>7) The territorial disaggregation of the analyzed results makes it possible to highlight the different performances that characterize the five Apulian provinces.</p> <p><b>In the provincial ranking Bari holds the record both in terms of the number of shows produced and the number of entry tickets placing respectively, at the 35<sup>th</sup> place (79 shows per 1.000 inhabitants) and at the 36<sup>th</sup> place (3.945 entries per 1.000 inhabitants).</b></p> <p>In terms of monetary revenue, it is still Bari to position itself at the top of the regional ranking with 29 euros per capita spending at the box office; second place belongs to the province of Lecce (74<sup>th</sup> place - 18 euros per capita). The gap existing with the values observed for the provinces at the top of the national ranking, is still very wide.</p> <p><b>Considering the total volume of business, however, the province of Bari leaves the record in favor of the province of Barletta-Andria-Trani, capable of registering a value of 80 euros per</b></p>
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		<p><b>inhabitant which allows to distance the provincial capital by more than 20 euros.</b></p> <p>8) The analysis of the different components of the provincial cultural systems makes it possible to observe their peculiarities and to offer a more in-depth reading of the <b>sectoral characteristics</b>. The most relevant type of show is represented by <b>the cinematographic activities</b> that, with 181.560 representations, <b>constitute 79% of the total of the shows on stage in Apulia</b>. Compared to 2016, there was a contraction of -1.0%, however lower than the trend recorded in the South (-2.1%) and the national average (-2.6%).</p> <p>This means that the weight on the national total (5.8%) grows with the result that the Apulian cinemas manage to absorb almost 27% of the entire cinematographic activity of the south. Beyond the number of entry tickets, the number of shows produced has increased at an average growth rate of + 1.8% every year. Apulia also emerges in comparison with the other regions, positioning itself, with 45 shows and 1.281 entry tickets per 1.000 inhabitants, under the Veneto and first of all the other realities of the South, except for Abruzzo (1.648 entry tickets).</p> <p>In the region, in 2017, 6.632 <b>theatrical representations</b> have been set up, that is the 4.9% of the 135 thousand performances that took place throughout Italy and 24% of southern activities. Compared to 2016, <b>the number of shows increased by + 0.6%</b>, by establishing a positive trend which, since 2011, has seen an average annual increase of + 1.4%.</p> <p>This is a result in contrast with what was observed at the overall national level, where shows' offer has recorded a reduction of -1.2% compared to 2016 and the -0.2% compared to 2011. <b>The participation, however, came to a standstill. In 2017, the entrances to theatrical performances amounted to 939.404, or 5.3% less than what was highlighted the previous year.</b> This was reflected in the performance of <b>all the indicators that recorded a decline</b>. Expenditure at the box office (expenditure on tickets and season tickets) fell by 15.8% to 11.5 million euros; as a result, public spending fell by 16.7%. The total volume of business achieved, equal to 12.7 million euros, recorded a reduction of -16.2%.</p> <p>In particular, Apulia is positioned after Sicily, Sardinia and Campania, with 232 entries per 1.000 inhabitants, far from the 249 observed for the South and from 372 for the national average. This is also reflected in the results recorded for monetary revenue.</p> <p>Expenditure at the box office and the volume of business collected in 2017 amounted</p>
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respectively to 2.86 euros in Puglia and 3.14 euros per inhabitant. The gap between the region and the performance recorded by the national average remains very wide, where these values reached 6.45 and 7.61 euros per inhabitant respectively in the last year.

The concert season has seen a fluctuating trend in Apulia.

In 2017 there were 1.737 concerts in the region, equal to 4.4% of the national total and 19.6% of the southern area. **Compared to 2016, the offer seems to have been significantly reduced,** considering that the decrease in the number -of concerts made compared to the previous year is equal to **-15.5%. Despite the sharp reduction in the number of events, the monetary revenues have recorded an almost stable trend, managing to keep the volume of business unchanged than 2016, for a total of 12.5 million euros.**

By comparing the data to the resident population and thus obtaining values per capita, Apulia is better placed than the average distribution both in terms of the number of shows (0.4 per thousand inhabitants) and number of tickets sold (144 per thousand inhabitants). Comparison with the national average, however, returns a picture in line with that of the other types of shows analyzed so far.

The relative advantage of the region related to the other southern ones is also confirmed by the ability to attract resources from the organization and realization of concerts. This applies both to revenue from the sale of tickets (2.55 euros per inhabitant) and also to spin-off income (3.10 euros per inhabitant). Apulia is above the average distribution, second only to Sicily (3.05 and 3.10 euros per inhabitant), the first reality of the South.

### 7. SWOT ANALISYS

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Very wide cultural turism opportunities to exploit</li><li>• Very wide and strong cultural and historical heritage</li><li>• Presence of a mapping of the</li></ul>	<ul style="list-style-type: none"><li>• A very low degree of internationalization of most of CCI sector;</li><li>• A general unawareness of the cultural resources of our region</li></ul>

		<p>cultural sector in term of added value, employment and cultural core</p> <ul style="list-style-type: none"> <li>• Strong specialization in some creative sectors (heritage, performing and visual arts, cultural industries – music, publishing, films, games and videogames, creative industries – design, architecture and communication)</li> <li>• Active labour policies, in ESF Operational Program 2014-2020, aimed at the creation of CCI start ups</li> <li>• Policies sustaining cultural tourism in ESFR Operational Program 2014-2020</li> <li>• The presence of a furniture cluster, that has gone through a hard reorganization, showing signs of a new capacity in penetrating export markets</li> <li>• The strong presence of some cultural poles (Bari, Lecce) well known in tourist markets, even abroad</li> </ul>	<ul style="list-style-type: none"> <li>• A lack of entrepreneurial capacity affecting the perception of new market opportunities, like CCI sector, although the number of firms is quickly increasing</li> <li>• A low productivity of the firms operating in the sector</li> <li>• An occupational absorption of CCI sector which is still below national average</li> </ul>
		Opportunities	Threats

		<ul style="list-style-type: none"> <li>• Matera 2019 (European Capital of Culture) can be a driver for the cultural exploitation also for Puglia</li> <li>• Industry 4.0 national program can be a boost for innovation and creativity in entrepreneurship</li> <li>• The new cultural policies of Italian Minister of Cultural Resources are a good driver to create a new market in the so-called 'last-mile' of cultural resources exploitation</li> <li>• The development of the network composed by 5 culture and creativity local ateliers established in Apulia (one for each province)</li> </ul>	<ul style="list-style-type: none"> <li>• The persistent stagnation of national and regional economy slows down the development of a strong demand for cultural and creative products or services</li> <li>• The spending reviews programs, reducing the spending capacity of National, Regional and Local Administrations in terms of cultural public investment, but also the ordinary maintenance of the goods</li> <li>• Decrease of cultural customers, above all in terms of purchase of cinema, theatre and concerts tickets.</li> </ul>
<b>2. OBJECTIVES</b> <i>Identification of the objectives of the business plan</i>	<ol style="list-style-type: none"> <li>1. <i>Mission and vision</i></li> <li>2. <i>Strategic objectives</i> <ol style="list-style-type: none"> <li>a. <i>Number of members</i></li> <li>b. <i>Cluster activities</i></li> <li>c. <i>Fundraising</i></li> <li>d. <i>Aware-raising</i></li> </ol> </li> <li>3. <i>Marketing objectives</i></li> <li>4. <i>Funding/financing objectives</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Creative Apulia Cluster association has born with the aim of give a voice to the variety of cultural and creative enterprises in the Region, and to help them facing the challenges for the future: market, innovation, internationalization, transnational mobility, sharing economy, cross-innovation. It wants to become an intersection between industries and policy makers, at regional, national as well as European level. For its associates, Creative Apulia Cluster promotes the creation of a community that is a virtuous networking generating positive impacts on local economies. it enhances the growth of industries through a better access to information and financial tools and a constant dialogue with Institutions and Administrations. At the same time, it boosts the professionalization of industries,</li> </ol>	

		<p>promoting knowledge transfers and training opportunities.</p> <p>The sustainability of the District lays in the Development Plan that is elaborated each three years. The strategic document works on actions, mainly through policies and impact on the decision makers level and projects with a focus on the companies of the sector in intra and inter relationship in the network.</p> <p>2. a) In 2018, Puglia Creativa has 126 members among the 7 sectors.</p> <p>Distribution of members per sector:</p> <ul style="list-style-type: none"> <li>• Employers organisations: 0.56%</li> <li>• Labor Unions: 1.12%</li> <li>• Performing arts: 21.23%</li> <li>• Cultural industries: 22.35%</li> <li>• Creative industries: 17.88%</li> <li>• Heritage: 16.20%</li> <li>• Creative Driven: 16.76%</li> <li>• Universities and other education agencies: 3.91%</li> </ul> <p>b) The four key word which lead the cluster activities are: BUSINESS CULTURE - INNOVATION – INTERNATIONALIZATION – EDUCATION</p> <p>The District was born with a regional law and by the strong interest and commitment of all the level of local government (regional, municipal) to support the organization taking care of a key sector for local and regional economy. It is for this reason that the District is covering the whole region in all its provinces, having groups in the main cities but also representing local interests in smaller villages.</p> <p>The national dimension has been recognized by the partnership the District has created with national bodies promoting the creative and cultural sector in Italy (from Ministries to associations, from Italian networks to public institutions). Last but not least, the District has started a policy to internationalize its action in different directions and mainly in the framework of EU funded initiatives or conferences organized to promote Creative and Cultural Industries in</p>
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		<p>Europe.</p> <p>Puglia Creativa is, as well, an instrument of promotion of its members activities: These are the services that Puglia Creativa offers to its members</p> <ul style="list-style-type: none"> <li>• <b>Networking for ICCs</b></li> <li>• <b>Lobbying</b> towards regional. National and European institutions</li> <li>• <b>A dedicated page on the website pugliacreativa.it</b></li> <li>• <b>Participation to national and international events, conventions, B2B, matchmaking</b></li> <li>• <b>Press review</b> <i>cultural and creative industries oriented</i></li> <li>• <b>Weekly Newsletter dedicated to the fundings opportunities</b> - Community Library</li> <li>• Monthly Newsletter – Calls , opportunities and news for ICCs</li> <li>• <b>E-mail/WhatsApp alert</b></li> <li>• <b>Workshops</b> on legal, fiscal, financial, fundings opportunities, national, regional and european calls</li> <li>• <b>Annual report with data on ICCs and publication of the research: Creative in Puglia</b></li> <li>• <b>Logo</b> for communication</li> <li>• <b>Support for members' events</b></li> <li>• <b>Publication of members' events on the website and social platforms</b></li> </ul> <p>c) 1. Annual membership fee: 150 €</p> <p><b>2.</b> Contribution received from the participation in EU funded projects: In particular, currently Puglia Creativa is partner in three projects</p> <ul style="list-style-type: none"> <li>- Chimera - EuroMed programme</li> <li>- Traces – Interreg V-A Italia Grecia</li> <li>- Atlas – Interreg Italia Croazia CBC 2014-2020</li> </ul> <p>d) - Puglia Creativa has been selected as best practice by OCSE in Co-operative Action Programme on Local Economic Employment Development (LEED) event in Paris in 2015; - Puglia Creativa has joined the institutional meetings on cultural and creative industries and</p>
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		<p>creative tourism promoted by MISE (Ministry for economic development) and MIBACT (Ministry for culture, art heritage and tourism)</p> <ul style="list-style-type: none"> <li>- Puglia Creativa has joined the national Table on cluster policies promoted by ISFOL (a public agency on education and job researches)</li> <li>- Puglia Creativa has joined the regional table on the development of regional policies for the cultural sector</li> <li>- in 2015 and 2018, Puglia Creativa and Symbola Foundation has promoted the research "Creative in Puglia"</li> <li>- Puglia Creativa is partner of ARTLAB Event since 2014</li> <li>- Puglia Creativa is part of the European Creative Business Network (ECBN)</li> </ul> <p>3. The main aim of the Cluster is the creation of an integrated system of cooperation between industries which can generate material benefits and state the creative sector as the engine of changes and innovations for the entire regional economy. For this reason, Puglia Creativa has created a networking of partners and collaborations with universities, labour agencies, public administrations and chambers of commerce.</p> <p>4. in line with the European policies, Puglia Creativa promotes:</p> <ul style="list-style-type: none"> <li>- the development of the sector: it proposes adjustments in the regulatory framework, simplifications and researches together with its partners;</li> <li>- consolidation of cultural and creative industries: Puglia Creativa proposes new and more accessible financial tools</li> <li>- enhancement of spill over effects and inter-sectorial impact with the classic economy.</li> </ul>
<b>3. STRATEGY</b> <i>Identification of the strategy of the business plan</i>	<i>1. Customer/member segments</i> <i>2. Cost/benefit</i> <i>3. Commercialization</i> <i>4. Communication</i> <i>5. Business model</i>	<p>1. The "ecosystem" of the District is composed by professional, competences and multidisciplinary and cross-sectorial areas. Represented sectors cover the whole spectrum of CCIIs from theatre to publishing, from cinema to education, from consulting to artistic and digital design and craftsmanship. Members of the district are very different and so able to cross-fertilize</p>

	<p><i>6. Brand strategy</i></p>	<p>themselves and the activities performed, they are research centers and universities, cultural heritage management body and spaces for culture, festivals and communication agencies, etc. The real strength of the District is the presence of diversified competences and the inter-sectoriality of companies. This because of the inner request of companies from the sector to create a cooperation system allowing the development and growth of all the components of the creative sector value chain, particularly when it comes to innovation, internationalization and training.</p> <p>From this need the mission of:</p> <ul style="list-style-type: none"> <li>- being an incubator for projects, initiatives and services for creativity and regional economy, able to develop processes of territorial involvement and to represent at economic and institutional level the needs of all the companies of the sector;</li> <li>- being able to activate a logic of value chain and territorial strategic marketing, promoting research and diffusion of know-how for the members of the district but also for those outside it.</li> </ul> <p>2. The District has a light financial structure where the incomes are mainly provided by the fee members are paying to join the District and by the contribution received from the participation in EU funded projects. On the other hand costs are mainly connected to the promotion of the District and to the networking activities that each territorial group is doing in its own area of competence.</p> <p>3. Through ChIMERA Project, Puglia Creativa has developed the process of Living Lab for the creation of an innovative service aims at:</p> <ul style="list-style-type: none"> <li>- supporting the development of creative – inclusive-digital communities and ICCs clusters by promoting interaction in an innovation open space;</li> <li>- co-creating, developing, validating and testing creative solutions to transform identified needs, challenges and actions into contents, services, tools, platforms in line with the Specialisation strategy of Apulia Region.</li> </ul> <p>The process will lead to the creation of a platform taking into account the multiplicity of users who will have to use it. The platform will have a "changing" soul capable of offering different contents based on the type of user.</p>
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		 <p>In the process of giving more value to the members, in the new online platform, there will be the “CREATIVITY SHOWCASE” where all industries will have access to information about other members, events, opportunities, open data, research for sponsors or partners. The aim is the maximum circulation of information among the members and outside.</p>
<b>4. TACTICS</b> <i>Identification of the tactics of the business plan</i>	<ol style="list-style-type: none"> <li>1. <i>Offline marketing activities</i></li> <li>2. <i>Multichannel experience</i>  <i>Online</i>  <i>Website/App</i>  <i>Etc.</i></li> <li>3. <i>Content Marketing</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Among the principal offline marketing activities of the Cluster, there are the territorial and sectorial animation activities through all provinces. These are crucial to the development and sustainability of Puglia Creativa because they create awareness and get the associated involved, in a territory that is big and diversified. Besides this territorial activities, Puglia Creative through its committee and associated takes part in national and transnational events as speakers.</li> <li>2. At present, Puglia Creativa is present online with: <ol style="list-style-type: none"> <li>a) a website: <a href="http://www.pugliacreativa.it">www.pugliacreativa.it</a></li> <li>b) Social media profiles:  Facebook <a href="https://www.facebook.com/DistrettoProduttivoPugliaCreativa/">https://www.facebook.com/DistrettoProduttivoPugliaCreativa/</a>  Instagram <a href="https://www.instagram.com/pugliacreativa/">https://www.instagram.com/pugliacreativa/</a>  Twitter @PugliaCreativa</li> </ol> </li> </ol> <p>These tools are used to spread information about the activities and event of Puglia Creativa and</p>

		<p>to help its associated in the promotion and communication of their events.</p> <p>Besides this, all associates take advantage of other collateral services such us a press review cultural and creative industries oriented, weekly and monthly Newsletters dedicated to the fundings opportunities and calls for ICCs.</p> <p>A service of instant messaging by Whatsapp lists created for the different sectors and areas is active to keep all associated in contact.</p> <p>It is possible to contact the cluster by phone (and mobile) for any requests and information.</p> <p>3. One of the main actions of the new business plan is the implementation of the online platform of the Cluster to improve the attractiveness and effectiveness of the Cluster in the development of cultural and creative sector.</p>
<b>5. ACTION</b> <i>What, who and when?</i> <i>Needed resources</i>	<p>1.- <i>Events calendar</i></p> <p>2.- <i>Content calendar.</i></p> <p>3. <i>SEO</i></p> <p>4. <i>Advertising</i></p> <p>5. <i>Public relations (offline)</i></p> <p>6. <i>Social networks and online public relations.</i></p> <p>7. <i>Direct marketing</i></p> <p>8. <i>Needed resources.</i></p>	<p><u>Events Calendar</u></p> <p>Creative Apulia Cluster Association has already carried out a series of territorial animation events, throughtout all the regional territory. Every year, the Cluster presents its research "Creative in Puglia" carried out with the collaboration of Symbola Foundation, on the state of art of the cultural and creative sector. Besides this, Creative Apulia organises and participates to many events (international conferences and matchmaking events) to explore and develop the themes of the ICCs such as innovation, skills, research and credit access. Other events are planned for 2019 on the enhancement and development of cultural and creative industries in Italy, which will support cluster members in creating innovative projects in the fields of creativity and culture.</p> <p><u>Content calendar</u></p> <p>The "Puglia Creativa" cluster has activated a monthly newsletter service for its members and for all those who require the registration, with the aim of informing entrepreneurs and researchers about calls, initiatives and opportunities from the Basilicata Region, Italy and Europe. Today, we have more than 4000 registrations to this service. The newsletter will be improved over time so</p>

		<p>to have a weekly service.</p> <p><u>SEO</u> The small size of the Cluster and the limited budget impose a minimalist Seo strategy dedicated simply to providing greater possibilities of online visualizations rather than the targeting of potential customers. The SEO strategy will be based on a single objective: the identification of its potential.</p> <p>Thanks to ChIMERA project, we defined a participated process through a Living Lab in which our associates have identified a big gap in the communication of the cluster and have defined the structure of the new SEO Strategy. The platform that will be created is an innovative communication tool for the cluster of cultural and creative industries in Puglia: it comes from a process of creation and mapping the needs of those who will have to use it. It represent a multi-stakeholder platform to give voice and to more than 150 private and public enterprises, it will active interactive modalities for build the community of creative operators in Puglia and in all the Mediterranean Area because the relevance of news and information that will be updated within it and the possibility to use it as a market place, a source to search partners, collaborative networking etc. It will be a model that will share with our partners in ChIMERA project that are committed in the creation of clusters and communities of creatives operators.</p> <p><u>Advertising</u> A brochure has been created to show the products and services offered by the cluster. Periodic reports are produced and presented during national and international events, to tell about the research and experimentation activities being carried out and to show the innovative projects on which companies and research centers are working. All reports are also translated in English.</p> <p><u>Public relationship</u> - Puglia Creativa has been selected as best practice by OCSE in Co-operative Action Programme on Local Economic Employment Development (LEED) event in Paris in 2015; - Puglia Creativa has joined the institutional meetings on cultural and creative industries and</p>
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		<p>creative tourism promoted by MISE (Ministry for economic development) and MIBACT (Ministry for culture, art heritage and tourism)</p> <ul style="list-style-type: none"> <li>- Puglia Creativa has joined the national Table on cluster policies promoted by ISFOL (a public agency on education and job researches)</li> <li>- Puglia Creativa has joined the regional table on the development of regional policies for the cultural sector</li> <li>- in 2015 and 2018, Puglia Creativa and Symbola Foundation has promoted the research "Creative in Puglia"</li> <li>- Puglia Creativa is partner of ARTLAB Event since 2014</li> <li>- Puglia Creativa is part of the European Creative Business Network (ECBN)</li> <li>- Puglia Creativa is part of the national network ITALIA FESTIVAL</li> </ul> <p>Social networks and online public relations.</p> <p>Creative Apulia Cluster will run a social campaign aimed at disseminating innovative research projects promoted by companies and member organizations, through the use of facebook, instagram and twitter. The social channels will be used to connect professionals and organizations in the cluster with experts in Italy and Europe, for effective contamination in research and development projects. Today, we have more than 5000 followers on the social medias, who are updated through daily post on the association life and services and information on opportunities for ICCs.</p> <p><u>Direct Marketing</u></p> <p>Every year, Creative Apulia Cluster activates an associative campaign to increase its basis through social profiles, advertising on online press and our mailing lists.</p>
<b>6. CONTROL</b> <i>Defining KPI and controlling schedule</i>	<i>1. Strategic KPI</i> <i>2. Offline KPI</i> <i>3. Online KPI</i>	<p>The main KPIs of the Creative Apulia Cluster are linked to the ability of member organizations to create new research and innovation projects and new prototypes to be tested in the markets of cultural and creative industries.</p>



		<p>This is linked to the strengthening of the networks between the associates to create new business opportunities.</p> <p>As for the culture and creative sector, a main goal will be to increase the basis of associates, reaching 200 members. Besides this, a very important indicator will be the development of processes of contamination between ICCs and industries from the classic economic sector, by activating artistic residencies inside factories or research centres.</p> <p>Another KPI concerns the access to international markets for cluster companies: in the next years we will try to bring all member companies that do not have an international dimension to have relations with other European and international business realities. Furthermore, companies that are already present in foreign markets will be helped to increase the possibilities of collaboration with international companies and research organizations.</p> <p>For this reason, we want to propose events like Matchmaking so to establish a certain continuity and effectiveness of this initiatives. In 2020, Creative Apulia Cluster is organizing the "TRANSNATIONAL SHOWCASE OF THE CREATIVITY".</p> <p>Control over KPIs will be supported by a monitoring office of Creative Apulia Committee, thanks to the support of experts in the fields of development and innovation of the ICC.</p> <p>The first aim of the Cluster is to continue working on the development of the cultural sector ecosystem: the preconditions for this will be defined. Creative Apulia is playing a crucial role in the definition of the regional legislation for ICCs: better policies will be approved</p> <p>The main role of the cluster will be to foster the contamination between the innovators, researchers and entrepreneurs from Apulia who work in the fields of applied creativity and culture, favouring processes of technology transfer, internationalization and improvement of socio-economic and cultural impacts. The activities of Creative Apulia Cluster will be oriented to support the innovation projects already in place and to generate new ones throughout the Lucan territory.</p> <p>The expected results during and after the first operational of the cluster are:</p> <ol style="list-style-type: none"> <li>1. widening of the membership basis;</li> <li>2. creation of a very important local, national and international network, with strategic</li> </ol>
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		<p>partnerships to stimulate the creation of new projects for the benefit of the productive sector of the cultural and creative industries of Apulia;</p> <p>3. creation of new trajectories of research and experimentation in some of the key sectors of the cultural and creative industries in Apulia (software and ICT, cinema, design, publishing, music, entertainment, enhancement and management of cultural heritage), in conjunction with the realities Lucan entrepreneurial members of the cluster (at least 5);</p> <p>4. creation of cross-sectoral projects born from the contamination between the cultural and creative sectors of Apulia and the traditional sectors (tourism, agrifood, crafts, other);</p> <p>5. creation of paths and opportunities for the internationalization of the cultural and creative industries of Basilicata and for the research organizations belonging to the cluster (at least 50 between companies and research organizations that build collaboration paths in other countries);</p> <p>6. Enhancement of the 5 Local Atelier where to accelerate the contamination between Apulian, national and international researchers, innovators, creatives and entrepreneurs, for the birth of new entrepreneurial spin-offs and new start-up paths business;</p> <p>To continue disseminating its results, Creative Apulia Cluster foresees the use of some key tools useful for the effective performance of the planned activities / actions:</p> <p>1. a cloud and new platform for sharing research results and for matchmaking at the service of the productive system of creativity and culture and other productive sectors;</p> <p>2. an annual analysis and monitoring report of the cluster, to validate the actions implemented by the three-year plan and make any corrective and / or empowering and improvement actions</p>
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5. ACTION PLAN DETAILS					
NR	ACTIVITY	RESULT	RESPONSIBLE	DATE	RESOURCES NEEDED/COST

	<i>Write briefly each of the activities</i>	<i>Identify the concrete results targeted by the activity (according to KPIs)</i>	<i>Identify the staff/person/team responsible for the coordination and management 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 and the related cost</i>
<b>1</b>	<b>RESEARCH CENTER</b>	To have a stable organization which deals with research and analysis and data elaboration on cultural consumption, economic and occupational resources, cultural production and supply in the Apulian territory.	Director / Administrative and Communication Staff / the monitoring of the Cluster Committee	September 2019 – November 2020	Resources: experts – institutional support – networking with professional associations Cost : € 100.000
<b>2</b>	<b>CREATIVITY BIENNIAL</b>	To organize an international forum on the creation of new models of governance, giving importance to the role of creativity in the production of added value, employment, growth and innovation.	Director / Administrative and Communication Staff / the monitoring of the Cluster Committee	September 2019 – November 2020	Resources: experts – institutional support – networking with professional associations  Cost: € 85.000
<b>3</b>	<b>AWARENESS AND</b>	To strengthen the	Director /	September 2019 –	

	<b>COMPETITIVITY OF APULIAN CREATIVE SECTOR</b>	professional skills of Apulian entrepreneurs and starupper, creating and reinforcing the awareness on the need of an entrepreneurial approach in the management of their activities	Administrative and Communication Staff / the monitoring of the Cluster Committee	November 2020	Resources: experts – institutional support – networking with professional associations  Cost: € 80.000
<b>4</b>	<b>INSTITUTIONS AND STRATEGIC ALLIANCES</b>	<p>Regional level:</p> <ul style="list-style-type: none"> <li>- reforming the regional legislative framework</li> <li>- programming cultural activities</li> </ul> <p>National level:</p> <ul style="list-style-type: none"> <li>- institutional coordination with the regional level</li> <li>- improve fiscal conditions</li> <li>- coordinating the cultural and creative system</li> </ul> <p>European level:</p> <ul style="list-style-type: none"> <li>- strategic partnerships to</li> </ul>	Director / Administrative and Communication Staff / the monitoring of the Cluster Committee	September 2019 – November 2020	Resources: experts – institutional support – networking with professional associations

		reinforce cooperation and competitiveness and improve attractiveness - scouting activities and meetings to create new projects and innovative forms of cooperation			
5	<b>ACCREDITATION OF CULTURAL AND CREATIVE PROFESSIONALS</b>	A constant monitoring on the needs of these professionals to: - analyse the employment trends - update the education and specialization paths - update the list of the professionals recognized by Apulia Region in line with the changes	Director / Administrative and Communication Staff / the monitoring of the Cluster Committee	September 2019 – November 2020	Resources: experts – institutional support – networking with professional associations

<b>FINANCING PLAN</b>	<i>Comment or describe how the planned activities will be funded. What are the main</i>	The activities of the Cluster are and will be financed by annual contribution by every associate (150 € / year), besides the budget of regional cooperation projects in which we are involved, like CHIMERA, TRACES and ATLAS (INTERREG).
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	<i>sources of funding?</i>	Other resources will come from other projects in which we are participating and of which we are waiting for the results.
<b>THE LINK BETWEEN ACTION PLAN AND RIS3</b>	<i>Please explain the coherence of this action plan with the Regional Smart Specialization Strategy</i>	<p>The smart specialisation strategies of Apulia Region includes the CCIs sector in its priorities. The assumption is that the development policies will be successful if:</p> <ul style="list-style-type: none"> <li>- the production system will combine the know-do with the creativity of our territory with the wise use of technology</li> <li>- all talents and skills will be enhanced as a key factor of change.</li> </ul> <p>In particular Apulia Region focuses its S3 on the priority area DIGITAL, CREATIVE AND INCLUSIVE COMMUNITIES for the support of cultural and creative industry, services, social innovation, design, Innovation. The strategy aims to pursue these challenge:</p> <ul style="list-style-type: none"> <li>- channeling the positive energy derived from "Community digital, creative and inclusive" for the urban development;</li> <li>- developing new models of services targeted to the specific sector</li> <li>- developing integrated management systems of cultural heritage;</li> <li>- developing a productive cross-collaboration between the "Community digital, creative and inclusive" and traditional industries to activate mutual innovation processes.</li> </ul> <p>The proposed action is a pre-condition to pursue the challenges of regional S3.</p>
<b>ANY OTHER REMARKS</b>	<i>Please explain any other details that could be important for the business plan</i>	<p>Art, design and beauty are becoming more and more tools for the competitiveness of every industry, for all sectors.</p> <p>CCIs are drivers for the growth and development of the territories, they create employment for young people, women and grad students.</p> <p>Apulia highlights:</p> <ul style="list-style-type: none"> <li>- Apulian industries are growing more than twice the national average</li> </ul>

		<ul style="list-style-type: none"> <li>- The added value represents 4.2% of the regional richness, the employment 4.3%</li> <li>- Bari is the leader at the national level: the city ranks 5<sup>th</sup> in the communication and branding sector, 8<sup>th</sup> in the performing arts sector</li> <li>- Taranto ranks 10<sup>th</sup> in the performing arts sector</li> </ul> <p>1) In 2017, the added value of the creative and cultural productive system in Apulia represented 4.2% of the whole produced regional richness; 1.8% less than the national average. The employment percentage reaches 4.3% (2.756 employees).</p> <p>However, the regional data hide some differences resulting from the territorial variety. Bari, the main town, has the best results, contributing to almost half of the regional creative and cultural added value (5.3% of added value and the provincial employment).</p> <p>On the contrary, Foggia has the worst result: 3.2% of the whole local richness; slightly better percentage for the employment (3.5%).</p> <p>The most relevant data is that the structural delay of the Apulian Cultural and Creative Productive System has significantly reduced, with better results on the national averages of the richness produced and the employment.</p> <p>Compared with the 2011, the added value of the Apulian industry scores an average annual increase of +1.5%, twice the national average. Among the provinces, we see the most relevant results for the city of Bari (+2.4%) and Brindisi (+1.9%), and the biggest difficulties in the city of Taranto, the only one with a negative result (-0.1%).</p> <p>Similar remarks for the employment trend: the annual average growth has assessed at +1.0%, six tenths more than the national rate. Similar to the added value performance, the Apulian score has improved thanks to Brindisi and Bari's performances (+1.3% and +1.4%).</p> <p>Although, Taranto has registered an annual contraction: an average of -0.3%.</p> <p>The medium period trend is strengthened by this last year data. In one year (between 2016 and 2017), the added value produced by the Apulian Cultural and Creative System has grown by 4%, twice the national data (+2%). This progress is supported by Taranto (+4.6%) and Lecce (+4.3%)</p>
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		<p>particularly, even if all provinces are reaching a better growth rate than the national one. The same for the work force employed. The number of employees in ICCs has registered an increase of +3.7%, compared to +1.6% at the national level. The leaders in this growth are Bari and the province (+4.1%) and Taranto (+4.0%), recovering from the negative trend in the last years.</p> <p>2) In line with these good ratings, Bari and its province has the leadership rating in several sectors at national level. In communication and branding sector it is 5<sup>th</sup> over 110 provinces, in terms of added value and employment. The performing arts are good in Bari too, ranking 8<sup>th</sup> for the added value and 18<sup>th</sup> for employment.</p> <p>The Audio-visual sector (movies, videos, radio and tv) ranks at 12<sup>th</sup> position for the added value and 15<sup>th</sup> for employment, and also the little software, games and videogames area has a good result in the province (20<sup>th</sup> position for the added value and 26<sup>th</sup> for employment).</p> <p>But there are some excellence niche industries in the rest of the region that affect this hegemony. So as for the performing arts, in which Taranto and its province has the best performance (10<sup>th</sup> for the added value and 17<sup>th</sup> for employment); Brindisi and Lecce has good results too (respectively 32<sup>th</sup> and 33<sup>th</sup> for the value added; instead, Barletta-Andria-Trani has better performance as regards communication and branding (15<sup>th</sup> and 26<sup>th</sup>).</p> <p>3) In the last five years, we can see a progressive strengthening of the entrepreneurial basis. Apulian ICCs are going towards the more structured legal form of the capital society, which is registering an annual growth of +4.7%. On the contrary, there is a general reduction of other categories. This is a key element because the choice of bigger more capitalised and with an easier credit access enterprises leads to the increase of the whole cultural and creative system. This phenomenon has concerned all cultural and creative branches: today, capital societies represent a quarter of the enterprises in the sector (2.988 enterprises, as the 22%). But the most common legal form is the</p>
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		<p>individual enterprises: the 61.3% in the cultural core, as 8.344 unities. Moreover, in the <i>cultural core</i> enterprises with less than 3 employees represent 90.2% of the total cultural and creative entrepreneurial basis in Apulia.</p> <p>The majority of micro enterprises reflects on the distribution of the revenues in the entrepreneurial system. 86.7% of the ICCs in Apulia produces an annual revenue below 100 thousand euros. The biggest volumes, more than 1 million euro, are produced by 1.3% of the enterprises in the <i>cultural core</i>. Software, games and videogames industries own the biggest volumes of revenues (4.3%) together with video, movies, radio and tv (3.9%). But it is remarkable the performance of the industries of Artistic and historical heritage system: 5% of them produce a revenue of more than 1 million euro.</p> <p>4) The major similarities between culture and new generations emerges by making a comparison between the distribution of the professionals by age range and the average of the Apulian economy. In the range 25-34 years, the percentage of the employees in the cultural and creative sector is far highest than the one registered in the rest of the economy (23.9% versus 18.8%). As regard the contractual terms, it is evident that more than 1 out of 5 employees (21.1%) has a temporary contract, even if the graduated employees are 30% more than the total in the regional economy and 1.1% more the in the national average.</p> <p>5) The average salary in the cultural sector is 100 euros higher than the regional one (1.304 euros per month versus 1.209). The <i>creative driven</i> professionals score the best results (1.379 euros), whereas the <i>cultural core</i> registers a negative gap of about 63 euros in the average of the sector, but a plus 32 euros in the total of the Apulian workers.</p> <p>In the last six years, the income of the cultural professionals in Apulia has grown of 37 euros per month, which is in line with the whole regional economy (+39 euros).</p>
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