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.4.2.1 Cluster managers and enablers training

Methodology, contents and results to train clusters managers and enablers of innovative CCIs clusters

WP 4. Testing

Responsible partner: Basilicata Region

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Interreg Mediterranean

EUROPEAN UNION

ChIMERA

INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA

Introduction

As stated in the Chimera Application Form: '*A transnational training is addressed to cluster managers/enablers for know-how and TT to bridge business and R&D, operationally coordinate services inside clusters'network and strengthen transnational network. Training delivers 9 regional clusters business plans. Target groups are institutional and innovation key actors. Training foresees 3 steps:*
1. Lessons by trainers, working groups for knowledge exchange among trainees and setting of work to be developed (2days) in Spain
2. Development of clusters business plans in each region by RWGs
3. Sharing of business plans with trainers/other trainees, to coordinate different regional actions and clusters' development at transnational level (2days in Basilicata).'

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1ˢᵗ Transnational training for Clusters Managers and Enablers of innovative CCIs clusters

Terrassa, 21 and 22 March 2018

Methodology and contents

1- Introduction to the Transnational Training Workshop
In today´s fast-changing and competitive environment, businesses and organizations and they must respond to this request by adding value to their goods and services. Furthermore, it is important to be aware that digital technologies have introduced major changes to individuals and businesses behaviour, tastes and their models of consumption. Consequently, traditional, one-way communication activities are rapidly losing their effectiveness, threatened by changes brought by experienced and digitally sophisticated players.
Technology has emerged as the pervasive and robust platform for cultural and creative organizations. The Web 3.0 and consumer generated content based social media engagement are revolutionizing audiences' globally. Only organizations that can take full advantage of the opportunities will be able to capitalize on the benefits in the future and enhance their own and their members' competitiveness.
This Workshop will challenge participants to think of their use of technology and their digital footprint to maximize their visibility, engagement, conversion and loyalty.

2- Target audience

This Workshop is addressed to cluster managers/enablers, who are responsible for coordinating services inside cluster's network and strengthening international network in the creative and cultural sector.

3- **Methodology and structure**

This Workshop adopts a fact-driven approach, by presenting state-of-the-art theory through the analysis of real-life case examples and in-class activities, tailored to participants' knowledge and objectives. The structure adopted is conducive to a highly interactive learning experience that blends presentations, case studies, discussions, debates and practical activities. Each of the modules adopts a similar structure, to facilitate learning. Each module starts with a calibrated mix of theory and practical examples to introduce the main topic, followed by the presentation of real-life case examples which illustrate the details of an empirical use of the theoretical framework, and by a practical activity where participants can put the theoretical framework in to practice, tailoring this approach to their existing remits and responsibilities. Presentations will be brief, conceptual, tool-sharing and highly interactive, combined with discussions and debates. 2

4- Objective and learning outcomes

The ultimate objective of this Workshop is to contribute to the competitiveness of creative and cultural sector clusters/enablers by sharing knowledge, instruments, skills and experience with participants related to digital marketing, networking and international promotion the creative and cultural sector.

By the end of this Workshop, participants will be able to:

- ✓ Create their cluster business plan.
- ✓ Understand the current state of play of the creative and cultural sector, and future perspectives
- ✓ Appreciate international best practices in digital cultural and creative marketing and applying cutting edge approaches and methodologies
- ✓ Evaluate and optimise an existing digital promotion strategy, plan and apply important digital Marketing tools and tactics
- ✓ Gain insight in how to evaluate and measure digital promotion success

5- Content

Based on the above-mentioned objectives and the target audience, the Workshop will share the following content, in an interactive and practical manner:

Programme of the learning activities

21 March 2018

9.00-10.30 **Opening**
- ✓ Welcome
- ✓ **Introduction: Clusters concept, Internationalization, EU Clusters policy and European Clusters cooperation.**

10.30-10.45 Coffee break

10.45 - 13.00 **Module 1: Creating a Situation Analysis**
- ✓ Introduction to the SOSTAC framework
- ✓ Competitive analysis of a cluster and benchmarking.
- ✓ Goal fixation
- ✓ Exercise: participants will be asked to create their situation analysis and to fix their goals.

13.00 - 14.00 Lunch
14.00 Group official photo

14.00- 14.30 **2 Clusters examples presentation**

14.30 - 16.30 **Module 2: Defining the strategy**

Target group/customer orientation - From the 4p to the 4 c. Defining the target group/customer strategy – different types of strategies. Defining the price/cost strategy.
- ✓ Exercise: participants will be asked to define their online target group/customer strategy.

16.30 - 16.45 Coffe break

16.45 - 18.00 **Module 2 cont.**
- ✓ Defining the commercialization strategy.
- ✓ Defining the communication strategy.
- ✓ Defining the brand strategy.
- ✓ Group exercise: in groups of 5, participants will be asked to debate with is the best online commercialization and communication strategy for their cluster, and then they will define their own.

20.30 **Networking dinner.**

22 March 2018

9.00 - 11.00 **Module 3. Online Tactics on 2017 and future trends**
- ✓ Multichannel tactics (websites and apps)
- ✓ Content marketing – Content creation

✓ Group exercise: in groups of 5, participants will be asked to create content for the 5 steps of their customer journey. And they will be asked too, to create a short story about a cultural/creative industry organization.

11.00 - 11.30 Coffee break

11.30 - 13.00 **Module 4. Creating an online action plan**
✓ Driving traffic to a website.
✓ Converting visits into customers.
✓ Exercise: participants will create their own online action plan.

13.00 - 14.30 Lunch

14.30 - 16.30 **Module 5. Control of the results**
✓ Managing your reputation
✓ Analytics and KPI
✓ Group exercise: participants will be asked to create a protocol for solving incidences. And will be ask to define the KPI to control of the goals achievements.

16.30 - 16.45 Coffe break

*16.45 – 17.30 **Final exercise***
✓ Individually, participants will finish their marketing plan from the parts of the different exercises done during the executive training.

17.30 – 18.00 Closing

Participants

ANNA	PAJARÓN	CHAMBER OF TERRASSA
GIORDANO	JULIE	PP8 CCI NICE COTE D'AZUR
JORDI	HERNÀNDEZ	PARC AUDIOVISUAL DE CATALUNYA
FABIAN	VROOM	ASC. CULTURAL LA CASA AMARILLA, MÁLAGA
ANJA	ZORKO	CENTER FOR CREATIVITY, MUSEUM OF ARCHITECTURE AND DESIGN
SIMONA	VERNON	TECHNOLOGY PARK LJUBLJANA
CORRADO	CAMPOBASSO	INFORMEST
PATRIZIA	OROFINO	SVILUPPO BASILICATA SPA
DANIEL	ORTIZ ENTRAMBASAGUAS	PROCINEMA
CRISPINO	LANZA	APULIA CREATIVE CLUSTER ASSOCIATION
CINZIA	LAGIOIA	APULIA CREATIVE CLUSTER ASSOCIATION
MARIA ALEXANDRA	P. RODRIGUES GONÇALVES	REGIONAL DIRECTION OF CULTURE OF THE ALGARVE

SOFIA	BAPTISTA	LOULÉ DESIGN LAB
KONSTANTINA	SYLEOUNI	"GEFYRA"
DE ANGELIS	BRIGITTE	BUSINESS INCUBATOR CREACANNES
IRENE	IURIN	AUTONOMOUS REGION FRIULI VENEZIA GIULIA
ELENA	MENGOTTI	AUTONOMOUS REGION FRIULI VENEZIA GIULIA
GUIDO	CASSANO	FRIULI VENEZIA GIULIA FILM COMMISSION
VALENTINA	TIRLONI	UNIVERSITÉ NICE SOPHIA ANTIPOLIS

2nd Transnational training for Clusters Managers and Enablers of innovative CCIs clusters

Matera, 27 and 28 November 2018

Methodology and contents

Introduction

In the last decades, it has been largely acknowledged that clusters represent a fundamental economic and production configuration for local development and wealth creation. Particularly in Europe, clusters play a critical role for the economic performance, employability and social innovation of territories at regional and national level. Indeed, the critical characteristic of the cluster is the aggregation of enterprises and other stakeholders that through a dense network of relationships cooperate and compete (coopetition) by shaping a cluster's atmosphere which is conducive to innovation and growth. A cluster can take different configurations, ranging from the result of an evolutionary bottom-up dynamics to the outcome of specific development policies and investments directed to aggregate and develop a network-based production system. Clusters have a different level of maturity and coordination mechanisms that are affected by the nature of the cluster's industry as well as by its genesis and enterprises conformation (micro and small enterprises vs big companies). A key common dimension affecting the development potentials of a cluster is the management capacity and capabilities characterising the cluster and its organisations. In particular, high-quality management is crucial for cluster organisations that provide professional services to cluster firms and help them to access global markets successfully as well as raise their innovation capacity and competitiveness.

The scope of the workshop is to provide an overview of the challenges of cluster management and offer an understanding of the management principles and framework that cluster managers have to consider when defining programs and projects for the development and value creation dynamics of a cluster. Although the lessons can be generalised to any cluster, the focus will be on cultural and creative industries clusters.

Target audience

This workshop is addressed to participants of the Chimera Project who have a managerial role in the design, planning, implementation and evaluation of policies, strategies and actions for the development of a cluster. Also, managers working in organisations operating in a cluster will benefit from the understanding of how to enhance their management practices to contribute to the growth of their organisation and the cluster.

Method and structure

The workshop will be highly interactive by combining a mix of seminars and individual and group creative exercises. Participants will be invited to share their viewpoints and lessons learnt. In particular, participants will outline the Cluster Business Plan of their CCIs clusters. The scope is to create an open learning context in which to present and discuss frameworks and tools, to share case examples, and to review and reflect on key challenges that occupy the actual and future cluster managers' agenda.

Objectives and learning outcomes

The key learning scope of the workshop is to enhance the management understanding and capabilities of cluster managers and of those professionals who work in a cluster and are engaged in the design, plan, implementation and assessment of management initiatives for growth and innovation.

By the end of the workshops delegates will gain:

- Share their view and understanding of the CBP of their CCIs clusters.

- Identify the critical managerial challenges distinguishing CCIs clusters.

- Understand the characteristics and dimensions of a cluster and the different value creation dynamics.

- Reflect on the meaning and contents of cluster management.

- Discuss the fundamental principles are informing the management of CCIs clusters.

- Understand the management cycle, framework and processes distinguishing a cluster manager's mindset.

- Understand the Business Model Prism to outline the business plan of CCIs clusters' organisations.

- Pitch ideas on the critical factors for the business development of CCIs clusters

- Reflect on the relevance that the cultural and creative clusters can have for the development of traditional private and public organisations.

Identify the benefits of defining cultural and creative partnerships.

Programme of the learning activities

<u>27th November</u>

08:30-09:00
Registration and opening coffee

09:00-09:30

Welcome

- **Antonio Bernardo**, ERDF Management Authority
- **Giovanni Schiuma**, Facilitator – University of Basilicata

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09:30-11:00

Introduction: Outlining the characteristics of the CCIs clusters of the participants

Participants will be invited to introduce the main features of the CCIs clusters in which they operate and provide an outline of the critical dimensions of their CBP.

Key challenges about the management and development of the Cultural and Creative Industries (CCIs) clusters

Participants will be invited to introduce themselves briefly, and using their experience, to state the key challenges (up to five key questions to tackle for the effective cluster management) that cluster managers have to deal with to successfully navigate XXI business landscape and support value creation mechanisms of CCIs clusters.

Managing CCIs clusters: cluster, management initiatives and value drivers

Clusters represent fundamental organisational systems to support the socio-economic development of the territories in which they are localised. In Europe, they are acknowledged as an engine for growth and innovation. What are the features distinguishing CCIs cluster from other industry clusters? What is about cluster management? What are the approaches to cluster management? What are the key value drivers for cluster development that cluster managers have to focus their attention on?

11:00-11:15
Networking coffee break

11:15 - 13:00

Project Management based principles for developing cluster management capacity

High-quality management is crucial for the development of clusters. For this reason, some key questions to address are: What does a cluster manager do? What is the essential toolbox that the cluster manager can adopt for managing initiatives and networks successfully? The application of the project management principles will be discussed as the approach for building managers' capacity and competencies. The key models, approaches and methods will be introduced to provide cluster managers with tools to address problems and change of CCIs clusters. The analyses of case examples will drown lessons.

13:00-14:30
Group picture and Lunch

14:30 - 17:00

Business Planning for CCIs clusters: the business model prism

The definition of a business plan for cluster organisations has to take into account the specific features and characteristics of the arts, cultural and creative organisations. This module will introduce the Business Model Prism (BMP) as a multidimensional framework to support the management and innovation of the business model of organisations of a CCI cluster. Delegates will work in groups applying the framework to

map, first, the "as is" structure and the logic of a cluster business model, and, secondly, to inform the design of cluster initiatives for innovation with the aim to develop the business model of clusters organisations.

17:00-17:15
Networking coffee break

17:15 – 18:30

Group work and reflections - Business Planning for CCIs clusters: the business model prism

Delegates will work in groups to identify the key dimensions and features an distinguishing the business plan of a CCIs cluster.

Pitch and discussion of the Business Planning of CCIs clusters

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18:30-19:00
Mindful reflections and Closing remarks

20:30
Networking Dinner

28th November

09:00-09:30

Warm-up and wrap-up of previous day insights and further reflections

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09:30-11:30

The role of CCIs clusters in developing other traditional business clusters: managerial implications for cluster managers

The development of CCIs clusters depends not only on the management capacity of managing the programs, projects and activities that enhance the efficiency of cluster's working mechanisms but also from the creation of 'cultural and creative partnerships' between CCI cluster(s) and traditional industry-based systems of firms, including public organisations. What is the innovative contribution that cultural and creative organisations can provide to traditional private and public businesses? Why do traditional organisations need to engage in relationships/partnerships with cultural and creative organisations? How do cluster managers can define strategies to define cultural and creative partnerships?

11:30-12:30
Q&A, reflections and conclusions

12:30 **Lunch break**

14:00 **Immersive 'walking training': derive in the Sassi of Matera**

1. **The Streets of the Cinema:** discovering the movie itineraries of Matera behind Sassi and Gravina (*Via Bruno Buozzi, Via Madonna dell'Idris, Via Muro, Piazza San Pietro, Porta Pistola*),
2. **The Streets of the Design:** detecting the symbols of the design in Matera and exploring its role in Matera as the European Capital of Culture for 2019 (Casa Noha, Open Design School).

18:00 - 19:00 Mindful reflections and final remarks

Participants

MARIA ALEXANDRA	PATROCÍNIO RODRIGUES GONÇALVES	REGIONL DIRECTION OF CULTURE OF THE ALGARVE
SOFIA	BAPTISTA	LOULÉ DESIGN LAB
DANIEL	ORTIZ ENTRAMBASAGUAS	PROCINEMA
GUIDO	CASSANO	FRIULI VENEZIA GIULIA FILM COMMISSION
GIARDINA	MARINA	FRENCH RIVIERA CHAMBER OF COMMERCE
EDUARD	GIL	AUDIOVISUAL CLUSTER OF CATALONIA

JORDI	HERNANDEZ	AUDIOVISUAL PARC OF CATALONIA
ADÈLE	FAUSTINIEN	VILLE DE NICE
GIOVANNI	BARBO	LA CAPPELLA UNDERGROUND
CINZIA	LAGIOIA	CLUSTER PUGLIA CREATIVA
CRISPINO	LANZA	DISTRETTO PUGLIA CREATIVA
DANIELA	ERONIA	CIA'T STUDIO SRL
TOMÁS	PÉREZ BENZ	ASIT
ANTONI	MUNUERA	CAMERA COMMERCIO TERRASSA
CORRADO	CAMPOBASSO	INFORMEST
FRANCESCA	SILVERA	INFORMEST
ANJA ZORKO,	ZORKO	MAO/CZK
VERA	NUNIC	TEHNOLOGY PARK LJUBLJANA
KATJA	ŠAVOR	TEHNOLOGY PARK LJUBLJANA
SIMONA	VERNON	TEHNOLOGY PARK LJUBLJANA
MARIA GIOVANNA	LECCE	SVILUPPO BASILICATA SPA
PATRIZIA	OROFINO	SVILUPPO BASILICATA SPA
COSIMO	GRIECO	SVILUPPO BASILICATA SPA
RAFFAELE	VITULLI	BASILICATA CREATIVA CLUSTER
VALENTINA	TIRLONI	UNIVERSITY NICE SOPHIA ANTIPOLIS

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