

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.3.4.2 Comparative analysis

WP 3. Studying

act. 3.4 Capacity building of innovation key actors for the cultural and creative industries

Responsible partner : Creative Apulia Cluster Association

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INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA

COMPARATIVE ANALYSIS

Partner name PP2,
APULIA CREATIVE CLUSTER
ASSOCIATION

Project co-financed by the European
Regional Development Fund

Date 31/10/17



Please write down a brief introduction about CHIMERA regional capacity building, in order to contextualize the creation of this document.

Information to be included: Title of the workshop; Date; Number of Participants – mentioning generically the profile of the participants, e.g., companies, CC professionals, public institutions, etc.

200-400 characters maximum

Regional Workshop Cluster Manager, 30th-31st Oct. 2017, Bari (IT).

Guests: Eduard Gil cluster manager of the Cluster Audiovisual de la Catalunya, Barbara Busi, responsible for CCIs at Aster, development agency of Emilia Romagna region and Giorgia Boldrini Incredibol (video-conference).

30/10/17 - 23 participants: 2 Tech Park (Davide De Nicolò e Annamaria Annichiarico); **1 Regional Agency for the Innovation** (Gaetano Grasso-Innovapuglia SpA); **1 Municipality** (Giandola Nicola-Municipality of Altamura); **13 SMEs** (Vincenzo Bellini-Bass Culture Srl; Buttiglione Giovanni-Bass Culture Srl; Chiarelli Carmine-Mas; Chiffi Marco-Koreja Theatre; Clara Cottino-Crest Soc.Coop; Cotugno Domenico-Borgia's Theatre; Elisa Monsellato-34°Fuso; Piliego Osvaldo-Cool Club Soc.Coop; Donato Santacesaria-Swipe Story; Paolo Pisanelli Big Sur Soc Coop; Ardito Vincenzo-Sinapisi Produzioni Partecipate; Ruggiero Massimo-Oz Film; Montemurro Paolo-MateraHub); **4 Staff** (Cinzia Lagioia, Antonella Contento, Valentina Cianci, Anna Ressa); **1 association** (Lazzarto Lucia-Euromednetwork); **1 guest:** Eduard Gil – Cluster Audiovisual de Catalunya; **2 guests on video connection:** Giorgia Boldrini – INCREDIBOL; Barbara Busi – Aster Emilia Romagna Development Agency

31/10/17 - 17 participants: 2 Tech Park (Davide De Nicolò e Annamaria Annichiarico); **1 Regional Agency for the Innovation** (Gaetano Grasso-Innovapuglia SpA); **10 SMEs** (Vincenzo Bellini-Bass Culture Srl; Buttiglione Giovanni-Bass Culture Srl; Chiarelli Carmine-Mas; Chiffi Marco-Koreja Theatre; Clara Cottino-Crest Soc.Coop; Cotugno Domenico-Borgia's Theatre; Catalano Rita- Frequenze; Donato Santacesaria-Swipe Story; Paolo Pisanelli Big Sur Soc Coop; Montemurro Paolo-MateraHub); **3 Staff** (Cinzia Lagioia; Anna Ressa; Paolo Mele); **1 guest:** Eduard Gil – Cluster Audiovisual de Catalunya.

The Regional Workshop Cluster Manager organized by Puglia Creativa at the end of October in the context of the activities of the CHIMERA Project (funded by the Interreg - Med Cooperation Program) had been successful. In fact, it gave a good result in terms of participation and involvement from the participants, guests and staff. Took part to the two days of meeting - in addition to the members of Puglia Creativa and its staff, Mr **Gaetano Grasso** from Innovapuglia S.p.A., affiliate of Apulia Region that supports the regional strategic planning for Digital Innovation, two guests Mrs. Giorgia Boldrini and Mrs. Barbara Busi - both in videoconference - and Mr. Eduard Gil.

Opened the first day of work (30th October) the president of Puglia Creativa, Mr. **Vincenzo Bellini**, that presented the cluster, its vision and its mission, than took word Mrs. **Cinzia Lagioia** – in quality of Project Manager, that resumed what are Project CHIMERA purpose and aims and what this workshop is expected to produce, than Mrs. **Anna Ressa and Valentina Cianci** – workshop facilitators, resumed the results of SWOT analysis made last March on Apulian CCIs.

After this short presentation was introduced the first guest, connected to the workshop by videoconference, Mrs. **Giorgia Boldrini** responsible for **INCREDIBOL!** - The CREATIVE INnovation of BOLogna, a project born in 2010 to support the growth of the cultural and

creative sector in Emilia-Romagna and which continues its path supporting creative start-ups and the CCIs system of the territory.

Then the videoconference continued with **Barbara Busi**, responsible for the cultural and creative business sector of **Aster** - Emilia Romagna Development Agency. She presented: 1) **Clust-ER**, a new community made by public-private (research centres, start-ups, companies, training organizations) that share ideas, skills, tools, and resources to support the competitiveness of Emilia-Romagna's most important production systems; 2) **Kick-ER**, the Platform created to support with crowdfunding projects, services and innovative products to launch on the market; 3) **Mak-ER**, the network of manufacturing, digital fabrication and manufacturing laboratories in the Emilia-Romagna Region. At the end of this constructive dialogue the participants took part to the **THINK& CHANGE working tables** where discussed about Puglia Creativa internal weaknesses in the field of: **Governance, Communication, Priority Actions, Networking and Internationalization.**

During all the activities were also present: **Massimo Ruggiero** for **Oz Film**, the **company selected for video reporting** the activities, and in quality of staff, Mrs. **Antonella Contento** for communicating simultaneously on social platforms with tweets and posts on Facebook and Instagram.

Opened the second day of work (31th October) Cinzia Lagioia, Project Manager of ChIMERA Project, who introduced Mr. **Paolo Mele** the workshop Facilitator with Mrs. Anna Ressa and **Mr. Eduard Gil**, cluster manager of **Cluster Audiovisual de Catalunya**, who during the workshop provided a comprehensive overview of the governance, strategy, activities, and funding sources of the Catalan cluster. Lots of good suggestions, motivations and best practices emerged from the meeting so, very participated have been the **THINK & CHANGE working tables** where the participant divided for discussing the solution at the internal weaknesses highlighted the day before and to identify the actions that have to be realized. Those actions will be the guidelines for the consolidation and development path of the Puglia Creativa. One of the actions identified by the participants, is the experimentation of the **Living Lab** that Puglia Creativa will launch in January 2018 until the end of the ChIMERA project.

CONTEXT

i *In both sections, please list the GAPS and RECOMMENDATIONS that were identified in your ChIMERA regional capacity building. Do not forget to explain deeply each point to have a wide understanding and knowledge of it. It is extremely important to get a precise and complete information.
There are no limited number of characters or pages for both sections.*

GAPS

GOVERNANCE

G1: staff of Apulia Creative Cluster is not enough to achieve all the challenges pursued by the Cluster

G2: the work of the Board is mainly directed at the political level, it lacks the same effectiveness at the operational level. It is felt the need for greater effectiveness of lobbying, both in order to gain greater support, even economic, from the Region, and to extend support and dialogue to the municipalities

G3: lack of interaction with the city/local context, the action of the cluster is concentrated above all at regional and national level.

G4: the quality of the members is not always adequate to the challenges of the cluster, the number of members is not enough considering the number of CCIs placed in Apulia. The sub-sectors of ICC membership should also be aligned (now for example the performing arts are too represented), in order to balance the different needs of each sub-sector and to counteract the cluster initiatives and to make the skills of the associates complementary as well

G5: Weakness of some local area: the members of Apulia Creative Cluster are concentrate in the main provinces of the region, the CCIs placed in the smallest ones are not adequately involved in the Cluster.

COMMUNICATION AND COLLABORATIVE NETWORKS AMONG MEMBERS

G6: there is no sufficient mutual knowledge among the members of the Cluster (about their activities, network, users, relations with the territory, etc.). Such activity should be the starting point for any further future action.

G7: the Cluster has not spread all its makings of a "place of opportunity" and as an opportunity not to be missed to network and do business.

G8: the tools (website, newsletter, email) used for the internal and external communication and for building the creative community are not enough. The improvement of technological tools (reserved area on the web site for sharing documents, training materials, opportunities among the members of cluster) is needed as well as a virtual showcase platform of talents and creativity of Apulia Region.

PRIORITY ACTIONS (market access and innovation)

G9: there is no complete analysis of market demand of goods and services in the CC sector (represented by both users and institutions, other potential partner companies, etc.) and there is lack of awareness about the importance of the digitalization to broaden audience, markets and business.

G10: poor awareness of the value of artists and their contribution in terms of innovation for the improvement of other economic sectors. Capacity building and training activities with in depth analysis of innovation challenges are needed

G11: lack of project networking in the innovation field: the information communicated to members about funding opportunities, regional, national and European calls through the communication channels are not always followed by project work finalized to submit a joint proposal. Such work would be of great support to the activities of CCIs companies. But also opportunities for companies in different sectors are interesting, as the CCIs could establish collaborations or start new business models with them too.

CROSS-SECTOR and INTERNATIONAL NETWORKING

G12: lack of support and services to develop territorial and cross-sectorial network among CCIIs and other economic sectors

G13: lack of skills to access at the tools for the internationalization of CCIIs (funding for participation in the trade fair, etc.)

G14: lack of business international event to support the access to international markets for CCIIs.

G15: lack of sharing and cooperation with other projects in the field of CCIIs financed by European territorial cooperation programs.

RECOMMENDATIONS

GOVERNANCE

R1: The operative office needs to be implemented with new people working on . The growth of the cluster staff could also be opportune in order to increase the number and quality of the services, assuming also a differentiation of the membership price based on the real operational needs of each member

R2: There are many members from different field and experience: trying to reach a good standard in order to ameliorate the discussion and exchange. It would be desirable a numerical growth of the associates under an opportune selection, above all in the smallest provinces of the region.

R3: It should be clarified why some associates leave the district and how to avoid further abandonment making more effective the choice of new members, better involvement and increased services offered

R4: Open roundtable with Municipalities

R5: The provincial networks of the Cluster should follow and share the best local network practices. Strengthen the role and efficacy of Cluster's provincial networks, also empowering sub-sectors and territorial members of the Board to better engage and to more frequently meet old and new associated CCIIs.

COMMUNICATION AND COLLABORATIVE NETWORKS AMONG MEMBERS

R6: Strengthen the image of the Cluster as a basin of concrete opportunities, as a "place" to attend frequently, to improve together with colleagues, to fertilize with mutual experiences and to promote at territorial level

R7: Improve communication between members, mutual promotion and storytelling, through off-line and on-line channels of the cluster, creating a virtual showcase platform of talents and creativity of Apulia Region where creative can share skills and services to map and obtain quotation and visibility of their businesses

R8: Create opportunities for interaction among members, for mutual understanding of respective exigencies and business models, for coordination and cooperation. Organize info days and workshops on funding opportunities as project networking, between associated CCIIs,

or/and with companies operating in other industrial and commercial sectors, in building joint proposals.

PRIORITY ACTIONS (market access and innovation)

R9: Top Down Strategic Planning Mechanisms should be activated, based on market analyses that complement and enhance the current bottom up uptake needs strategies of the associates

R10: Awareness rising of innovation needs for developing a smart delivery environment to support innovation challenges of creative entrepreneurship and to spread spillover effects. It includes co-working services and gate keeping to incubation service networks (as Emilia Romagna model)

R11: Implementation of a continuous monitoring of funding opportunities for cluster members is complemented by a first phase of project work identifying project partners and building network among members or consulting for project design and support or training applications, both through internal staff or using external figures such as consultants

CROSS-SECTOR and INTERNATIONAL NETWORKING

R12: training activities for the members in international process and tools

R13: involvement of institutional actors in organizing international CCI promotion activities for organizing (even collective) participation in foreign specialized and promotional fairs

R14: arranging matchmaking events in Puglia, with possible partner institutions as well as with sector and extra-sector businesses at national and international level

R15: Evaluate the possible integration of the Chimera project into other projects in the field of CCIs financed by European territorial cooperation programs in order to generate additional positive impacts.



*Write an abstract conclusion about the results obtained in Gaps and Recommendations. This text should be the comparative analysis itself.
2-4 pages maximum*

FINAL CONCLUSIONS

Apulia Creative Cluster finalized the regional workshop to analyse the internal weaknesses in the field of: **Governance, Communication, Innovation, Networking and Internationalization**. Based on the suggestions, motivations and best practices emerged from the frontrunners, **THINK & CHANGE were working tables** for discussing the solution at the internal weaknesses highlighted and for identifying solutions and actions to be realized.

The participants focused the discussion on the main gaps, solution and actions for the development of the cluster summarized as follow:

1) GOVERNANCE:

The efforts and the work accomplished by the Board:

- to give a single voice to the fragmented micro cosmos of Apulian creative and cultural enterprises (CCIs) supporting them in future challenges (**innovation, internationalization, sharing economy, cross-fertilization**)
- to pursue a **systematic interaction** between regional, national, EU **policy** makers
- to work for **inclusion of cultural and creative industries into relevant strategies** for unleashing their potential in terms of local development

could be undone if the staff is not enhanced involving a community manager and an administrative-organisational officer in order to increase the number and quality of the services with the goals to spread among the membership the results of the interaction with policy makers, to share best practices among the provincial networks of the clusters, to build path for the membership growth above all in the smallest provinces of the region, to implement the [approach for stakeholder relations at local level](#). Empowering sectorial and territorial members of the Board to better engage and to more frequently meet old and new associated CCI sis also needed

Gaps	Solutions	Actions
Staff of Apulia Creative Cluster is not enough to achieve all the challenges pursued by the Cluster	The operative office needs to be implemented with new people working on	1) Implementation of the staff with a community manager and an operative office 2) Training activities addressed to members of the Board representative of sub-sector and provinces
The work of the Board is mainly directed at the political level, it lacks the same effectiveness at the operational level	Empowering sectorial and territorial members of the Board to better engage and to more frequently meet old and new associated CCIs	
Lack of interaction with the city/local context	Open roundtable with Municipalities	
The quality of the members is not always adequate to the challenges of the cluster, the number of members is not enough considering the number of CCIs placed in Apulia	There are many members from different field and experience: trying to reach a good standard in order to ameliorate the discussion and exchange. It would be desirable a numerical growth of the associates	
Weakness of some local area: the members of Apulia Creative Cluster are concentrate in the main provinces of the region, the CCIs placed in the smallest ones are not adequately involved in the Cluster	The provincial networks of the Cluster should follow and share the best local network practices.	

2) COMMUNICATION AND COLLABORATIVE NETWORKS AMONG MEMBERS

One of the most important gap to fill for Apulia Creative Cluster is the not enough mutual knowledge among the members of the Cluster (about their activities, network, users, relations with the territory, etc.). Such activity should be the starting point for any further future action.

The information technology and digitisation can help to fill the gap developing a prototype of a virtual showcase platform of talents and creativity of Apulia Region. Networking activities and meetings are also a priorities.

Gaps	Solutions	Action
There is not enough mutual knowledge among the members of the Cluster (about their activities, network, users, relations with the territory, etc.	Create opportunities for interaction among members, for mutual understanding of respective exigencies and business models, for coordination and cooperation	1) prototype of a virtual showcase platform of talents and creativity of Apulia Region 2) networking events to share knowledge among the members and build collaborative networking
the Cluster has not spread all its makings of a "place of opportunity" and as an opportunity not to be missed to network and do business	Strengthen the image of the Cluster as a basin of concrete opportunities, as a "place" to attend frequently, to improve together with colleagues, to fertilize with mutual experiences and to promote at territorial level	
the tools (website, newsletter, email) used for the internal and external communication and for building the creative community are not enough. The improvement of technological tools is needed	Improve communication between members, mutual promotion and storytelling, through off-line and on-line channels of the cluster, creating a virtual showcase platform of talents and creativity of Apulia Region where creative can share skills and services to map and obtain quotation and visibility of their businesses	

3) PRIORITY ACTIONS (market access and innovation)

Two are the main gaps carried out during the discussion: absence of analysis and data about the market demand of goods and services and the poor awareness of the value and contribution of artists and creative workers in term of innovation. Capacity building and training activities with in depth analysis of innovation challenges, a network of co-working spaces and incubators for CCIs are needed other than a research about market demand of good and services

Gaps	Solutions	Actions
there is no complete analysis about the market demand of goods and services in CCI sector and there is lack of awareness about the importance of the digitalization to broaden	Top Down Strategic Planning Mechanisms should be activated, based on market analyses that complement and enhance the current bottom up uptake needs strategies of the associates	1) Research on market demand of good and services in CCIs 2) Capacity building and

audience, markets and business.		training activities with in depth analysis of innovation challenges 3) co-working services and incubation service networks for CCIs
poor awareness of the value of artists and their contribution in terms of innovation for the improvement of other economic sectors	Awareness rising of innovation needs for developing a smart delivery environment to support innovation challenges of creative entrepreneurship and to spread spillover effects	
lack of project networking in the innovation field	Implementation of project works identifying project partners and building network among members or consulting for project design and support or training applications	

4) CROSS-SECTOR and INTERNATIONAL NETWORKING

The lack of skills and services for supporting the internationalization path of CCIs are the main gaps recognized by the participants. Training activities, trade fairs and matchmaking events are basic tools to stimulate and enhance international trade of good and services of CCIs as well as partnering.

Gaps	Solutions	Actions
lack of support and services to develop territorial and cross-sectorial networks	arranging matchmaking events in Puglia, with possible partner institutions as well as with sector and extra-sector businesses at national and international level	1) training activity 2) matchmaking event 3) creativity trade fair
lack of skills to access at the tools for the internationalization of CCIs	training activities for the members in international process and tools	
lack of business international events to support the access to international markets for CCIs.	involvement of institutional actors in organizing international CCIs promotion activities for organizing (even collective) participation in foreign specialized and promotional fairs	
lack of sharing and cooperation with other projects in the field of CCIs financed by European territorial cooperation programs	Evaluate the possible integration of the Chimera project into other projects in the field of CCIs financed by European territorial cooperation programs in order to generate additional positive impacts	

