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Clusters Meet Culture Handbook

Investigation about virtuous combinations between Culture and Production

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With the cooperation of CMC project partners:

REGIONE DEL VENETO

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PROVINCIA DI RIMINI

CULTURAL CREATIVE INDUSTRY CLUSTER

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Table of contents

CLUSTERS MEET CULTURE: WHERE ARE WE ?

1. ANALYSIS OF INDUSTRIAL CLUSTERS LAYOUTS AND ORGANISATION

1.1. Definition of clusters, clustering process and typology of clusters

1.1.1. Definition and features of clusters

Having thoroughly examined the literature available on clusters, there is no universal agreement among researchers concerning all the concepts of clusters, except the fact that an unanimous definition of clusters has not been formed yet. However, when analyzing and comparing cluster definitions appearing in national and international literature, it becomes clear that there are certain conceptual elements that are common in many definitions Therefore, it is right to assume that, although these key factors alone are not exclusive when forming a definition, together they can collect some basic characteristics that could define the real essence of clusters.

In our opinion, the following key elements could be taken into consideration: spatial concentration, activities developed within the same sector, simultaneous presence of competition and co-operation, the increase of competitiveness by the increase of effectiveness and/or the decrease of costs; information flow and innovation.

In the context of increasing globalization, the word ‘cluster’ (of Anglo-Saxon origin, meaning knot, bunch) has become popular and even fashionable in the past two decades. Cluster literature is diversified and extensive. According to Lengyel, research trends dealing with the phenomenon of clusters and spatial concentration observed in all developed countries can be divided into 3 major groups. (LENGYEL, I. 2010.) Researchers constituting the first group (Krugman, Masahisa Fujita, Anthony Venables etc.) represent the approach of neoclassical economics and examine the economic laws of spatial concentration. The second group, identified by the approach of ideology and concept of business scienc,e consists of researchers who analyze and explain spatial processes in the context of business interest (Michael Porter, Michael Enright, Stuart Rosenfeld, Arnoud Lagendijk etc.). Researchers of the third group seek to synthesize the previous two trends and prioritize regional development and local economic development (Allen Scott, Michael Storper, Peter Dicken, Philip McCann…etc.).

Experts of the European Union [1]differentiate 4 basic schools (Italian school, Californian school, Northern or Scandinavian school and the cluster approach of Porter). These schools are cited by several foreign and national studies of the field concerned (LENGYEL I.-DEÁK SZ. 2002b; GECSE G.-NIKODÉMUS A. 2003; DANKÓ L. 2004).

In case of the *Italian school*, the interpretation of the concept of industrial clusters is rooted in Marshall's theory (GROSZ A. 2005). Marshall dealt with industrial clusters already at the end of the 19th century and explained their establishment for the presence of local positive external impacts. The central category of this school contains those industrial clusters that were created through the spatial concentration of small and medium-size enterprises with similar business profile. In this approach, externalities, social- and confidential capital have an highlighted role.

The *Californian school* focuses on those networks of production relations that were created by vertical integration. Here, the main goal of operating the network is to reduce expenses.

The *Northern or Scandinavian school* gives preference to local knowledge that is exclusively utilized in one place and non-codified, allowing hidden knowledge and innovation..

All of the above-mentioned schools characterize the cluster as a process related to a particular place, rooted in the regions' social system.. As opposed to this, Porter primarily investigated enterprise-level competitive advantages and their sources. According to his approach, the fundament of clusters lays on co-operation and information flow between enterprises and institutes.

When discussing clusters, two basic types shall be distinguished: industrial and regional. In compliance with the definition of the Organization for Economic Cooperation and Development (OECD), industrial clusters are strongly related co-operating networks which practically form value enhancing chains and have relations with numerous service providers and other institutions. "While some definitions of clusters lack a spatial dimension, most definitions support the idea that a cluster includes firms and other knowledge-producing agents in a geographically concentrated area with inter-linkages among them. they start from common assumptions about the value of the agglomeration of firms and the importance of connecting resources in a given place". [2]

One should not forget that it is Porter who drew attention to global-local paradox during his cluster investigations, whereby a global enterprise is characterized by strategic activities such as research and innovation where the production of key components is concentrated in a given territory while strategically less important processes are moved to more advantageous locations.

In 2002, the EU Enterprise Directorate created the definition of business clusters. According to this definition, a cluster is a group of enterprises and institutes that compete with each other but

[1] REGIONAL CLUSTERS IN EUROPE, 2002.
[2] OECD, Competitive Regional Clusters: National Policy Approaches, Policy Brief, May 2007.

can co-operate at the same time due to their mutual interdependency.. These enterprises or institutes are characterized by the following common features:

- concentration in one or more regions
- concentration in a limited territory, industry;
- interconnection due to common technologies and/or abilities;
- traditional or scientific basis;
- institutional (supposing existing and operating cluster management) or non-institutional operations (GECSE G.-NIKODÉMUS A. 2003).

Besides Porter's definition mentioned earlier, we consider the cluster investigation and definitions of several important researchers..

Rosenfeld interpreted clusters as geographically confinable concentrations that contain enterprises with similar, connecting and supplementary activities, that have an active communication, and share common infrastructure, labour market and services (ROSENFELD, S. A. 1995; GROSZ A. 2005).

In Tichy's view, a cluster is added up by junctions that form a kind of network. Participants can be co-operating enterprises, institutes or industrial clusters, universities, organisations dealing with development or research centres (TICHY, G. 1997; FODOR Á. 2008) with input-output relations.

The "enterprise cluster and networks" definition made by the European Commission in 2003 (Final Report of the Expert Group on Enterprise Clusters and Networks), and the OECD "local cluster" definition are also well-known in the relevant literature and practice. The first one describes clusters as co-operating, competing, regionally extensive but concentrated groups that use common technology and expertise, and operate in the same sector. According to this interpretation, established clusters can be traditional, scientific, and institutional but they can also function without management while it is undoubted that their presence bears positive effects on innovation, competitiveness, development, expertise and information flow (EUROPEAN COMMISSION 2003). Local cluster definition of OECD considers that clusters are made up of companies and partner institutions that are related to each other either vertically or horizontally (OECD 2005).

<u>Summing up and synthesizing cluster definitions is suggested the use of the following cluster interpretation for the CMC project</u>: A cluster is a geographically concentrated "strategic alliance" of interconnected businesses, competing and cooperating at the same time and recognising the challenges of harsh and strong competition, and of associated institutions (including universities, research institutions, regional development organisations etc.) in a particular sector or service, which, by uniting their smaller potentials, allows joint action towards the external environment as a large-

scale consumer or a large producer. An established and operating cluster can integrate all activities that can contribute to the increase of the added value of the actors within the value chain. The organization, partly by the principle of ”united forces”, can increase efficiency and decrease costs, contribute to information flow and, by the integration of the latest research and scientific achievements, to the boosting of innovation.

1.1.2. The clustering process

After a first part of definition, let’s examine the process of clusterisation and categorization options.

Clusterisation or clustering is the phenomena leading to the constitution/creation of an operating cluster. The process, namely the *cluster life cycle* can be summarised –as by Szanyi[3] in a simplified version :The starting point is the presence of a group of neighbouring enterprises, firms and institutions that form an agglomeration together. The shaping of these agglomerations is ensured and stimulated by different local potentials while it can be combined with a specific specialization of a region. If alluded members of the mentioned agglomeration can overstep simple neighboring and start supplement each other’s activity, co-operate within a regional concentration , after time perceptible synergy effects may appear. Afterwards, new cluster members can be attracted by the initial success and potentials of co-operation.. The informal system can get formal and lead to the constitution of a recognized cluster.

Optimally, in the next phase the organization keeps on increasing both in size and quality while its “weight” helps the mature cluster to be self sustainable. However, if the cluster cannot transform and renew itself, frameworks may be narrowed by the over-maturing of the cluster, leading to potential decline and disintegration.

Certainly, the previously summarized life cycle process is not automatic as economic policy often intervenes through “labelled” regional and enterprise development actions. Economic policy can play a major role for influencing creation and functioning of clusters, creating co-operation and branching relations between given industrial sectors, state and private research institutes, and institutes dealing with regional development.

The following stages of clusterisation have been identified in the 2002 “Observatoy” research and the 2005 Grosz study (GROSZ A. 2005c) and are detailed in **figure 1**:

<u>Phase 1:</u> Simple neighborhood enterprises in the agglomeration that pursue similar or supplementaries activities start co-operation. The initiator motivation for clusterisation process is normally a local economic advantage or benefit that can be attained or a tender opportunity.

[3] SZANYI M. 2008:

Phase 2: The concentration of cluster-specific economic activities creates an industrial-specific environmental background. Co-operation and supplier relations between enterprises are getting stronger.

Phase 3: Further specialization, strengthening of vertical and horizontal co-operations can be perceived. Clusters can be formalized and created: the "attractive effect" of the cluster begins with new enterprises willing to associate. Further development is established through a better understanding of member enterprises' special needs, assuring increasing competitiveness.

Phase 4: In this phase, the economical spatial concentration (milieu) and the specialized physical and human infrastructure offer services for enterprises that result in powerful appealing effect of the cluster on its wider environment. This means that many other enterprises – that belong to previously unreached areas- make the decision to settle in the area of a cluster due to spreading information about the successfully operating cluster. Meanwhile, the direct environment of the cluster still offers optimal conditions for establishing new enterprises.

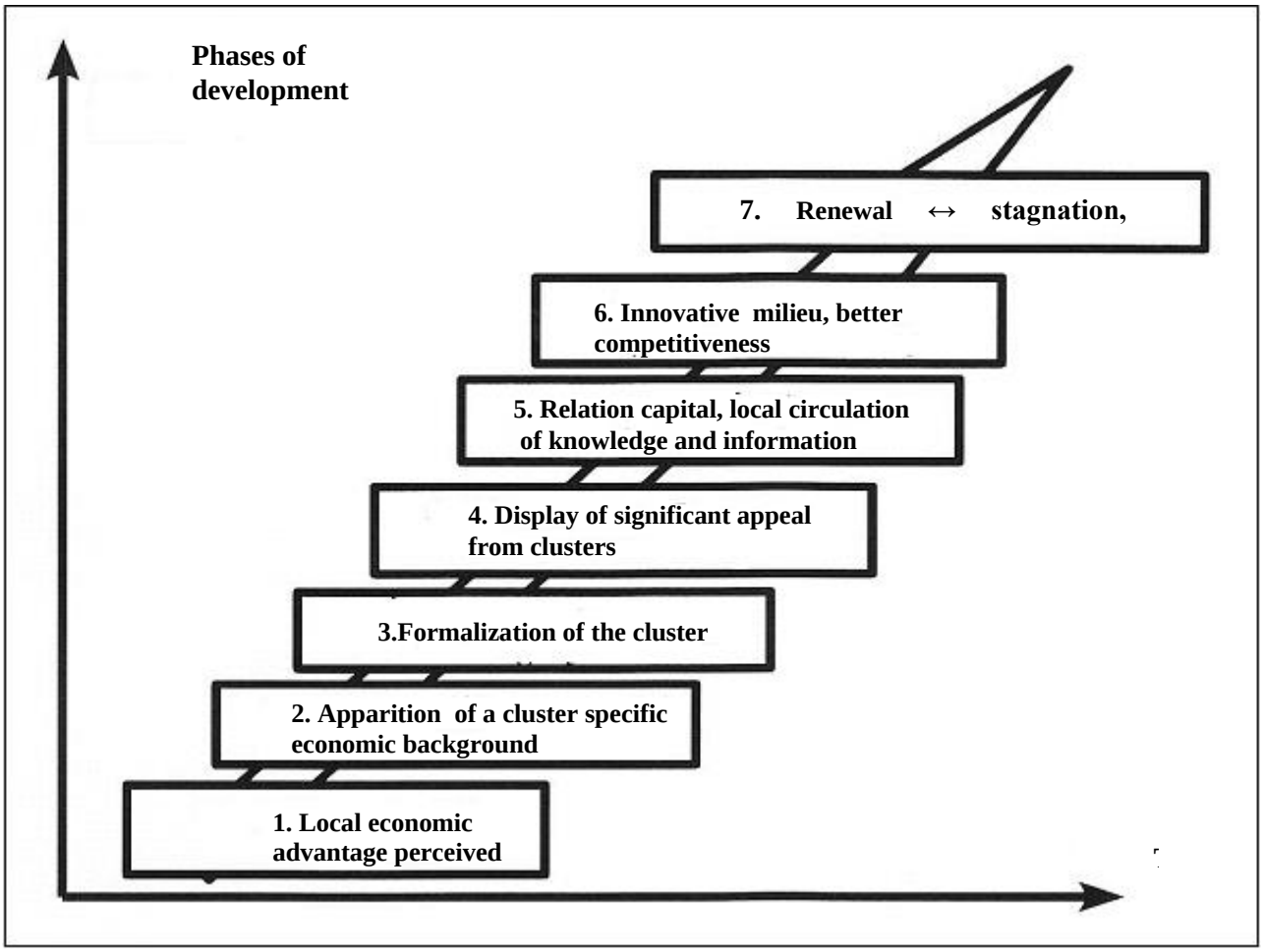


Figure 1. The process of clustering

Source: ed. by GONDA, T.

Phase 5: In this phase of the clusterisation process, the continuous cooperation and the established personal relations made in the previous phases will lead to the appreciation of relationship capital among businesses and non-profit organisations (universities, research centres, regional development organizations, chambers etc.), which promotes the circulation of information flow and knowledge, strengthening thereby innovation.

Phase 6: This is the phase of the "fully grown", "mature", well-functioning cluster that becomes an innovation centre for the overall economic regional activity. The cooperation of the participating organizations creates an innovative milieu that promotes the continuous innovation creation process necessary for boosting competitiveness.. The specialisation of the production process and the use of the various cooperation advantages will considerably enhance efficiency. The synergies obtained through cooperation and positive externalities will create a larger income for companies, generating increased capacity compared to companies outside the cluster.

Phase 7: In the last phase, the mature clusters become "over-mature" and the frameworks could become too narrow for a further development. In many cases clusters could stagnate, which is followed by the phase of decline that might even lead to the disintegration of the cluster. Theoretically, disintegration can be avoided in the longer run by intensive transformation and restructuration, partly by the search for new goals and new tasks and by the elaboration of replies to these. If this does not happen, i.e. if no "re-clusterisation" takes place, the cluster will cease to exist.; However, this does not necessarily mean a total elimination, as the old cluster might simply be broken down into several small cooperation systems.

The process featured above may take place spontaneously, but the initial opening phase can of course be generated by artificial assistance. In fact, economic policy measures can intervene in any phase. We must take into consideration that the life cycle phases cannot be omitted or neglected. This means that the economic policy intervention may "only" promote the quicker access to Phase 6 and may offer a "life-saving" assistance in Phase 7.

1.1.3. Classification of clusters

On the basis of the OECD definition (OECD 1999), we can distinguish two main types of clusters: sectoral and regional. The first is interpreted as a network of businesses with strong and mutual interdependence, embedded into a value increasing production chain, to which special service providers and institutions are integrated and where locality does not necessarily have to be a primary aspect. In other words, a sectoral cluster is a group of sectors and businesses having a high degree of division of labour but without spatial concentration. On the other hand, the latter type of clusters means a geographical concentration created by the collaborations and interactions of

cooperating or competing businesses on a given territory with the financial sector, service providers, infrastructure and research institutions.. Porter saw as an undeniable advantage for regional clusters the presence of economies of scale (usually obtained by large companies), combined with flexibility and cost efficiency of SMEs,.

Both regional and sectoral clusters can of course be broken down into further types. Sectoral clusters may be further divided, by the degree of sectoral concentration into mega-, meso- and micro-clusters, while regional clusters can be classified as macro- and regional or local clusters, depending on their spatial extension. Mega-clusters (as meso-clusters) may not only represent a sector but also, a group of sectors that can have a considerable impact on the economic development of the respective states, due to their extended economic activities. The aforementioned micro-clusters consist of the value chain system of few companies in a sector and the related sub-suppliers.

Macro-clusters are not defined by their geographical location and could be spread at national level. In opposition, regional and local clusters are defined according to their territorial/spatial extension.

		Cluster	
By sectoral concentration	***By spatial extension***	***by orientation***	***by birth***
mega-cluster	macro-cluster	sectoral (regional) cluster	spontaneous cluster
meso-cluster	regional luster	institution-oriented cluster	"artificial" cluster
micro-cluster	local cluster	network-based cluster	–
–	–	knowledge-oriented cluster	–
–	–	dynamic cluster built on cooperation synergies	–

Table 1 A possible variant of cluster classification

Source: edited by GONDA, T.

Clusters can also be classified on the basis of their various orientations, development or reasons of their establishment. Taking a closer look at the logic of diverse orientations and development, one can also distinguish sectoral clusters, clusters built on institutions and networks, and also dynamic clusters that are knowledge oriented or based on cooperation synergies (KOVÁCS, A. T. – TÓTH, T. 2007).

As regards institution-oriented clusters, they promote the cooperation and common business policy. Network-based clusters are organization built on the longer-term cooperation and supplementary activities of the related and support sectors; while knowledge-oriented clusters,

develop cooperation for fostering transfer of information, experience, and knowledge. The last to be mentioned, dynamic clusters are based on a close cooperation with universities and research instritutions, for sharing the accumulated knowledge.

Classifying clusters according their origin, two types can be defined. Artificial clusters are born as a result of a long process, of cooperation or as a result of economic incentives (top down process). In other cases, they can appear spontaneously.

1.2. The cluster policy of the European Union

The first cluster-like organization in biotechnology appeared in the middle of the 20th century, in North Carolina (USA) with the collaboration of local universities (RONCZ, J. ZS. 2007). Around 1950s, the Silicon Valley was founded, aggregating the information technology businesses with leading positions in the world. .Silicon Valley became a best practice example of clusters capable of renewal, gaving stimulus to the development of the regional economy, and even contributed to the booming development of information technology.

In the 1970s, the first cluster-like organizations were born in Europe, in steel production in England and as a result of SMEs cooperation in Italy. In the following decades, considerable success was achieved among others in Finland and Sweden and also in Germany and Austria in the area of telecommunication, and automotive industry, respectively (CEGLIE, G. 2003).

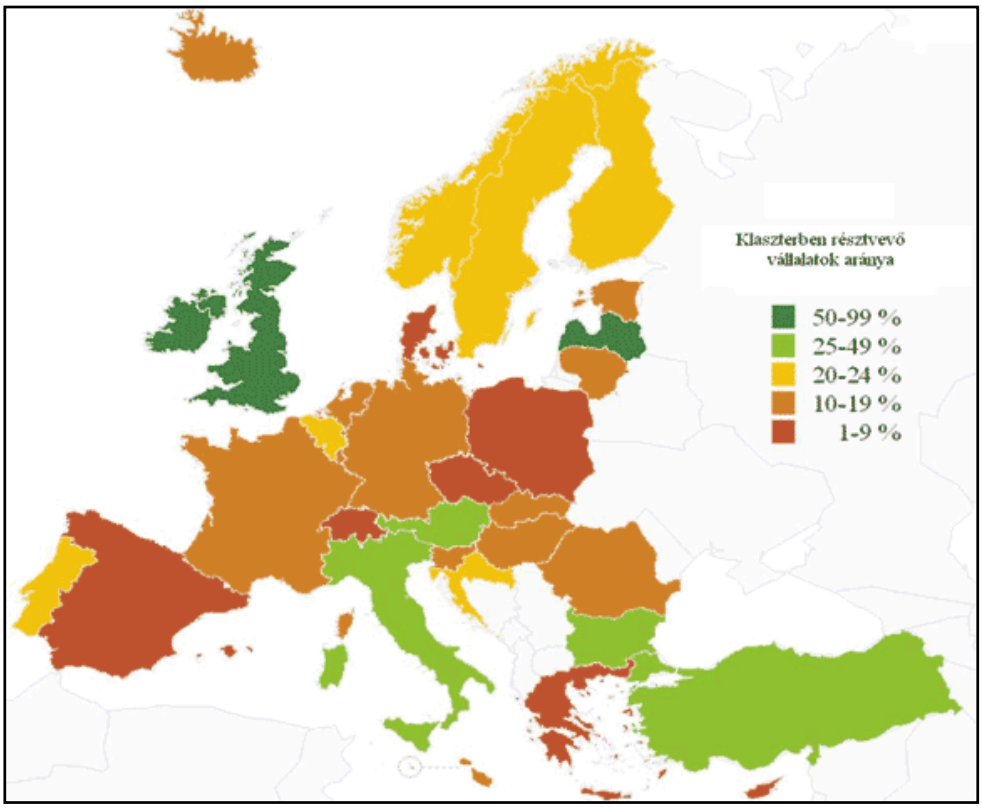


Figure 2. Proportion of businesses participating in clusters in Europe (2006)

Source: THE GALLUP ORGANIZATION: Innobarometer on cluster's... (2006)

Around the turn of the millennium, clusters had a growing popularity all over Europe. The Gallup interrogated the leaders of 20,994 European businesses in a 2006 survey and the responses revealed that 17% operated as a part of some cluster, while amongst the businesses with more than 20 employees this proportion accounted for almost 25% of the whole. The findings of the survey revealed that in Europe the largest proportion of businesses operating under the aegis of clusters can be found in the United Kingdom (84%), followed somewhat surprisingly by Latvia (67%) – a country that joined the European Union in 2004, only –, and Ireland (64%). The leading edge also included Italy (43%), Bulgaria (35%) and Austria (34%), while Hungary was in the middle section, while the countries where involvement in clusters was least typical included.

In the majority of the developed countries, cluster policies become a consistent element of economic development policies especially after the 1990s. Accordingly, the necessity of supporting clusters was declared at European Union level, quite early (in 1993), in an European Commission document called "Growth, Competitiveness and Employment", followed by a number of further recommendations and guidelines.

SMEs understood that they can be integrated into the mainstream economy dominated by multinational corporations and regional governments realized that clusters might have a significant role in the promotion of their economy. Cluster policy has gained a growing importance since the 1990s, first at national and regional, later at community level. It was observable that individual companies were less and less supported; the focus was much more on regional systems. There were efforts to support small and medium-size enterprises in order to alleviate their internationalization and their cooperation with larger businesses and research institutions, and technology transfer through cluster organizations. In addition, after a certain period of time, less support was given to the birth of new clusters, while more resources were concentrated on the deepening of existing and operating cooperation in order to improve their efficiency: successful sectors were favored, while the "bottom-up" processes were also promoted. Financial assistance in itself is not always a solution and can favor creation of unsustainable clusters; created only to gather public fundings.

In 2006, the initiative of the Europe Innova – partly for the promotion of a more intensive harmonization of national and regional cluster policies – the High-Level Advisory Group on Clusters of the EU was established, and had unquestionable merit in the birth of the European Cluster Memorandum declared in 2008. This strategic document was signed by more than 70 national and regional authorities.. The main objective of the memorandum was to draw the attention of the member states on the importance of high-level cluster policy as a key to increase innovation efficiency, and thereby fight against the competitive disadvantage of Europe as compared to the United States of America or some Asian countries. A supportive cluster policy, is featured by the following preconditions:

– creation of close interactive relations, irrespective of company;
– joint action in the critical areas identified, through cooperations and common activities;
– joint solution of problems making “bottlenecks” (THE EUROPEAN CLUSTER MEMORANDUM 2008)

In 2008, the European Commission decided to set up a European Cluster Policy Group consisting of 20 members. This professional body that started its operation in April 2009 was created in order to assist the member states in the creation and development of world class, competitive clusters, promote the transnational cooperations of clusters and analyse financial tools and strategies of the Union.

1.3. Potentials of clustering in the three following sectors: industry, culture and tourism

1.3.1. Characteristics of industrial clusters

The clustering process in the industrial sector has been intensified due to the increase of global competition. In the fields of automotive and machine industry, environmental industries and biotechnology, cluster organizations have come into existence all over the world. Clusters usually work through a management organization, through annual plan. The direct support schemes of industry are outmoded. Through the support of the clusters, much more diversified at the same time more specialized development can be realized.

The cluster building process in the industry, should be a market-driven initiative. Clustering process cannot be forced. The most important common goals and interests in the industrial clusters include the creation of international visibility, export management, joint development and training system and creation of new markets opportunities.

Being a cluster member represents the opportunity for a company to develop dynamic alliance with other beneficial actors, university research centers, engineering institutions and other partnerships, like government and non-governmental organizations in the region, in order to achieve a common goal. National or international partnerships can then be promoted to increase business efficiency and enhance the region's competitiveness.

Potentialities of industrial clusters:

- Determining new strategic development according to the actual market needs
- High quality manufacturing organization.
- Reduce the volume of the lease-work for the benefit of own designed and sold products.

- Ensuring an increased production volumes by qualified workforce,
- Preparation of development areas, identify and strengthen the innovative activities.
- Creates a unique image, brand.
- Creating a market cooperation system, which offers opportunities for establishing a cross-sector collaboration, with the involvement of different industries
- Finding funding for businesses, not just non-repayable funds, but venture fund and explore opportunities of project funding.
- Development of vocational training.

1.3.2. Characteristics of creative industry clusters

Although creative industry has become a widespread expression recently, many people are unfamiliar with its real content and meaning. What does *creative industry* mean? What sectors are involved in it? The expressions of cultural and creative industry are used as synonyms and there is no consensus regarding these terms even among the professionals. Many consider creative industry as a bigger aggregation which includes other sectors along with cultural industry. There is, for the time being, a conceptual chaos with a wide range of possible definitions. In a survey carried out for the European Committee in 2006, researchers distinguished creative and cultural sectors. The outputs of the latter are specifically of cultural character (visual and performing art, cultural heritage, film and video, television, radio, videogames, music, book and press). The "Platform of Creative Industries", supported by the National Ungherian Office for Research and Technology gives the following definition of creative sectors: "Creative industries are such activities which are rooted in the creative talent, skills and capabilities of the individual, and which, by the creation and utilization of intellectual property are able to create welfare and jobs."

In the documents of the European Union, the following definitions are provided:

- Cultural industry: sector, which creates or distributes a product or service which embodies a special cultural content, regardless of its commercial value. Besides traditional art forms (performing arts, fine arts, cultural heritage) film, DVD, video, television and radio, videogames, new media, music, books and the press belong here.
  (*Source: Unesco agreement on the protection and promotion of cultural diversity 2005*)

- Creative industry: sector, which uses culture as an input, have a cultural dimension although the output created is often functional. Architecture and design, which integrate creative elements in wider contexts and graphics, fashion design and advertising belong to this sector.
  (Source: Green Paper – Unlocking the potentials of cultural and creative industries)

Creative industries, according to the UNCTAD (United Nations Conference on Trade and Development) categorization can be grouped as follows:

1. ***Cultural heritage:***
   - Traditional culture expression

     Arts and Crafts
   - Cultural sites

     Archeological sites, museums, libraries, exhibitions

2. ***Arts:***
   - Performing arts

     Live music, theatre, dance, opera etc.
   - Visual arts

     Painting, sculpture, photography etc.

3. ***Media:***
   - Audiovisuals

     Film, television, radio, other broadcasting
   - Publishing and printed media

     Electronic and printed press

4. ***Functional creations:***
   - New media

     Softwares, videogames, digital creative content
   - Creative services

     Architecture, marketing and advertising industry, creative R&D, cultural and recreational content and services
   - Design

     Applied arts, interior design, graphics, fashion design, jewellery, toys and games

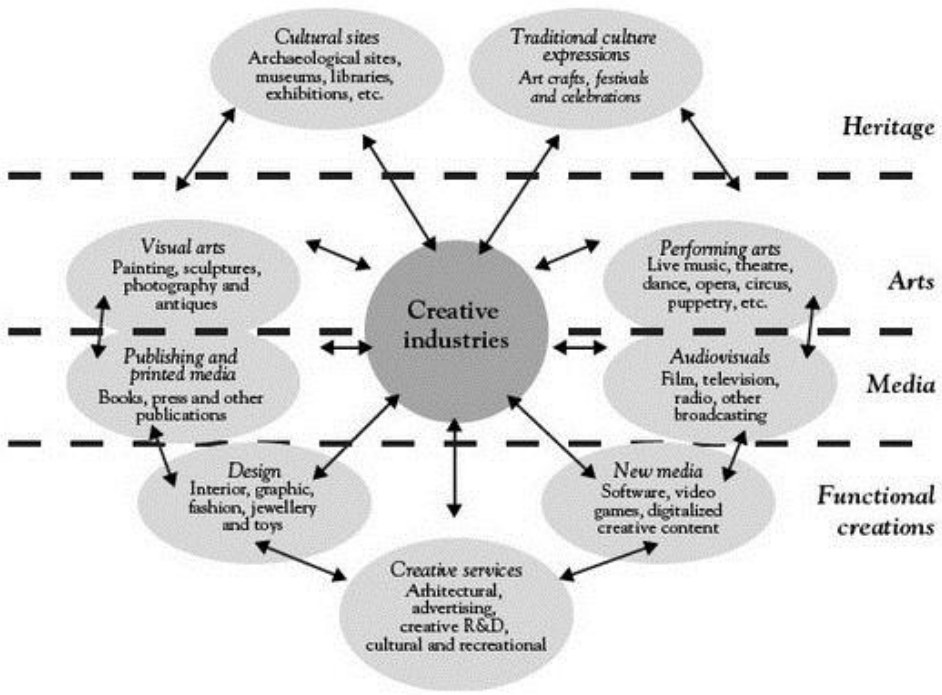


Figure 3. Classification of creative industries
Source: UNCTAD

Categories by WIPO:

A WIPO (Word Intellectual Property Organisation) distinguishes 4 branches on the basis of copyright content or connection to copyright:

1. **Primary copyright sectors:**
   - press and literature
   - music, performing art, opera
   - film and video
   - radio and television
   - photography
   - software and database
   - marketing and advertising
   - copyright collection societies
2. **Partial copyright sectors:**
   - clothing, textile and shoes
   - jewellery and coins
   - craft products
   - furniture
   - household equipment, porcelain and glass

- wallpaper, carpet
- architectural planning, engineering, analysis
- museums
- retail and wholesale of the above

3. **Technical background industry:**
    - television sets, radio sets, video players, CD-, DVD players, tape recorder, game consoles
    - computers
    - musical instruments
    - photographic equipment and cinema equipment and supplies
    - photocopier
    - recording devices
    - paper
    - hire
    - retail and wholesale of the above

4. **Other service industries**

- retail and wholesale of copyright products
- transport, storage, telecommunication

Many actors of cultural tourism who are closely and in many ways linked to cultural creative industry can also be regarded as actors of creative industry even though tourism is defined as an independent economic sector. Such actors are eg. heritage tourism visitor centres or major festivals attracting masses of people etc.

The role of creative industry in our globalized world is increasingly important, especially in terms of its contribution to GDP and the growing number of employees. There is a huge global competition between regions and cities. Cities with a well developed creative industry and cultural life attract more investors and highly skilled professionals. A creative city can be described as an entity which can offer appealing living environment for those working in creative industry – in new-type economy, high-tech industries or biotechnology. A “creative-bohemian” city with its festivals, exhibitions, high-quality events, shopping and recreational facilities as a magnet able to attract skilled workforce.

1.3.3. Characteristic features of tourism clusters

Beside the similarities existing between tourism clusters and industrial clusters a great number of significant differences can be specified. The reason for these differences lies in the unique features of tourism products. Industrial products can be taken apart to their components and can be manufactured in distant locations Tourism products are, by their nature, linked to a specific space and time… and can be defined by the eight efollowing criteria:

1. Geographical proximity

One of the most important common features of cluster definitions is spatial concentration. This applies to tourism clusters too. However, tourism clusters do not usually extend beyond regional borders while the network of companies constituting industrial clusters can reach a size of national or even international scale.

They are typically established within a specific country. Only exceptions to this are clusters created in a geographic area extending beyond the borders. A good example is the cooperation initiative of the Pannon Thermal Cluster with Burgenland and Slovenian partners.

Examining the issue of spatial concentration it can be stated that in the case of tourism clusters the factor triggering clustering processes is usually a local, economic advantage in the shape of geographic conditions that facilitate the development of the given tourism product of the region. The cluster will be effective (and in this context, members will be economically successful) if it stimulates the development of new and well distinguishable marketing strategies.

2. Economic sector specialization

Clusters are organized within a specific sector, along a specific value chain. Tourism cluster as a general term is hard to be identified,.. In case of tourism (just like in case of industry) the product should be put in the centre of the clustering process, and a critical mass can be perceived. Thanks to the clusters, the recognition of new demands and market segments becomes much faster and more effective thus the response given to them can also be quicker.

3. Competition

Competition and cooperation between independent economic operators should coexist. The level and degree of cooperation determines trust and cohesion, i.e. factors that constitute the basis of efficient cluster operation.

4. Cooperation-specialization:

As regards the degree and forms of cooperation significant differences can be observed between industrial and tourism clusters. In the case of industrial products a full specialization, disintegration of production can take place. This results in the extensive linkages to suppliers of

specialized inputs and subcontractors. Input-output connections within the cluster can be built up and can be measured by economic indicators (input-output analysis).

Such degree of specialization and linkages do not evolve among actors of tourism clusters. Typically clusters participants join the product value-chain with a finished product that can be marketed independently, (eg. local products for hotel catering, recreational programmes, marketing services etc.). Nevertheless, one of the priorities of tourism clusters is the strengthening of specialization in order to create more complex, unique and attractive tourism packages and launch them at the market.

5. Joint R&D activities

Although the different nature of products results in different innovation processes, both types of clusters serve as a platform for knowledge sharing. In the case of tourism clusters researches (clientele survey, marketing researches etc.) can be undertaken to facilitate efficient product development and marketing activities. Close cooperation with universities, research institutes is positive.. R&D activities can be implemented through the cluster from a much lower budget. Innovation is fostered by benchmarking.

6. Joint purchasing policy

An obvious tool for optimizing synergies is the application of joint purchasing policies in order to obtain lower input costs. In the practice of tourism clusters, the demand for establishing a network of common suppliers has emerged in the following fields: marketing, tender coordination and writing of tender proposals, insurance, supplying local products, training services etc.

7. Special human infrastructure

Skilled workforce is a determining element of economic efficiency. Special human resources, optimized training costs and an effective method of specialist recruitment are direct consequences of the synergy of the cluster environment. Joint professional trainings and further education are of high importance for all tourism clusters.

8. Special inputs

Successful cluster activities will stimulate positive processes in the social and economic environment, which will result in positive externalities for cluster members. Development of “Public goods” can be realised. A good example is the tourist attraction development that well relates to the strategic objectives of the cluster but is implemented by an actor outside the cluster (county municipality, local government etc.). Another example is when the educational system reacts to cluster needs by offering specific educational programmes including special training courses. Clusters positively affect the image, the formation of trustful social network, the innovative milieu and expert knowledge accumulation. Due to the combined effect of these factors, the integration of a company into a cluster is more favorable than operating outside, in a kind of “isolation”.

The characteristic features of tourism clusters are summarized **in Figure 4.**

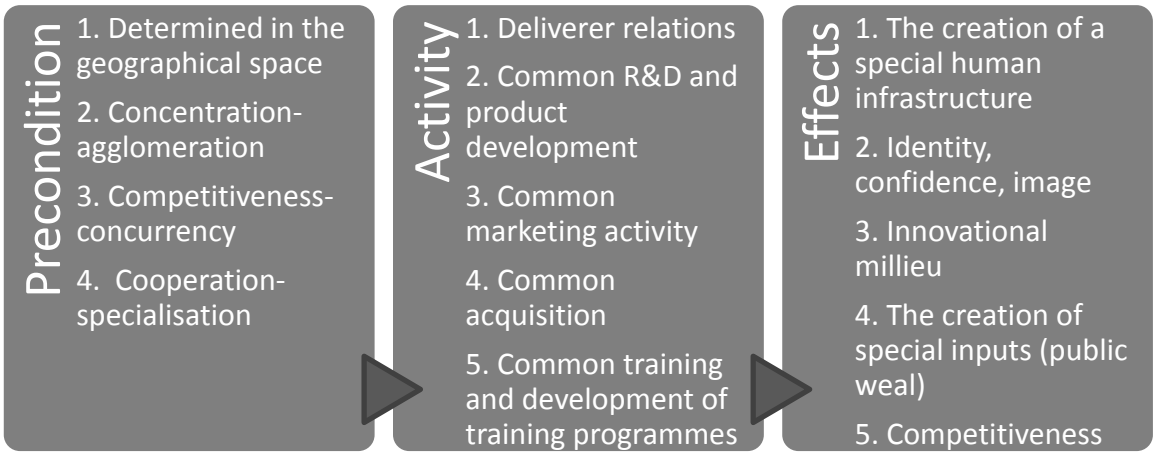


Figure 4. Characteristics of regional tourism clusters
Source: ed. by GONDA, T.

1.3.4. Characteristic features of cultural clusters

When dealing with the topic of tourism clusters and more specifically cultural tourism clusters, the place and role of cultural tourism has to be determined first, along with the theoretical background of tourism clusters both in national and international perspective.

In the 21st century the global tourism market creates an organic and interdependent system where the demand and supply side are facing significant changes.

"Richards[4] states that "*Culture and tourism were two of the major growth industries of the 20th century, and towards the end of the century the combination of these two sectors into 'cultural tourism' had become one of the most desirable development options for countries and regions around the world*."

According to the recent changes of tourism trends it is obvious that visitors are more strongly involved in cultural activities than earlier although we have to highlight that the role of the 3S (or 4S as sun, sand, sea and sex) in mass tourism is still (overwhelmingly) dominant. On the other hand, as a new generation of visitors is appearing on the tourism market, we can talk about a new 3S group or generation of tourists now mainly motivated by *sport*, *spectacle* and *satisfaction*. ("Csapó & Matesz, 2007")

Some aspects of cultural tourism are summarized in the following table.

[4] 2009" (quote the document)

Positive effects	Negative effects
• Development of the regional culture • Protection of the natural habitat • Strengthening of the local traditions and culture • Less seasona tourism • Integration of sustainable tourism principles	• Culture becomes commercialized • Destruction of the environment • Investments in tourism that harm the environment • Architecture not characteristic to the local customs • Carrying capacity problems • Conflict source

Figure 5.
Positive and negative effects/impacts of cultural tourism
Source: Based on "Horváth, 1999"ed. "Csapó, 2012".

According to the recent research data published by the OECD in 2009 entitled "The Impact of Culture on Tourism", it seems that almost 360 million international tourism trips were generated by cultural tourism worldwide in 2007, accounting to around 40% of all global tourism (OECD, 2009). The mentioned study also stresses that the amount of money spent by a 'cultural tourist' is estimated to be as one third more on average than other tourists ("Richards, 2009"), which increase the traditional tourism multiplier effect.

The classic attractions of cultural tourism can be classified into three groups:

- Built and material values (buildings, material values of different art forms),
- The cultural values connected to everyday life (free time, leisure, lifestyle, habits, gastronomy),
- Events and festivals ("Aubert & Csapó, 2002").

1.4. Cluster policies in the participating SEE countries

1.4.1. Cluster policy of the Hungarian government

According to the literature, top-down-type clustering processes began only at the turn of the Millennium initiated and funded by Széchenyi Plan. The regional development programme of South Transdanubia in 1995 had already examined the possibility of economic cluster development. However, developers of the programme drew attention to the difficulties of cluster development in South Transdanubia, highlighting the missing or undeveloped preconditions. They highlighted that the major drawback was the lack of technological developments and inadequate R&D activities not able to facilitate industrial technology change.

Among the first tenders of Széchenyi Plan, within the confines of the Regional Economic Development Programme the subprogramme for the establishment of regional clusters aimed at network-oriented development.

The cluster policy of the central government primarily strived for providing the start-up conditions for cluster development. The government's role and engagement was confined only to provide start-up conditions and to initiate the establishment of a limited number of clusters. The central government had an indirect role in the establishment of clusters and from the beginnings it represented a standpoint according to which clusters should be self-sufficient, and accordingly, supported their operating costs only to a minimal extent. The maximum amount of support available was 25 million HUF, which equaled maximum 50% of the net costs. The minimum proportion of own contribution was 25%.

In the tender launched within the framework of the already mentioned Széchenyi Plan, 18 applicants were financed (GKMIKF 2003).

The Medgyessy government introduced the National Development Plan as a replacement for the Széchenyi Plan abolished in 2002, included in the framework of the Economic Competitiveness Operational Programme (ECOP). It must be added that as a result of the strict conditions and the controversy surrounding the tenders, in 2004 funds virtually remained unused. From 2005 within the framework of ECOP 1.1 (development of competitiveness of the industry and service sector) profit-oriented and non-profit organizations could apply for establishing cooperating clusters. In 2006 9 applicants obtained 122 million HUF from the available sources, then, in the same year further 14 clusters fulfilled the conditions and thus received a fund of 326 million HUF altogether (SZANYI M. 2008).

The National Development Concept also stipulates that during the elaboration of regional development concepts, top priority should be given to the development of small and medium-size enterprises - by encouraging the creation of territorial networks.

It is of great importance for us that the National Development Concept specifies, that tourism within the service sector has a strong growth potential, and its development could be boosted by utilizing the different resources of Hungary (geographic, natural, cultural etc.) that represents the comparative advantages of the country.

In the subsequent period, the New Hungary Development Plan and its most important economic development programme, the Polus Programme served as the framework for economic development. This new programme aimed to establish a strong basis for the long-term development of Hungary by the development of, on the one hand, business environment of polus cities, and on the other hand, clusters organized on a commercial basis. In accordance with the objectives set, they tried to support such grassroots business groups and educational and R&D institutions, which were

likely to utilize advantages efficiently induced by uniting their knowledge capital and were likely to launch new, innovative products and make joint investments.

A 3-level tender structure was created in the programme, of which 2 were announced at regional level and one at national level. A 7-member Polus Accreditation Body decided upon the award of the title of Accredited Innovation Cluster. These accredited clusters became eligible to acquire additional extra points at tenders announced not solely for accredited clusters, and could submit applications for the exclusive tenders opened by the National Development Agency for accredited clusters. In September 2008 in the first accreditation process 8 organizations were awarded the prestigious title of Accredited Innovation Cluster.

In February 2011, within the framework of New Széchenyi Plan the following calls were announced: „Business cooperation and support to clusters in the regions" (in the South Transdanubian region: DDOP-1.1.3.-11), and „Support to complex technology innovation of member companies of accredited clusters" (GOP-2011-1.3.1/B). Later, in June 2011 the „Support of technology innovation of accredited innovation clusters" call was announced (GOP-2011-1.2.1).

The aim of GOP-2011-1.3.1/B tender is to support the innovation of members of accredited clusters, including innovative suppliers, who work on the further development of already existing products, technologies and services. This latter tender was created because it seemed necessary to support innovation clusters. The support of project consortiums, which can contribute to providing background of technical development is also of importance. Projects - as a requirement - must be implemented in the fields of agriculture, engineering, natural sciences or medicine, and the product, technology or service to be developed must be commercially recoverable.

Support of tourism clusters within the framework of the Regional Operational Programmes became available from 2010 (MÁRTON GY. 2008.). This decision recognized and legitimized tourism clusters.

Tourism clusters in Hungary

The history of tourism clustersis recent. The RE-1 call for applications (which was actually the first domestic call announced in the framework of the first Széchenyi Plan for establishing clusters), although did not prohibit but neither supported in its priorities the establishment of tourism clusters. This led to the rejection of the few tourism cluster applications submitted for this call. The Regional Operational Programmes (ROP) created within the framework of the New Hungary Development Plan strongly favoured the establishment of new clusters and called for the launch of clustering processes along the key tourism products of the regions. As a result the calls of the ROP announced in the budgetary period following 2007 (concretely in 2010) definitively legitimized tourism clusters (GONDA T. 2008).

The first tourism cluster in Hungary, established on 22 June 2001, was the Pannon Thermal Cluster. When beginning its activities it was a new initiative not only in domestic practice but in the whole East-Central Europe.

1.4.1.1. Establishment of Three Cultural Tourism Clusters

The growing demand for the knowledge of cultural heritage contribute birth of the tourism cluster.

What makes cultural tourism so dominant in the region of Pecs? We believe that the answer predominantly lies in the following reasons:

a) Regarding cultural tourism, the medium-term tourism development strategy defined significant priorities to which regional planning also adapted itself:
   - Strengthening the power of culture as an economic incentive by improving the position of cultural industry, more specifically, by having cultural tourism acknowledged and developed as a significant economic multiplier.
   - Enhancing recognition and awareness of cultural tourism attractions, widening market interest by using modern marketing tools.
   - Improving availability and accessibility of cultural tourism attractions (info-communication and infrastructure developments: eg. creation of an information board system, development of public transport, introduction of modern visitor management etc.).
   - Integrating highlighted cultural programmes into tourism packages and introduce them onto the market.
   - Tourism product development on the basis of cultural attraction.

b) There had been lively discussions and debate going on concerning the European Capital of Culture project since 2003, then in t2005 it became a fact that the region's centre, Pécs was going to hold the honorable title in 2010. As a logical consequence, from that time on every strategic document dealing with tourism treated the issue of cultural tourism as a matter of major priority (BERKI-GONDA 2006).

c) The Early Christian necropolis of Pécs became part of the UNESCO's World Heritage in 2000.

d) A close professional cooperation starting a few years back has taken shape in the region in relation to the utilization of castles for tourism purposes. The concept of cluster development was put on paper quite early but, due to the shortage of tender funds available, activities could only slowly develop further.

e) The Buso Carnival of Mohács, as an outstanding heritage of Central Europe, became part of the Intangible World Heritage in 2009 – the first to achieve such a title from Hungary. The recognition of the carnival is obvious within the country and it is getting more and more popular among foreigners, partly as a result of the prestigious title. According to estimations, more than 50,000 visitors come to see the carnival each year.

h.) Certain European sections (England, Scotland and Germany) of the few-thousand-kilometre-long Roman limes system that is going through 20 states have already become part of the UNESCO's World Heritage. Preparation of the nomination file for submission of the Hungarian limes section, part of the former Ripa Pannonica, already included on Hungary's Tentative List, is in progress.

The foundations of the clusters root back to 2000 when the concept of World Heritage Management was defined. In 2002 the City of Pécs and the Local Government of Baranya County established the Pécs/Sopiane Heritage Nonprofit Ltd. which later took preparations and tasks related to organizing the clusters.

A clustering process aiming to utilize castles for tourism purposes began a few years ago, with the coordination of the South-Transdanubian Tourism Non-profit Ltd. Establishing the cluster was partly justifiable by the shared opinion of actors according to which the positive impact of the region's castles on tourism was much smaller than it could have potentially been expected. Although early activities focused on joint marketing, later innovative product development and human resources development appeared, including continuous staff training.

The foundation of the events and festival tourism cluster was initiated by the Cultural and Tourist Centre of Baranya County. It recognized the necessity for professional collaboration in the light of the dynamic growth of interest within domestic tourism in festivals and other cultural programmes, and the exponentially growing number of events – similarly to international trends (GETZ, D. 1991). The main goal is to compile a regional festival calendar with special regard to the idea that festivals supplement each other and do not try to compete with one another in the region.

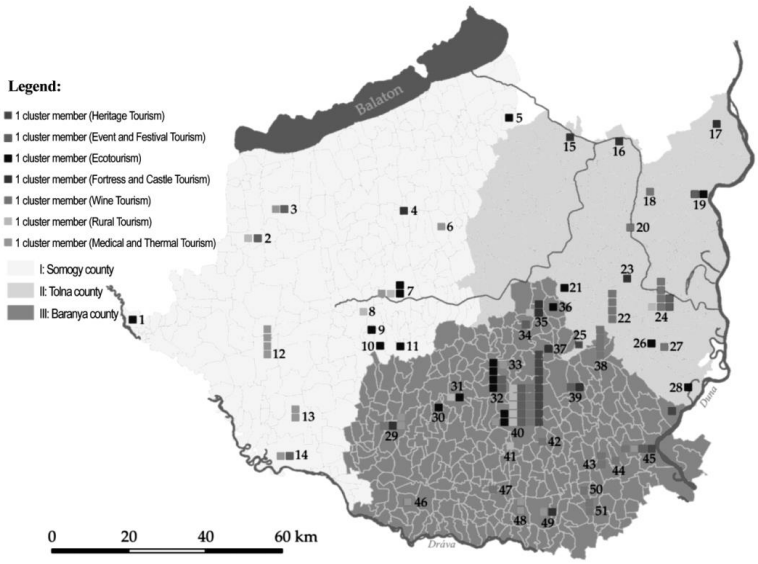


Figure 7.
Members of the tourism clusters in the South Transdanubian Region, Hungary
ed. by GONDA, T.

1.4.1.2. Main Priorities of the Examined Clusters

As far as clusters concerned, it is worth mentioning that they were established mainly because of economic reasons. They are such interactions of active corporations (or at least corporations that function on the market) where the main goals are to improve the efficiency of management and to enhance market action of the corporations having joined the clusters. Main priorities that were defined within the three clusters are the following:

- Coordination of regional improvements in relation to ecotourism, and in a broader sense, in relation to cultural tourism and establishing a common brand;
- Innovative developments between research places and the locations of heritages, mediating requirements, coordinating developments and marketing programmes –application of unified elements of image;
- Defining the target group, its ‘coordination’;
- Creating a heritage-map and a competence manual, improving these and continuously upgrade them;
- Improving human resources organized on the common basis of cluster members, coordination and managing supplementary projects and improvements;
- Recognizing common market interests, cooperation with local travel agencies and, by this way, collecting useful information about demands;

- Developing information technology, applying the improved digital technology and initiating the modern CRM system;
- Creating database with respect to performers, craftsmen and other suppliers that are guaranteed to fit into the programmes of castles.

1.4.1.3. Cooperation between the University of Pécs and Clusters

The campus may be a partner in satisfying the needs of human resources and in ensuring "cheap" but motivated labour-demand by means of students' internship. Of course, in the South Transdanubian region it is the University of Pécs that meets the above requirements, to embark the following tasks: creating common database, elaborating motivation research, introducing "the best practice", establishing a regional heritage–map, ensuring student practice, satisfying special training needs of clusters.

1.4.1.4. Summary

Cultural touristic sights and potentials of the South Transdanubian Region serve as a compliant base for successful implementation of regional cultural tourism. Potentials of the South Transdanubian Region are favourable on the basis of built heritage that determine culturally motivated journeys and other highly respected cultural programmes. So primarily it is up to the members of the touristic supply side whether they can take advantage of the upcoming opportunities, whether they can adapt themselves to requirements and challenges of the 21st century, whether they are capable of a possible cooperation and creating healthy competition.

Three organizations (heritage tourism cluster, programme and festival tourism cluster, castle and mansion tourism cluster) have recognized it quite early that cooperation, organization into networks, and clusterization within rational frames may bring competitive advantage, reduction in costs, and growing efficiency. The extremely fierce competition, the participants of demand offering nearly unlimited opportunities, partly because of the powerful and fast globalization, require considerable complexity, heterogeneity, creativity and innovation from suppliers. By defining main priorities, creating diverse relationship with the University of Pécs, continuous network and system development, and by endeavouring innovation, the clusters have made the first steps towards a successful cooperation. At the same time, filling the supply of organizations with exquisite, real content and maintaining existing programmes still need additional, qualitative work and the procurement of necessary financial resources.

1.4.2. Cluster policy of Slovenia

Slovenian cluster policy

The process of promoting clustering in Slovenia began systematically, carried out in accordance with the guidelines of up-to-date regional and innovation policy. In 1996, the Slovenian government adopted a strategy to increase the competitiveness of the Slovenian economy, in which it plays an important role in promoting the development of clusters.

In 1999, a survey was conducted project prospects for the development of clusters in Slovenia, which included 1,700 companies. This survey/study served as the basis for the promotion of cluster development.

In four years (2001 – 2004) of co-financing of cluster development projects, which was aimed at about 2.141 billion SIT development incentives, Slovenia generated 29 projects for the development of clusters, which together include around 390 organizations, employing more than 60,000 people.

Overview of the amount of funding and number of projects in years 2001 – 2004 in Slovenia:

Year	Bilion SIT	The number of supported clusters
2001	150	3
2002	331	11
2003	650	17
004	1.010	29

Table 2.
Source: Internal documents, Ministry of Economy

Slovenia has many kinds of experience in the field of supporting end encouraging clustering, networking and cooperation. After 4 years of successful national cluster policy finishing in 2005, a strong national policy was missing. In the regional development plans throughout Slovenia, the cluster policy is incorporated into those plans. The importance of the Regional policy in general is seen as an improvement of competitiveness of the region, cross-regional cooperation and fostering of R&D.

The Slovene innovation and competitiveness policy is based on supporting all economics sectors, there is no sector focus. The Policy is horizontal and aimed to all economic sectors. None of the measures is designed particularly for clusters. The target groups are companies (SMEs) and

R&D institutions. The support to the global competitiveness and internationalisation of knowledge based economy is one of the measures in the Podravje Regional Development Plan 2007-2013. This will be implemented through:

- encouraging development of business, business excellence, business dissemination on foreign markets and internationalisation of companies,
- further development of specialized experts services for development and internationalisation SME support,
- encouraging of different forms of networking and cooperation between SMEs, and SMEs and R&D,
- increased SME accessibility for national and international development incentives.

In the past large industrial companies in the Region have been an instrument of regional development policy in Slovenia. Now the cluster initiatives in the Region are taking this role over.

Results of the survey in 1999 showed some pecularities of Slovenian clusters:

(1) Identified potential clusters in Slovenia do not have a strong geographic concentration because the companies are spread across Slovenia;

(2) There are weak links between the actors in the cluster;

(3) Identified production / service systems do not reach critical mass of companies.

The analysis revealed some difficulties in promoting of cluster development and in promoting of co-collaboration and competition between players, such as low levels of trust between members of the cluster, the lack of involvement of the top management companies in the cluster project.

After 2005, in Slovenia there has been no explicit national cluster policy, however, to some extent, almost all strategic economic, R&D and other policy documents include measures and instruments for the promotion of networking and clustering.

Since January 2007, a national cluster and technology platform association at the Chamber of Commerce of Slovenia has been operational. In this association 14 clusters are members, and 24 Technology Platforms have been associated.

Sloveniandefinition of cluster

The following definition of clusters was adopted in teh prementioned survey in 1999: “Production/service system that includes producers of final goods and services, specialized suppliers of components, manufacturers of complementary products / services, providers of tools and complementary services, companies with complementary skills, know-how and technologies, government institutions, research and consultancy institution and customers (Dermastia, 2002).”

Industrial clusters

The companies which are now successfully operating on the EU and global markets are doing this by forming strategic alliances - clusters with suppliers, customers and in some cases also with competitors. Most of clusters and alliances are formed at the regional level. Through this strategic alliance, companies are supporting joint research, marketing, internationalisation etc. As many other regions in EU also Podravje region is facing the challenges of global economy and lack of regional identity. This requires rapid response to this changes ant threats. The development of clusters and involvement of knowledge (which exist in the region), to link work and learning together is the opportunity for this region to became more competitive and innovative.

In 2008 Maribor Development Agency (MDA) has identified 5 cluster initiatives and a strong recommendation for building regional support institution collaboration for implementation of regional cluster development strategy.

Tregional cluster policy is planning to to achieve the following goals:

- to develop and improve a Triple Helix Innovation model in the region through the combining of clusters – knowledge institutions – public support sector in order to establish an effective network and cooperation among them,
- to provide a long term support for cluster and network initiatives (new cluster initiatives),
- to make clusters in the region more competitive to promote the network of clusters / SMEs and R&D in the region.

The Regional Development Plan (RDP) 2007-2013 for Podravje region has a common vision for all programme fields. The Vision for Cluster development is not treated separately, clustering and innovation matters are part of a common regional development strategy.

One of the main objectives of RDP is networking and cooperation between companies and stimulation of regional innovation. There is a broad interest of SMEs particular in the sectors of:

- metal-processing
- aluminium processing
- construction
- energy
- logistics
- tourism
- food & beverages processing and
- wood and furniture processing.

Creative industries

Cultural and creative industries (CCI) development in the Podravje Region employ 2,435 people (Slovenia: 16,372), in 470 companies (Slovenia: 4102) with a net profit of € 11.8 million in 2009. CCI also represent the potential at which the Podravje Region can develop its services sector. On one hand it comes to integration and use / exploitation of intellectual property in the production processes. On the other hand it comes for use of arts and artistic approaches in processes and/or management in organizations, both profit and non-profit. Regardless of the classification the artistic potential is used as a stimulant to change in organizations / wider community. For Podravje region are important 3 priorities in the field of CCI:

1. The establishment of the institutional framework of CCI in the development region Podravje and preparation of the Regional Development Plan for Podravje Region 2014 - 2020;
2. Diversification of tools and services supporting the business environment in the region;
3. Development of instruments and actions in order to increase co-operation between companies and artists.

Creative industries in Podravje region are organized in networks and are also formed in clusters.

Creative industries in the Podravje Region do not represent a direct link between industry and culture, but there are individual cases in which the creative industries represent a connection between industry and culture: eg: Days of Fashion at the museum (fashion designers joining the textile industry, with exhibitions in the museum).

Cultural clusters

The cultural clusters in Podravje Region and in Slovenia are not developed. A special feature of Slovenia is that self-employed persons operate in culture. Self-employed persons in culture are defined as persons engaged in the profession as an independent cultural activity. They connect with other actors for shorter, time-limited period. Self-employed persons in culture represent an opportunity for the development of the cultural industries in Podravje region and it would be reasonable to connect them in joint development network / cluster.

Tourism clusters

In Slovenia there are only a few tourist networks / clusters. These are mainly local tourism networks in which various local tourism providers are connected with the aim of attracting tourists to a particular tourist location / destination.

Industry, culture and tourism could bring together inside tourism cluster, but in Slovenia we do not have such examples.

The culture in our country is traditionally financed by public sector. In some cases private sector invests in culture as well, e.g.: Lent Festival: about 100 different important local and regional companies every year support one of the largest Festival in Europe. In Slovenia in recent years the crisis has negative impact on financing culture.

1.4.3.Cluster policy of Slovakia

Slovakian cluster policy

At present, Slovakia has not adopted Cluster policy at the government level. There is a Scheme under preparation for the promotion of innovative clusters by novelty of the Law on the Grants in the scope of the Ministry of Economy (MoE).

Industrial clusters

Sectors of industrial clusters are:

- automotive industry,
- machinery – automation, robotics, mechatronics,
- electrotechnical industry,
- engineering,
- ICT,
- energy,
- chemical industry – plastics.

Despite the non-existence of national/regional cluster policy/legislation, the clusters in the above mentioned sectors were established “from the bottom“, because the companies had the need to apply some common approach, especially with public authorities and to obtain public funds. The other purposes include the education of people, implementation of new technologies and innovations and establishing of supplier chains.

The fact that the industrial clusters survived and does exist even through turbulent crises years, does suggests that the cluster members are satisfied and convinced of its usefulness. On the other hand, the independent evaluation of clusters was not curried out. Hence, we do not know whether clusters, or which of them, achieved their goals or to what intent.

Creative industries

Creative industry is not organized in clusters. Usually they are small and very small enterprises, very flexible and do not have the need for clustering.

As far as the connection between industry and culture is concerned, creative industry represents a certain segment of market that serves to the industry by proceedings/means used in culture/art and serves to culture by technical/technological/material proceedings used in industry. In that way creative industry bridges the culture and industry.

Cultural and tourism clusters

There is no cultural cluster in Slovakia. Tourism clusters that arose "from the bottom" interests, were transformed to OOCR – Regional Tourism Organizations (RTO) following the Act of the Slovak Parliament about the tourism support by the state (especially it means the financial support of such organizations according to approved rules), in force since 2011. RTOs have to be legal persons. To establish an RTO, the members should be at least 5 municipalities and 2 business companies. The number of stays overnight in that region must exceed 50 000 per year. In the law, there is not mentioned the notion "cluster", however the RTO is considered a "cluster-like" body.
The members of OOCR-RTO feel the importance of clustering in fact they can act in synergy, they can better promote their region and for those activities they can obtain financial support from state. In Košice Region that is a subject of our interest, in 2012 were established 4 RTOs and one RTO on the level of the whole Košice Region/county. They are:

- Košice –Turiznus, Košice,
- Zemplínska OOCR,
- OOCR SPIŠ,
- OOCR Slovenský raj, and
- KOCR Košický kraj (KOCR means "County Tourism Organization").

Members of OOCR-RTO can also be cultural institutions, as it is the case in "Košice-Turizmus", where 2 museums and 1 gallery joined the city of Košice and over 20 economic operators such as hotels, restaurants, travel agencies, carriers

Industry and culture: connexions?

Some industrial companies are aware of the importance of culture. As members of decision making bodies in their companies they have permanent contacts with representatives of culture and arts: companies operating on national level or with national impact create connections on national level and companies operating on regional level create contacts on regional level. Usually they are companies from manufacturing, energy and financial sectors, in several cases branches of multinational corporations.

The public owned facilities, as their employees, are traditionally financed by the public sector (by state or by municipalities) (including creative employees, e.g. actors, musicians …).

For several years, the private sector also invests in culture: private theatres, private galleries, private book publishers (book culture).

In the period of ongoing economic downturn and austerity, measures aimed at public finance consolidation, the budget for culture is reduced, as well.

1.4.4. Cluster policy of Italy

Italian national legislation concerning clusters

The main national law on clusters was introduced in 1991 as a result of a twenty years process, between the 70s and the 80s, characterized by:

- substantial centralized conception of industrial policy, paying more attention to the large enterprise than to the rich and varied SMEs;
- a tendency to privilege forms of disbursement to support the demand, which placed in the background support tools to equip and enhance the supply side,
- therefore, substantially in contradiction with the policies that later on were proven successful in times of crisis[5], all aimed at product and process innovation, internationalization and expansion of the offer in terms of reorganization of entire sectors, reduction of costs and overall performances improvement.

Industrial clusters policy

The main measures taken at national level to standardize the matter of the industrial clusters were contained within the **Law n. 317** (**October 5, 1991)** "Interventions for innovation and development of small and medium enterprises" [6]. In particular, the Law 317/1991 has defined industrial clusters as "geographical areas characterized by a high concentration of small and medium-size enterprises, with particular reference to the relationship between the presence of enterprises and the resident population, as well as the productive specialization of all the enterprises" (Article 36).

This law provided a broad involvement of the Regions in the clustering policy. It was, in fact, role of the Regions to identify clusters, after consulting the regional unions of chambers of

[5] Intesa San Paolo (2012) Economia e finanza dei distretti industriali - Rapporto annuale n. 5http://goo.gl/eGjRv.

[6] http://www.ilsole24ore.com/art/SoleOnLine4/Speciali/2006/documenti_lunedi/18settembre2006/L_317_1991.pdf?cmd%3Dart

commerce. A decree was issued in April 1993 to define a purely quantitative methodology based on statistical data's to identify clusters according to the degree of specialization of the local workforce and industrial structure (number of SMEs). According to this, each cluster had to coincide with one of the Local Labour Systems statistically identified on the basis of 1991 Census and to comply with 5 statistical indicators[7].

The rigidity of these parameters has, however, led to the definition of a distorted picture of the Italian cluster reality: from the application of these criteria, in fact, were assumed as a cluster also areas that could not be considered as such, while areas well-known for their productive specialization could not be officially recognized as industrial clusters for non-compliance with the thresholds recalled above.

The 1991 law did not provide a clear direction to the regions on how to manage financial resources for the clusters. In this perspective, an effective governance was lacking since the beginning. At this early stage the legislature granted the regions the opportunity to act in the territory financing consortia through "program contracts". It was not contemplated the possibility of funding innovation centers or consortia of mixed enterprises. In the redaction of program contracts could participate members of the cluster committee, which were typically municipalities, chambers of commerce, trade associations, consortia, etc.

In 1997, less than half of the Italian regions had specific provisions for industrial clusters existing in their territory while many regions still had not even start the first identification phase in the territory.

The first document which explicitly recognizes the economic industrial clusters was the **CIPE deliberation of 03/21/97**, according to which industrial clusters can be promoters of the program contracts. A subsequent relevant legislative action-oriented to finance industrial clusters was the **law 266/1997 (Bersani Law**). The law provides grants (which may not exceed 50% of the planned expenditures) for technological and telecommunications innovation within clusters.

To cope with this situation, the legislator intervened again in 1999 with the Law 140/1999, which, as mentioned, has introduced a simplification of the criteria for the identification of industrial clusters, Consequently industrial clusters were then defined as local production systems that in addition to the features defined above have a high concentration of industrial enterprises and a high specialization in production (Article 8, paragraph 2).

[7] 1) an industrialisation index, 2) an index of manufacturing entrepreneurial density, 3) an index of productive specialisation, 4) a weighting factor of the sector of productive specialisation and 5) a weighting factor of SMEs within the sector of specialisation.

Under **Law 140/1999 "Rules regulating productive activities"**, a new legislative intervention on clusters was realized in order to simplify the criteria of identification, first by defining a new type of area, namely the "Local Production Systems", characterized by homogeneous production environments, high concentration of enterprises - not necessarily industrial and mainly constituted by SMEs (Article 8, paragraph 1). Were introduced more qualitative requirements leaving the Regions substantial scope in the verification of the requirements. The law in question also removed the constraint of the exclusive presence of small and medium-size enterprises, admitting the presence of large enterprises (over 250 employees), while maintaining the prescription of the prevalence of small and medium-size ones. It gives the task to the regions to take action for financing innovative projects proposed by individuals enterprises belonging to industrial clusters.

Overall, the industrial clusters formally identified at the regional level were 166 in 2006, the Region that has identified a greater number of clusters is Veneto, with 46, followed by Piedmont, which has recognized 27 and Marche that have identified 26 clusters. The main type of cluster product specialization is textiles and clothing (42 clusters out of 166), followed at a distance by machinery and equipment (22) and leather and footwear (21).

Almost all the Italian Regions that have regulated the matter of the clusters have envisaged the establishment of a representative body of the cluster (consultative committees, panels, agencies). In most cases the representative bodies have representative functions of interests, generally consisting of representatives of leading business organizations and trade unions and representatives of Local Authorities (Provinces, Municipalities, Chambers of Commerce, Port Authorities, etc.). The Regions have also provided the adoption of programming tools of interventions (cluster development pacts, annual or three-year programs, planning agreements) that are prepared by the representative bodies of the cluster, if any, and then submitted to the Regional Governments for their approval.

Two distinct types of clusters could be identified: namely territorial and functional.

Territorial clusters, mostly anchored to the experience gained so far in the field of industrial clusters, are characterized by the common membership of the companies that belong to the same production sector, as well as to the same geographical area. **Functional clusters** are created from a free association of companies that cooperate across diverse sectors in a logic of mutual business, disregarding the existence of links with a specific territory, in pursuit of synergies between companies that perform complementary activities.

National law on enterprise network and “network contract”

The Italian national legislation through Law n.99/2009, DL 33/2009 and DL n.5/2009, and in particular art. 3 – enterprise network model – introduced the figure of the network contract, complementarily to the productive cluster legislation. The “network Contract” is as a new tool made available for SMEs to support and encourage networking, allowing them to remain autonomous and cooperate in order to improve their innovative capability and competitiveness on the market. The business networks are forms of coordination of a contractual nature between firms, particularly SMEs, who want to increase strength in the market without having to merge or join under the control of a single entity.

The contract must specify:

- the strategic innovation goals or goals to raise competitive ability
- the establishment of a network program, which contains the enunciation of the rights and obligations assumed by each participant, the means of implementation of the common goal
- appointment of a joint body responsible, in the name and on behalf of the participants, of the execution of the contract
- the duration of the contract

It is envisaged through the new network contract, the possibility of establishing a common capital fund. The network contract is subject to registration in the Registry of Companies and is granted tax relief possibilities for the enterprises members. With Law 179/2012, the network contract acquired legal subjectivity. The scope of application was extended to ivolve all forms of business organizations (individuals entrepreneurs, companies and corporations, etc…), while before the norm was involving only SpA. With the law n.134/2012 221/2012, it was decided that financial liability was limited to the common fund and not shared by the single enterprises. The Law n. 179/2012 allows participation of the "network contract" in tenders and public procurement. While thanks to law 224 of 24 December 2012 was introduced a tax credit for businesses, members of business networks that invest directly in research and development.

The law 180/2011 provided clear a definition and synthesis around the multiplicity of clusters typologies in Italy.

- "Industrial Cluster" are homogeneous productive contexts characterized by a high concentration of businesses, mainly micro, small and medium-size and by a high specialization;

- 'Technological clusters' are homogeneous productive contexts characterized by the presence of strong links with the research and innovation system;

- "Meta-technological clusters' are innovative and productive areas of excellence, regardless of territorial limits, still not structured and governed as networks;

- “Trade/commercial clusters” are productive areas and initiatives in which citizens, businesses and social groups, freely aggregated, exercise trade as a factor of development for all the resources available in the territory;

- “Aggregation of enterprises” or “enterprise network” are functional combinations between companies.

National law on technological clusters

Unlike the traditional industrial clusters that were born spontaneously and that only at a later stage had been recognized and obtained public funding, technological clusters are promoted by the concerted action of public administration (central and local), businesses, foundations and financial institutions, with the goal of creating research and innovation poles in many areas of the country.

The common element between the two types of clusters (industrial and technological) is the spatial dimension that characterizes them and the fundamental function of enhancement of local conditions in order to improve the attractiveness of an area. The new variable, in this case, consists in the planned cooperation of enterprises and public research.

The initiative for the establishment of technological clusters vests in the Regions that can present a project to the Ministry of Education, which shall, if it seems appropriate, recognize officially the new territorial reality. These clusters represent one of the cornerstones of the science and technology policy undertaken by the government from April 2003.

The Venetian cluster dedicated to nanotechnology applied to materials (Veneto Nanotech) was commissioned by the Ministry of Education and the Region and participated by the University of Padua and Venice, the CNR, three science parks (Verona, Padua and Marghera) and the INFM. The cluster counted on financial support of 60 million euro for the first five years.
The Veneto case as example of Regional legislation on clusters

Regional Law # 8 of 4th April 2003 and Regional law 5 of 16th March 2006.
Cluster definition

In order that a local productive system may be considered a productive cluster it must respect the following criteria:

- a set of institutional actors having competence in supporting local economy
- a high concentration of SMEs, integrated in a relevant productive system
- involves a minimum number of 100 productive units;

- employs at least 1000 workers;
- have a high level of production and service integration within the production system;
- is able to express potential innovative capacities, and traditional know how documented by the presence of specific training institutes or documentary centres on the local culture specific to the product and type of work
- include institutional bodies with specific expertise whose operations sustain the local economy.

Eligible subjects:

- Veneto Region enterprises;
- local institutions;
- trade associations in compliance with regional agreements;
- public and private institutions working in the field of promotion, innovation and research or in the field of education and professional training.

Innovation introduced by Regional Law # 5 16th March 2006 on "Regulations governing vertically-integrated company clusters, productive clusters, and industrial development and local productive measures" are:

- introduction of the concept of meta-cluster which is a productive cluster whose productive system is spread all over the regional territory, composed by minimum 250 local companies and a workforce of no less than 5000 employees.

- introduction of the concept of "vertically – integrated company agglomeration". The agglomeration requires a shared plan among a number of not fewer than 10 companies belonging to the same vertically integrated or productive sector

Clustering policy in the Veneto region is expressed by the realization and execution of Cluster development pact by the identified clusters.

Eligibility of the Cluster Development Pact

- 7 Chambers of Commerce of Veneto (public and private institutions/associations) checks the economic compatibility and feasibility of the pact;
- 7 Provinces express their opinion on the territorial congruity between the Cluster evelopment Pacts and provincial plans;
- each "Pact" shall be operative over a three years period;
- after three years, the Regional Council Committee checks performance.

Representative of the cluster and metacluster development agreement

The parties to the foregoing agreements shall for their specific activity and upon signing the agreement, appoint a person designated to represent the agreement and ensures the strategic coherence, and monitor the implementation, of the industrial development agreements and the projects therein.

Cluster and metacluster consultative council

1. Clusters Consultation is set up in the Regional Council Committee.

2. Consultation is the body in which Clusters participate in order to realise and monitoring

Cluster and metacluster development pacts' phases.

3. The Consultation is made of the representatives of each pact.

Allocation Notices and financial rules

The allocation of the resources destined to the realization of the projects giving concrete realisation to the Cluster Development Pact, is subjected to specific notices. The maximum share of regional co financing cannot exceed forty percent of declared costs.

Types of Funded actions:

a) Works & Infrastructure

b) Industrial research

c) Databases

d) IT services

e) Exhibitions

f) Trade promotion

Call for proposals have been published by Veneto region to finance projects issued by cluster, metaclusters and aggregation of enterprises for a total of 121 500 000 EUR between 2003 and 2009 and in 2012.

VENETO REGION FINANCIAL CONTRIBUTION TO CLUSTERS BETWEEN 2003-2012

Year	Planned Amount for financing clusters/metaclusters	Planned amount for financing "aggregation of enterprises"
2003	€ 15.171.408,65	
2004	€ 17.000.000,00	
2005	€ 20.000.000,00	
2006	€ 15.000.000,00	€ 3.000.000,00
2007	€ 13.700.000,00	€ 1.300.000,00
2008	€ 10.410.800,00	€ 2.300.000,00
2009	€ 9.874.850,00	€ 3.500.000,00
2012	€ 10.192.000,00	
TOTAL	€ 111.349.058,65	€ 10.100.000,00

TOTAL	**€ 121.449.058,65**

Table 3.

Note: This table doesn't present distinctions about the source of funding: regional, national or UE sources.

To date, the **Clusters and Meta-Clusters** of the Veneto are **35**, with **7'964** companies involved totalling some **250'000** employees[8]. Out of these, **7** are more properly **Meta-Clusters**: **Cultural & Environmental Heritage**, **Tourism**, **Green Building**, **Logistics Industry**, **Digital Media**, **Wood Furniture**, **Animal Husbandry**;

On the other side, apart from **2 Tourism** clusters, there are **26** 'traditional' **manufacturing clusters**: **Eyewear**, Industrial **Air Conditioning & Refrigeration**, Rovigo **Fishing Industry**, **Fairground Rides & Amusement Parks**, **Sport System**, **Prosecco Wine**, 2 **Footwear** clusters, **Clothing Industry**, **Marble & Stones**, **Thermo-mechanics**, **Packaging**, **Goldsmith** & **Silversmith** sectors, **Bicycle**, **Biomedical**, **Renewable Energy**, **Food Industry**, **ICT**, **Verona Wine**, **Mechatronics & Mechanical Technologies**, **Fashion System**, **Dairy Industry**, **Rubber &Plastics**, **Hotel & Catering Equipment**, **Floricultural & Plant Nursery**, **Lighting Systems**.

Finally, the representative body is the *Clusters and Meta-Clusters Consultative Body*, chaired by the Regional Councillor responsible for enterprise policies and composed of representatives from each identified Cluster Covenant and one representative from each of the associations provided from the table of regional consultation; the *Consultative Body*, established at the Regional Government, is the means of participation of the clusters to the implementation and monitoring stages of cluster development covenants.

How Venetian clusters are reorganizing after the economic downturn

[8] Elenco aggiornato dei distretti e metadistretti vigenti. http://goo.gl/i7EyI

For a long time, from the sixties until the first half of the nineties, industrial clusters with their large population of small and medium-size enterprises represented a dynamic component of the Italian economy, responsible to a large extent for the success of "Made in Italy" manufactured products on the international markets (Becattini, 1998)[9].

In the last fifteen years, however, industrial clusters have undergone profound changes, under the pressure of globalization, and beyond. On this process of structural change - defined by some authors as "a competitive repositioning of Italian industrial clusters" (Foresti et al., 2010[10]) - the global recession that began in late 2008 hit them severely.

A large number of empirical studies have documented the changes occurred and is still ongoing in specific cluster systems, and among those also within Veneto Region [11]. A reading of these works leads to a recognition - beyond specific issues examined in each cluster – of some recurring phenomena:

1. the increase of the concentration within the cluster population,
2. the depletion of productive relationships,
3. the lengthening of inter-company relationships beyond cluster boundaries,
4. the impact of immigration as a new element between the social sphere and the sphere of production,
5. the reduced reproducibility of the entrepreneurial factor,
6. productive diversification in the cluster territory.

These phenomena are also very different from each other, that however converge in determining the substantial and profound transformation of the Marshallian cluster configuration.

Draft Bill of the Regional Government n. 285/2012 "Regulation of industrial clusters, regional innovation networks and enterprises aggregations"

The Draft Bill of the Regional Government n. 285/2012 "Regulation of industrial clusters, regional innovation networks and business combinations", submitted, on the 5th of July 2012, to the Regional Council, introduced a new organic law proposal (not yet approved) introducing new type of clusters.

The new bill has emerged to answer the need to intervene with a new legislation that identifies innovative aggregative ways based on principles of simplicity and flexibility. Through

[9] Becattini G. (1998), Distretti industriali e Made in Italy. Le basi socioculturali del nostro sviluppo economico, Torino, Bollati Boringhieri.
[10] Foresti G., Guelpa F. e Trenti S. (2010), I distretti industriali verso l'uscita dalla crisi, Economia e Politica Industriale, 37 (2), 109-126.
[11] Unioncamere del Veneto (2012), Crisi e trasformazione dei distretti industriali veneti. http://www.unioncameredelveneto.it/userfiles/ID191__QdR16xweb.pdf

funding aimed at a specific target audience, the region may adopt an instrumentation dedicated to different types of productive system.

The industrial clusters of Veneto, coming from an industrial or handicraft matrix are manufacturing local production systems existing in a specific territory with a consolidated historicity. They are expressions of the productive system born after the war and further developed until the Seventies. Economic development has further led to the definition of new and different forms of clusters that were not enough recognized in the previous law. New form of network companies arose, the nature and goals of which that are not anchored to a specific territory and are developed beyond the specific productive scope also becoming multi-sectoral. These networks operate mostly on the frontier of research and innovation, maintaining synergies and strong relationships with universities and other research centers, whether public or private. From these considerations was created the new regional law whose principles have been brought to the attention of the business world through consultation with clusters held on July 2011.

The introduction of the new typology “aggregation of enterprises” comply with the guidelines of the national legislature. The concept of “network contract” has been introduced by the national law as a suitable form to identify “aggregation of enterprises”. It should be noted, finally, that there is an absence of numerical constraints to define industrial cluster or regional innovation. The only numerical constraint can be found for “aggregation of enterprises” that must be constituted of at least three companies.

The Bill identified 3 different types of productive system:

- Industrial cluster
- Innovative Regional Network
- Aggregation of enterprises

1. Industrial cluster have to respect the following criteria:

• concentration of manufacturing firm. Size of enterprises must be mainly small or medium arising from the industrial or handicraft sector.

• territoriality. Enterprises must, in any case, belong to the same production line (or anyway operate in sectors related to the main chain).

• historicity. The historicity of the cluster can certify that the produces outputs of the cluster are the result of deep-rooted knowledge, shared and belonging to the history of the area.

• competitiveness of the system in terms of innovation and internationalization

Unlike industrial clusters, territoriality and relative concentration of businesses are not requirements for the regional innovation network that, indeed, may be considered "dropped" by local production areas to favor of a more extended network able to involve more parties, even distant

from each other. These criteria have to be identified by the Regional Council as a result of surveys conducted by the same body.

2. Innovative regional network have to respect the following criteria:

- network "extended" in the regional territory
- new or innovative entrepreneurship
- new or innovative sectors

Unlike the industrial clusters that are identified by the Regional Council after carrying out surveys, the innovative network results from a purposeful action of the network following a bottom-up approach. Respect of the criteria have to checked then by the Regional Council after the network deposit its candidacy.

3. Aggregation of enterprises have to meet the following criteria:

• at least 3 companies clump together to create a project

• no sectoral constraints

• diverse appropriate forms of aggregation:

* “network contract”

* consortium, soc. consortium, soc. cooperative

* joint ventures

It is an entity of merged enterprises created occasionally to share the implementation of a common projects and results. For this last category, enterprises do not need to elaborate specific strategic development programs.

The regional innovation network has a term of two years, the validity of which is then automatically extended for a further two-year period if requirements are still respected. Unlike the industrial cluster, it has no peculiarity of historical order, but is instead projected onto the frontier of innovation and can therefore be subject to a short life cycle and frequent to radical changes in nature.

Representation role in the relationship with the Region

Each Industrial cluster and Regional Innovative Network "dialogue" with the Region through a legal entity representative.

ROLE OF THE LEGAL ENTITY:

• collection of instances of enterprises to translate them into intervention projects

• subscribes the program agreements with the Region

• is the only contact with the Region

In the case of the industrial cluster, the legal entity is identified subsequent to the identification of the cluster. For the regional innovation network, however, the identification of the legal entity is the necessary precondition for beginning the 'start-up of the' process of formal recognition of the network.

Terms of financing of projects:

• CALL FOR PROPOSAL: for all 3 types of production system (industrial cluster, innovative network regional and aggregation of enterprises)

• AGREEMENTS PROGRAM: only for the industrial clusters and regional innovation networks (to be signed with the legal entity that represents them)

ACTIONS SUPPORTED

Are identified macro-categories in which the Region can select specific financial lines of intervention:

- Research and Innovation
- Internationalization
- Infrastructure
- Sustainable Development and Environmental Protection
- Defense of Employment
- Development of Innovative Entrepreneurship and New Entrepreneurship
- Participation in EU projects sustaining clustering
- Further initiatives aimed at strengthening competitive

Clustering in Emilia Romagna – the touristic aggregations

The Province of Rimini is famous for its expertise in the touristic sector, but it's also part of a region of particular economic interest. Emilia-Romagna has been presented several times as a case study of economic success, especially for its clusters. An important element that can explain this enduring success can be identified in the role of its regional institutions and policy, which were able to give the opportunity for development and gave proper tools to support the small and medium enterprises that form those clusters. However, although these examples of expertise, the cluster in this region had suffered the 2000s progress of globalization and the latest crisis, leading them to adjust to the low-profile Italian trend.

As culture and industry are key factors for development in the context of CMC project, particular attention can be given to the Regional framework for organization of tourism. With regional law n.7/1998, as modified in later years up to 2007, were created some institutions for the

tourism sector, including promotion, commercialization, information services for tourists and management of the touristic compartment in general. The Province of Rimini has its own responsibilities and tasks, being the institution for planning and coordination of promotional activities in its territory.

"Unioni di prodotto" – Product Unions – are created inside this framework for development of the four main compartment of tourism in the Region:

- Sea, sun and sand (Costa Adriatica);
- Art and Cultural Cities (Città d'arte, Cultura e Affari);
- Baths and Spas (Terme, Salute e Benessere),
- Active Holidays in the Mountains (Appennino e Verde).

"Unioni di prodotto" are aggregation of public institutions (such as Chambers of Commerce and Local Authorities) and private entities (in particular aggregation of firms / clusters). Each year a "Marketing and Promotion Program" is approved by both public and private actors, while financing is in charge of the public institutions. Private entities are associated with each "Unione di Prodotto" in form of aggregation or "Club di prodotto" – Product Clubs – and they build their projects accordingly and in a synergic process with the Marketing and Promotion Program. In this collaboration network are born the "travel packages" of the "Club di prodotto" that characterize tourism in the Emilia-Romagna region for the wealth of their proposals and the high level of quality of products/services. Each "Club di Prodotto" is represented by hotels and travel agencies that together aim to achieve strategic objectives, like improving the territory through its particular attractive and touristic characteristics, promote singularities of the area and commercializing integrated offerings on the territory. So those private entities joining a "Club di prodotto" can earn several advantages for themselves and for their clients: for example, hotels can have more power and awareness towards the Tour Operators, which means that they can increase the number of booked rooms even in the lowest seasonality; there can be a better commercialization and promotion, economies of scale, competitive joint purchases, more cooperation between operators. Costumers/tourists have also their benefits: brand can give them a warranty, tourists can book easily their holidays, there is better value for money, more and better services, more information and innovation, and possibility of loyalty programs.

The Art and Cultural Cities Product Union supports regional events through the promotion of real commercial/thematic proposals. This union embraces monumental and art cities of the Region; not only Provincial "capitals", but also towns and smaller cities. The museum networks, theatre, musical and art festivals, exhibitions, historical-monumental tours, artistic handicrafts, antiques, all together form the product of the "art cities". Also conference and congress, business

centers and exhibition centre are included, to serve the rich productive and commercial system, locally and nationally.

The Region Emilia Romagna, as an institution, co-finances each year both Marketing and Promotion Programs and Co-marketing initiatives. In particular, in the Art and Cultural Cities Product Union, several “Club di Prodotto” can be found. According to the Deliberation of the Region for co-financing of those project just mentioned above, for the year 2012, the entire co-financing budget for all the “Unioni di prodotto” is about 2.6 million euros, including 610,000 euros for Cultural Cities compartment. Projects are co-funded in different percentage according to their evaluation: for the highest the Region will provide 28,40% and for the medium 20% for single project funding.

An example of Product Club in the Province of Rimini is the “Piccoli Alberghi di Qualità” consortium (Small, Quality Hotels). Hotel facilities from 2 to 4 stars with less than 48 rooms and family (or almost done by the family) management form this consortium: every associate must possess specific requirements to maintain high quality, in the service especially, and follow specific rules. In July 2002 the consortium was Italy's first to receive ISO 9001:2000. Certification, renewed in 2005. The consortium has different kind of project implemented: there is a quality card, as part of a fidelity program for its costumers, and, especially for the year 2011, the “Fellinian route”, a way to discover the city of Rimini in the cinematography of director Federico Fellini.

2. Findings of the research carried out in the framework of the CMC project

2.1. Questionnaire survey with the involvement and assistance of project partners

2.1.1. Objectives of the survey

The goal of the cooperation planned for several years is to transfer good practices of cluster development from partner to partner and to orientate local decision-makers and policy makers into the right direction with professional materials.

During the launch of the cooperation and the elaboration of the common methodology we felt it important to have a snapshot of the economic environment of the partners participating in the project, and of the existing cluster practices in the respective countries and regions. More precisely, we wanted to know the range of institutions that assist or might as well better assist the clustering process.

We also wanted to map the attitude towards clusters, get opinions from businesses with experience about clusters (cluster members) and with businesses that are not cluster members yet.

We wanted to find out how clustering is considered as good tool for economic development, how enterprises are open to possible cooperations and how this cooperation willingness can be enhanced.

The partner countries worked together in collaboration to develop the three main direction of questionnaires: questionnaires for institutions, for enterprises related to clusters and for enterprises with no relationship with clusters, the last part was about the participating European Capital of Culture cities.

A total of 105 responses were received to the questionnaire survey conducted in March and April 2013, the breakdown of which is as follows: 27 questionnaires from Romania, 27 from Slovakia, 17 from Italy, 20 from Slovenia and 18 from Hungary." (See Annex 1, detailed list of interviewed).

number od recived documents					
PP	institution	online questionnaires			deep-interviews
		clusters	institutions	enterprises	
LP,PP1	UVC and Veneto Region	6	6	5	3
PP3,PP4	CCIPB and CICC	9	4	5	3
PP5,PP6	CCIAA SB	5	6	16	8
PP7,PP8	CCI MARIBOR and MRA	5	7	8	2
PP9	SOPK	12	8	7	3
TOTAL		37	31	41	19
		109			

The three main part will be paraphrase in the chapter 2.1.2. (institutions), chapter 2.1.3.(cluster member businesses and businesses outside clusters) and chapter 3 (ECoC).

2.1.2. Findings of the survey of institutions related to cluster policy and practice

A total of 31 responses were received to the questionnaire survey conducted in March and April 2013, the breakdown of which is as follows: 6 questionnaires from Romania, 8 from Slovakia, 6 from Italy, 7 from Slovenia and 4 from Hungary. The complete survey is available for project partners on the common website of the project, so our analysis is not a demonstration of the research findings in its entirety. In our evaluation we focus on the questions relevant for the handbook and the CMC project.

The fact that the role of cluster in the economic policies of the respective countries is not uniform was striking at the first two questions already. Of the 31 respondents 17 were of the opinion that clusters are among the economic policy objectives of their countries. On the other hand, almost

half of the respondents do not feel this way, the proportion of "No" replies was especially high as regards the Romanian and Slovenian institutions.

In your opinion, is cluster development among the economic policy of the government in your country?

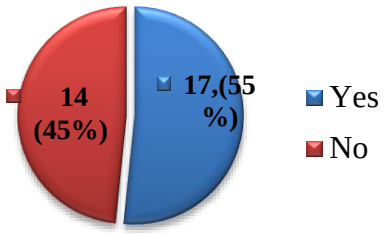


Figure 8.
Source: ed. by GONDA, T.

Also, half of the respondents see that there is no adequate tendering resource for the support of clusters.

Are there any national tendering opportunities for cluster development projects in your country?

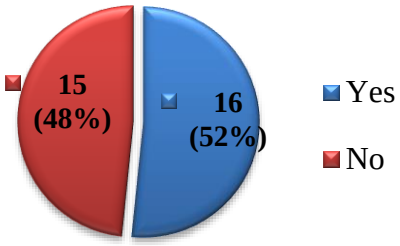


Figure 9.
Source: ed. by GONDA, T.

Among sectoral clusters, tourism ones are the best-known, which came as a surprise. The reason why it is a surprise is that industrial clusters have 2-3 decades longer history than tourism ones. If we look at replies "Yes, at least one" and "Yes, there are several", the following order is found:

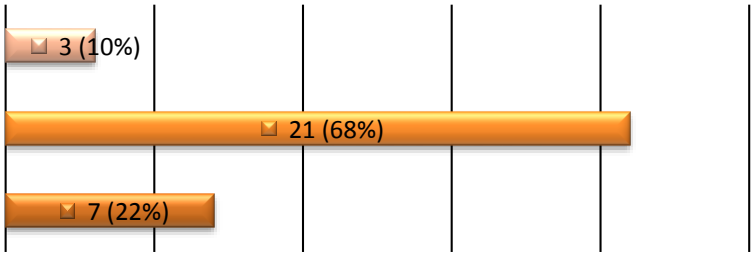
1.	Tourism clusters	25
2.	Industrial innovation clusters	21
3.	Industrial clusters	20
4-5.	Traditional handicrafts clusters	16
4-5.	Cultural clusters	16
6.	Creative industry clusters	14

A positive finding of the responses is that more than half of the respondents already had information on clustering in cultural and creative industries.

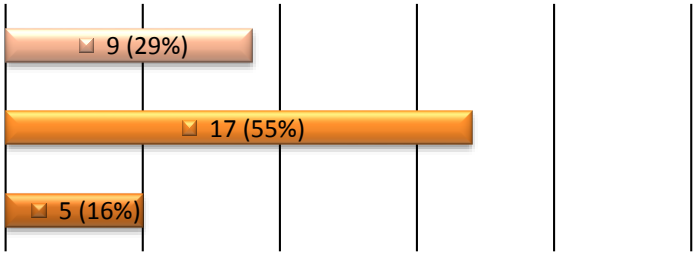
Looking at the institutions assisting clusters we can see a generally positive assessment of the activities of all actors specified by the respondents. The most "helpful" actors are chambers (9), and if we add the attributes "moderately" and "considerably", the first in the order are regional organisations (e.g. development agencies) and chambers, respectively.

To what extent do the following organizations, institutions help the work of clusters in your country?

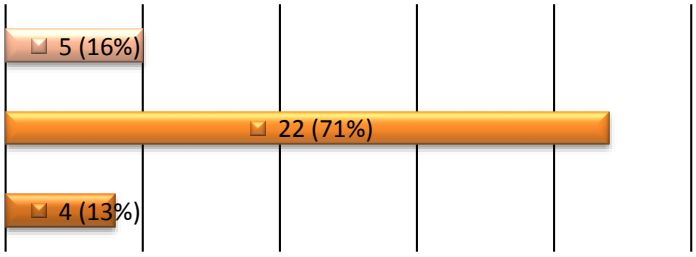
Governmental bodies, ministries



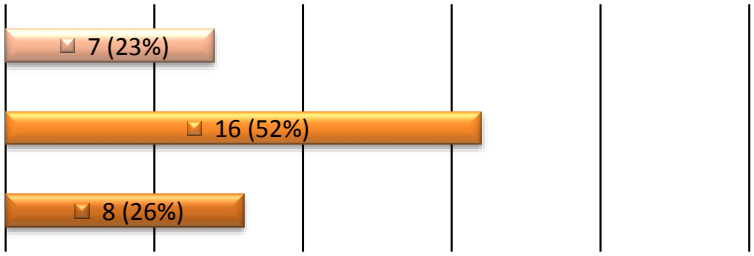
Chambers of commerce



Local or county administrative bodies



Regional bodies (eg. development agencies)



Non-governmental organizations

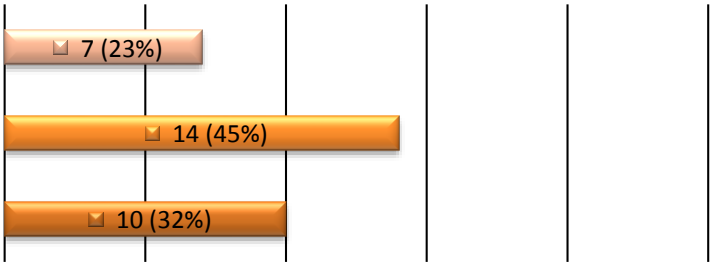


Figure 10.

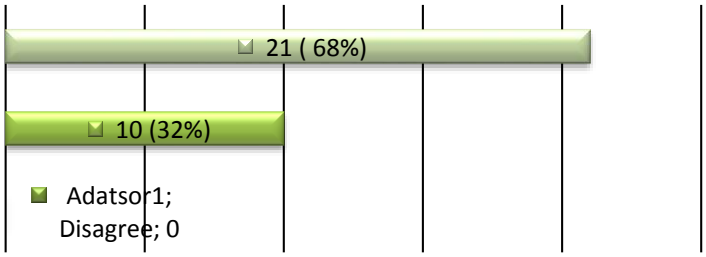
Source: ed. by GONDA, T.

Respondents find the impact of clusters on economic development positive. Seventy-seven per cent of them believe that clusters contribute significantly to regional economic development, 67% think that the development of clusters is a good economic policy objective and 61% of respondents are of the opinion that in general joining clusters is worth for businesses. Also, 77% of respondents do not believe that clusters are only a passing fashion.

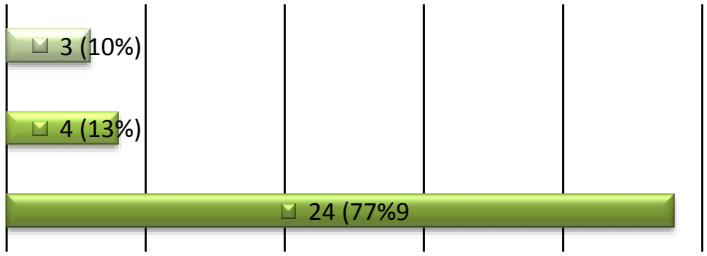
What is striking though is that 74% of the respondents more or less agree that supports will be necessary for the continuous future operation of clusters.

To what extent do you agree with the following statements?

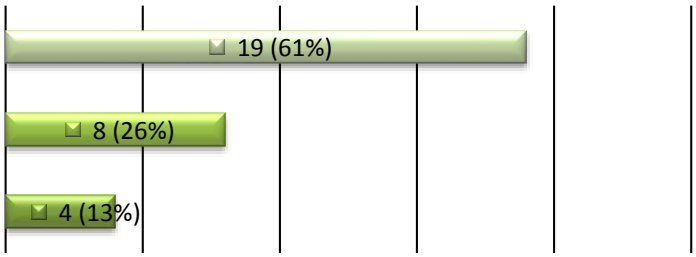
Development of clusters is a good economic policy objective



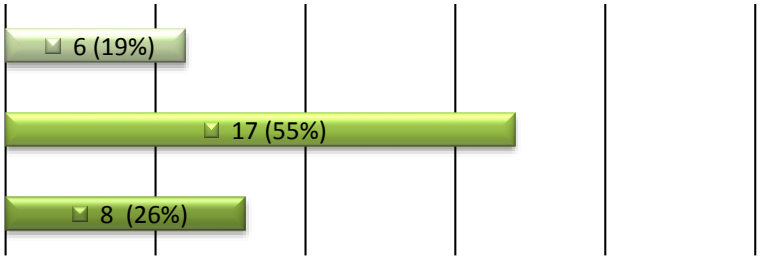
Clustering and the operation of clusters is only a passing fashion



Clusters have a future, it is worth joining one



Clusters operate only as long as they receive financial support



Clusters can contribute significantly to regional economic development

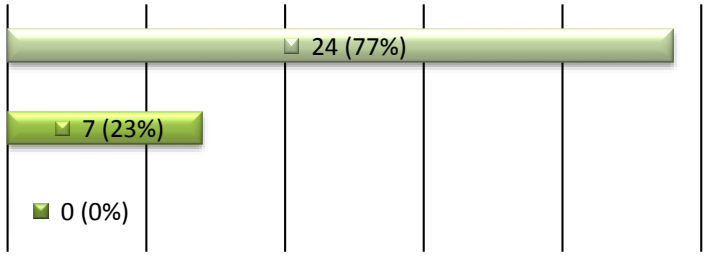


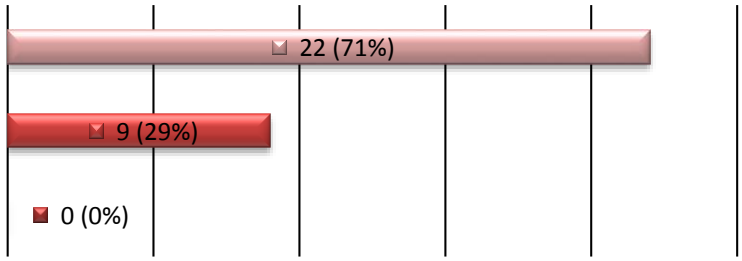
Figure 11.
Source: ed. by GONDA, T.

If we focus on tourism and cultural industry sectors, we can see that they play a very significant role in the economic environment of all CMC project partners. Of outstanding

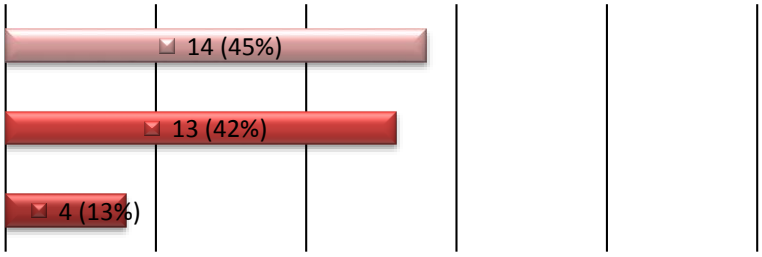
importance are cultural tourism (100%), and also wine and gastronomy tourism (87%). The sector seen as least important is traditional heavy industry (58%).

In your opinion, how significant are the following sectors in your region?

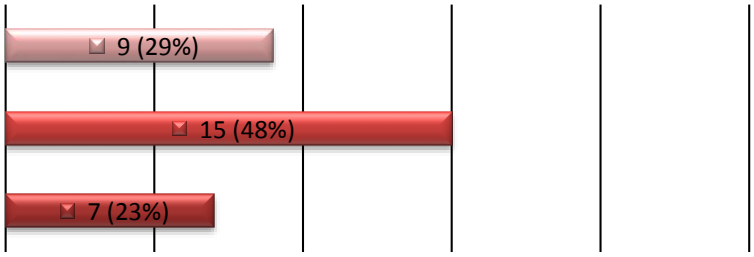
Cultural tourism



City break tourism



Religious tourism



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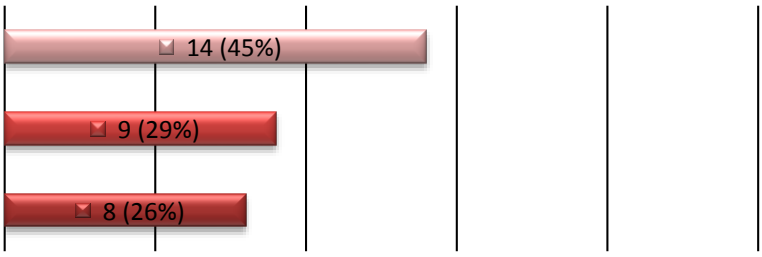
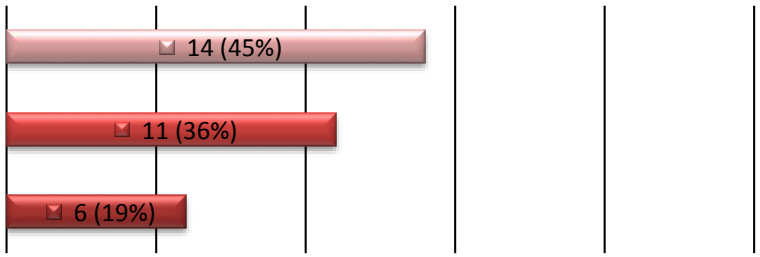
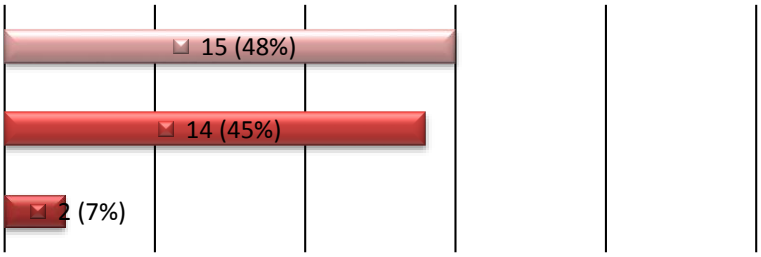


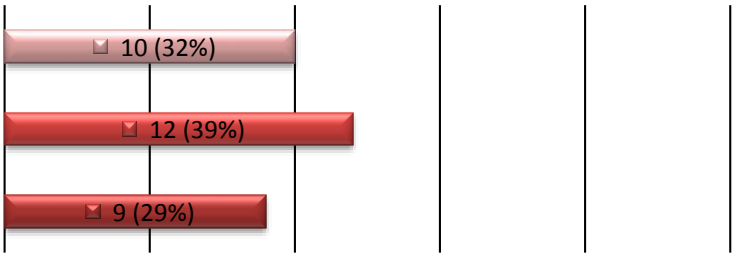
Active and ecotourism



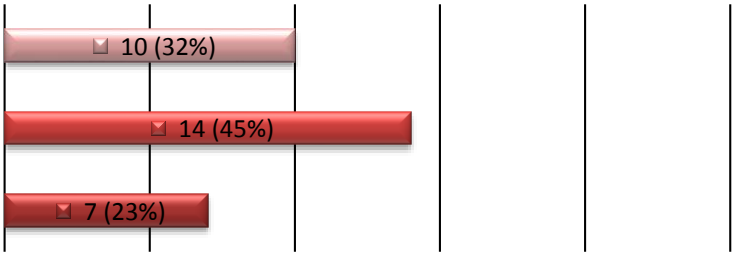
Wine and gastronomy



Creative cultural industry



Research & development, innovation



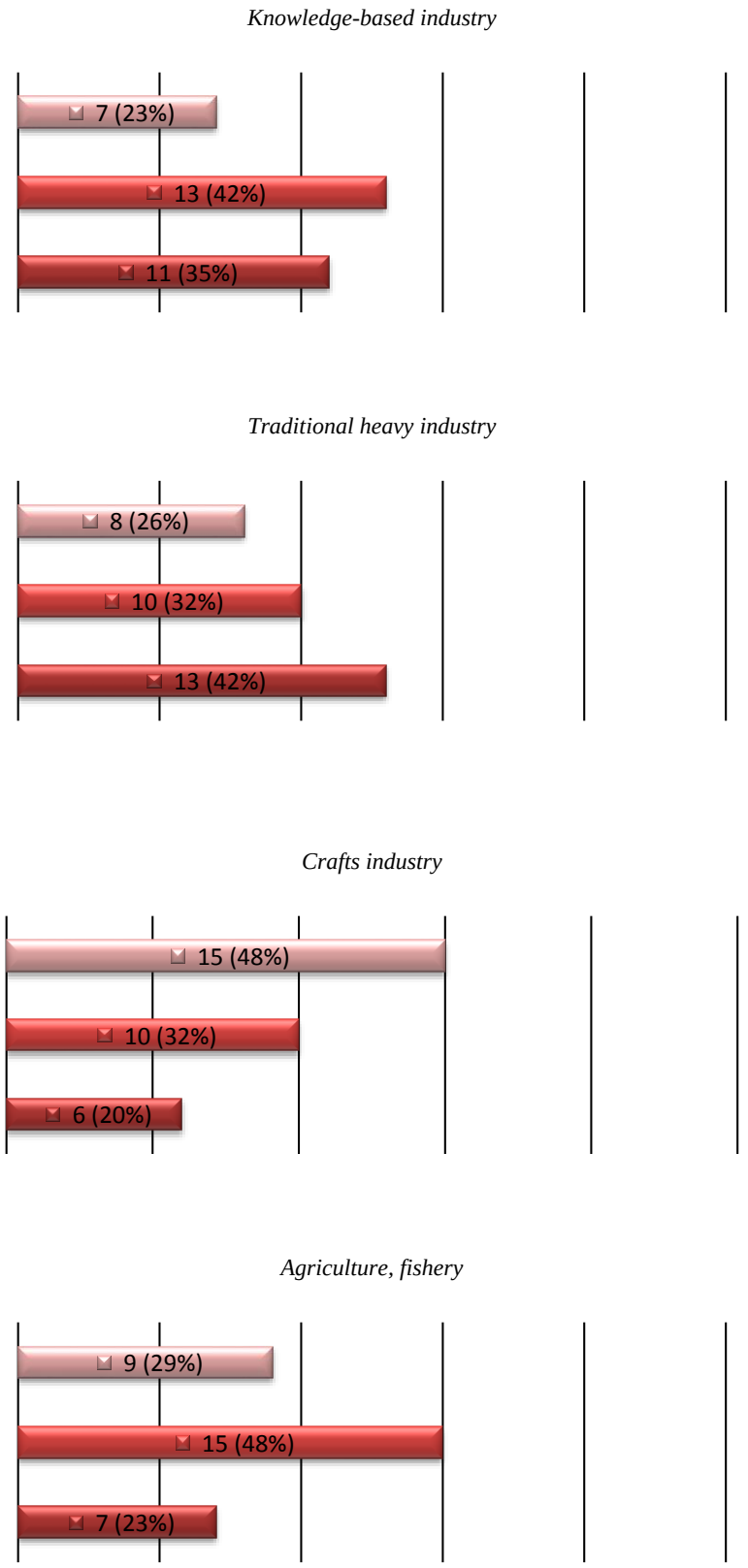


Figure 12.
Source: ed. by GONDA, T.

The respondents judge the role of clusters as very positive, as they partly or totally agree with the statements below:

Development process and spread of clusters has begun	90 %
Economic operators of my region are generally aware of the potentials of clusters	94%
Economic operators initiate contact with clusters and are open to cooperation	84%
Regional institutions are aware of the potentials of clusters and promote them	90%
The raison d'etre of clusters is unquestionable.	87%

These findings show that the social embeddedness of clusters, cluster activities, cluster policies, etc. is very positive in the respective region. Approximately half of the 31 local institutions involved in the survey consider tourism at the local (micro-regional) and also at regional level as prospering, the other half think it is stagnating. The majority (58%) know tourism clusters, while 70% would like to rpomote the creation of new tourism products or services on the basis of cultural assets in the near future. Also, with only one exception they all agreed that the cultural life and cultural assets influence the flow of visitors to a destination.

Institutions included in the survey all cunderstand culture in a similar way, irrespective of country borders: in the broader, extended sense. In this approach culture is both "the historical/architectural/environmental heritage of a given territory" (100%) and "the total of traditions of industrial/handicrafts/local production" (97%) as well as "the total of joint knowledge and practices transmitted from generation to generation" (100%).

As regards the definition of cultural clusters, interesting opinions were stated:

Romania

- cultural and touristic activities contributing to the development of the region
- area with a supported cultural activity
- cooperation with the local community and arts over an excellent infrastructure
- area with a supported cultural activity
- cultural mutual interests in the region

Slovakia

- area of the city, where there are cultural and historical buildings, facilities and institutions with appropriate additional infrastructure for their presentation
- joint knowledge and practices shared in one cultural cluster
- location with an high concentration of cultural institutions and events
- Historic zones, monumental preservation, monuments registered on the world heritage list of UNESCO
- Cultural Quarter – a place where art and culture of contemporary design are combined with sensual pleasure at the highest level.

Slovenia

- integration of cultural organizations
- cluster, suitable for the implementation of cultural events
- joint activities of cultural institutions of a city / country
- integration of all stakeholders, providers of cultural content
- association of business subjects, which also need culture for its development and existence
- combination of culture and marketing

Italy

- network of enterprises
- a network of actors involved in culture
- a group of cultural actors and institutions that collaborate in joint projects
- a group of countries sharing the same culture

Hungary

- mutual cultural interests
- body coordinating the activities of cultural organizations
- system of traditions and organizations of the activities centered around culture and creative industry

As regards the sources of income of the clusters, self-financing is mentioned in 39% of the cases, but the combined percentage of other funds as national organization regional public funds and EU funds (29% and 21%, respectively) represents an higher percentage. External private funding is low for the time being with 7%, while other sources of income were mentioned in 3% of the cases.

The low share of external funding may implicate that cluster organizations still have a lot to develop in cooperation of the business of their environment.

Most clusters are already involved in international co-operations.

The barriers hindering the operation within clusters are summarized below :

	Cooperation within cluster	Cooperation between cluster and other regional clusters	International cooperation
Lack of mutual trust between partners	20	15	4
Partners are competitors	18	10	2
Lack of financing or other financial resources	37	34	27
No common interest or ideas to do joint business	12	16	10
Geographic distance	–	9	19
Other	12	10	26
Language barrier	–	–	10
Lack of technological or competitive basis	–	–	6

Table 4.

It is clearly seen that the lack of financing was considered as the most important. However, the quality of cooperation among partners need to be improved so that members should see each other as partners and not competitors.

2.1.3. Differences between two samples: cluster member businesses and businesses outside clusters

The sample consisted of two types of organizations: clusters members and businesses that do not belong to any cluster. It is interesting to see whether there are differences in how “insiders” and “outsiders” see the essence, the usefulness and the potential of the clusters and their role in the economic development of their respective countries.

The first question was about the awareness of clusters: In your opinion, is cluster development among the economic policy of the government in your country?

Cluster members said “Yes” in 76%, while only 39% of “outsiders”. Cluster members seems to be more informed about the role that cluster play in economic development policy.

Were asked to respondents whether they agree or disagree with the following statements (*Development of clusters is a good economic policy objective; Clustering and the operation of clusters is only a passing fashion; Clusters have a future, it is worth joining one; Clusters operate only as long as they receive financial support; Clusters can contribute significantly to regional*

economic development),. Those who are not members of any cluster were a little more doubtful about the potential of clusters as revealed from the data of the table below.

	Cluster members' responses, %		**Non cluster members' responses, %**	
Development of clusters is a good economic policy objective	Disagree	0	Disagree	3
	Neither disagree nor agree	19	Neither disagree nor agree	39
	Agree	81	Agree	54
Clustering and the operation of clusters is only a passing fashion	Disagree	84	Disagree	49
	Neither disagree nor agree	16	Neither disagree nor agree	49
	Agree	0	Agree	2
Clusters have a future, it is worth joining one	Disagree	0	Disagree	2
	Neither disagree nor agree	5	Neither disagree nor agree	37
	Agree	14	Agree	61
Clusters operate only as long as they receive financial support	Disagree	43	Disagree	17
	Neither disagree nor agree	19	Neither disagree nor agree	37
	Agree	2	Agree	5
Clusters can contribute significantly to regional economic development	Disagree	3	Disagree	5
	Neither disagree nor agree	5	Neither disagree nor agree	24
	Agree	92	Agree	71

Table 5.

We can see that members had a more positive attitude on clusters: not one denied the economic policy use of clusters, the promising future of the clusters or thought that clusters were only a passing fashion, as opposed to non-members in which circle such opinions. Those outside clusters thought in much larger proportion than members that the development of clusters can only be secured from external financial sources, while almost half of the cluster member respondents believed that cluster would operate even if no external financial assistance was available for them.

These findings show the relatively strong embeddedness and the favourable acceptance of clusters: cluster members have a much more favorable opinion about clusters than business outside any cluster do. This may be a strong argument to persuade companies to join clusters in the future.

As regards the assistance received by clusters from external organizations (chambers, governmental bodies etc.), we found some differences in how their helpfulness and capacities were assessed by members and non-members. It is another focal point of the questionnaire survey, as the future development of clusters depends to a large extent on what relationship they have with supporting institutions and decision-makers...

The question was as follows: *In your opinion, to what extent do the following organizations help clustering process and cluster operation in your country?* The answer related to the governmental bodies and ministries were only asked of the cluster members.

	Cluster members' responses, %		Non cluster members' responses, %	
Governmental bodies, ministries	Don't help at all	19	Don't help at all	
	Moderately	70	Moderately	
	Considerably	11	Considerably	
Chambers of commerce	Don't help at all	16	Don't help at all	10
	Moderately	59	Moderately	59
	Considerably	24	Considerably	32
Local or county administrative bodies	Don't help at all	22	Don't help at all	41
	Moderately	57	Moderately	44
	Considerably	22	Considerably	15
Regional bodies (e.g. development agencies)	Don't help at all	22	Don't help at all	22
	Moderately	57	Moderately	68
	Considerably	22	Considerably	10
Non-governmental 62rganizations	Don't help at all	30	Don't help at all	59
	Moderately	35	Moderately	37
	Considerably	35	Considerably	5

Table 6.

We can see that the chambers are considered as the most helpful organizations for the operation and development of clusters, it is slightly surprising though that non-members had a slightly better opinion about the relationship to chambers. It is interesting to see how little non-governmental organizations can do for clusters for the time being, as seen by both members and non-members. Local or county administrative bodies and regional organizations were much more appreciated in this respect by cluster member businesses than outsiders.

Another issue of vital importance is how businesses see the main activities that should be pursued in clusters and the main advantages of being cluster member. The clusters definitions by both member and non-member organizations were more or less the same and contained the most important attributes of clusters.

The main advantages of being in clusters are (in order of importance) seen in the table below. The question posed to the two groups were not exactly the same: the option "Easier and quicker access to innovation knowledge within the cluster" was relevant only for the members.

Cluster members' responses	Non cluster members' responses
1. Easier and quicker access to innovation knowledge within the cluster 2. Participation in promotional activities in foreign countries (in international fairs etc.) 3. Increase business through cooperation with enterprises of the same cluster 4. Increase business through increased visibility on the market 5. Receive external/public funds 6. Increase business through cooperation with other kinds of clusters 7. Other	1-2. Increase business through cooperation with enterprises of the same cluster 1-2. Participation in promotional activities in foreign countries (in international fairs etc.) 3. Increase business through increased visibility on the market 4. Increase business through cooperation with other kinds of clusters 5. Product development 5. Receive external/public funds 6.Other

Table 7.

Non-members practically saw two advantages in clustering: increase business through cooperation with enterprises of the same cluster and participation in promotional activities in foreign countries. It is clearly seen that resource acquisition is not among the main objectives of entering and working in a cluster, which suggests that businesses are aware of the real advantages of this kind of cooperation and do not see clusters as a potential source of income.

The main activities that should be carried out jointly in clusters are as follows (in order of importance):

Cluster members' responses	Non cluster members' responses
1. Elaboration of common strategies	1. Marketing
2-3. Marketing	2. Workforce training
2-3. Research and development, innovation	3. Elaboration of common strategies
4-5. Workforce training	4. Research and development, innovation
4-5. Building up international relations	5. Product development
6. Product development	6. Building up international relations
7. Employees' representation	7-8. Employees' representation
8. Political representation	7-8. Political representation
9.Other	9.Other

Table 8.

Analysis focused on ECOC cities

Respondents located and operating in the city of Sibiu, Maribor and Pécs were asked several question relating to the ECoC (European Capital of Culture) and its impact on economic and regional development. The replies to these question are summarized in table below.

Mentions in per cent

In your opinion, to what extent did winning the European Capital of Culture help…		
the culture-based urban development of the city	It didn't help at all	5
	Moderately	22
	Considerably	69
the economic development of the city	It didn't help at all	25
	Moderately	38
	Considerably	38
the development of creative industry in the city	It didn't help at all	13
	Moderately	63
	Considerably	25
the long-term and enduring development of tourism	It didn't help at all	19
	Moderately	50
	Considerably	31

Table 9.

On the whole, tourism seems to have benefited more from the ECoC year.

Impact of the EcoC year, mentions in per cent

To what extent do you agree with the following statement? As a result of the European Capital of Culture (EcoC) programme		
accommodation capacity has increased significantly	Disagree	7
	Neither disagree nor agree	53
	Agree	40
tourism marketing has been renewed	Disagree	13
	Neither disagree nor agree	40
	Agree	47
the city has become and internationally recognized tourism brand	Disagree	20
	Neither disagree nor agree	27
	Agree	53
sustainable tourism processes have been generated	Disagree	27
	Neither disagree nor agree	47
	Agree	27
in the EcoC year tourism growth was not significant	Disagree	29
	Neither disagree nor agree	43
	Agree	29
in the EcoC year tourism growth was significant, but in the subsequent years tourism has declined	Disagree	29
	Neither disagree nor agree	43
	Agree	29
the EcoC year had a long-lasting positive impact on tourism growth	Disagree	36
	Neither disagree nor agree	29
	Agree	36
Thanks to the EcoC year new tourism businesses have emerged	Disagree	14
	Neither disagree nor agree	50
	Agree	36
the concept of culture has changed	Disagree	7
	Neither disagree nor agree	43
	Agree	50
acceptance, and so economic significance of cultural industry has increased	Disagree	7
	Neither disagree nor agree	50
	Agree	43
the city has maintained its high quality and diverse cultural offers after the EcoC year	Disagree	14
	Neither disagree nor agree	43
	Agree	43
clustering processes in the field of cultural identity and/or tourism have begun	Disagree	7
	Neither disagree nor agree	43
	Agree	50
direct linkages between industrial clusters and cultural clusters have been reinforced	Disagree	14
	Neither disagree nor agree	64
	Agree	21

Table 10.

2.2. Evaluation of in-depth interviews

During the survey, a total of 15 in-depth interviews were made. With regard to the fact that the interviewees are important actors in the local economic, it is to underlined that they are more informed about the economic policy and tendering system of their regions and countries and we evaluate that 3 to 5 deep interviews per country allowed us to evaluate the situation of clusters in the respective countries.

In the first question of the interview we assessed the personal attachment of partners to clusters. Several of the foreign participants work for organizations, are cluster members or familiar with clustering in activities. Such organizations are e.g. the Tourism Consortium of Venice, the Transylvanian Producers Market, the Košice project called Terra Incognita, and the Tourism Association and Tourism Committee of Bratislava.

Among the Hungarian partners, participants in the survey included an elected representative of the Pécs-Baranya Chamber of Commerce and Industry, the leader of the South Transdanubian Rural Tourism Cluster and the leader of the Pécs TDM organization, who have very substantial knowledge especially in the field of tourism, and submitted successful tenders in the past years for the foundation and maintenance of clusters and TDM associations.

The first question was related to when the issue of clusters was for the first time raised in the respective countries or regions. The replies were varied in this respect. The earliest mention was from Italy, where partners specified the early 1990s. In Slovakia, on the other hand, the issue of clusters appeared a few years ago, only, in 2007, but there is still no cluster policy (only drafts). There was a general agreement, however, that there is a great conceptual chaos in the definition of clusters:..

The Hungarian partners said that since the system change, there have been recommendations on and supports of different associations, but ‘cluster’ and ‘TDM’.were introduced only in the mid-2000s.

As regard tenders for clusters, partners have a definitely negative opinion about the current situation. In Italy there used to be more resources for the foundation and support of clusters than today at local level (Veneto region). Many try to get support by tendering for resources available for the agriculture and tourism sector to get financial support that they can use in clusters/consortia/associations. They also emphasized that there are several bottom-up organized organizations that live from their own resources or from regional financing. The Slovak partners, on the other hand, see the operation of the OOCR/RTA type organizations promising, as they – as legal entities – can apply for EU resources.

In Slovakia, the abbreviation OOCR stand for Oblastná organizácia cestovného ruchu, which is RTA – Regional Tourism Association – in English. An OOCR/RTA is an organization where public organs (e.g. regional governments, cities, municipalities) can associate with private business organizations (such as hotels, restaurants and other businesses in the area of tourism), getting state support on the ground of certain criteria.

According to the perception of the Hungarian partners, it was positive that in the present call for tenders, it was possible to apply for support for clusters and TDM organizations but they also

remarked that the maintenance was not guaranteed. Clusters are not legal entities in Hungary, either, it is usually one lead partner that submits a tender and clusters are created within this framework. In addition, instead of the two-year financing period, the ideal solution would be to have a four to six-year periods for maintenance and operational budgets because it is unfortunately impossible to maintain such an association from membership fees, only.

Still, as the Italian partners emphasized, there are several spontaneous bottom-up associations and consortia that are not formally recognized but work cooperatively following clusters principles.

Hungarian partners only knew about cluster support policy as regards the calls for tenders, and the TDMO-s have a national organization. Unfortunately there are still a lot of obstacles to the foundation and operation of clusters. Besides the already mentioned conceptual uncertainties and unclear legislative and legal regulations, partners in all regions specified local mentality, the attitude of the members and the economic crisis as the most significant actual hindering factors. The biggest problem, as regards the members, is always the hope of "immediately realized" profit through the membership. The overwhelming majority of businesses are only willing to pay for the membership and join the common development activity if they see the profit and the benefits from these activities right from the beginning. The main hampering factor in the operation of clusters is the hope of immediate result and profit, which, however, is often only realized after a long-term cooperation. However, they see that many members do not wait for that and quit the organization immediately. Many, however, are waiting as silent observers and when they are informed about the advantages and smooth running of the operation, they re-join the organization. In addition, partners also agreed that there are considerable differences among the members in the already operating clusters; passive participants considerably set back the work of the cluster.

The next question was asked about how much the expression 'cluster' was known by the economic actors. Opinions were rather varied by countries and regions. Italian partners said it was a well known expression but there are areas within Veneto province where the meaning of the expression is unclear. Romanian partners said the definition is not known or there are only exceptional areas where clusters are known. Slovene and Slovak partners said it was a widely known and used expression – but we also have to take into consideration that the cities where these partners work (Bratislava, Maribor, Košice) are home of clusters or associations similar to clusters.

According to the Hungarian partners, the expression was well known, the problem is that many are unfamiliar with the real content and meaning of the expression. Due to this, actors of the economic life sometimes hear a bad example or two about clusters and TDM-s, and they immediately misjudge the whole system.

As regards how important creative industry and cultural industry were in the respective region, rather diverse definitions were made. In Sibiu, as an effect of the projects related to the European

Capital of Culture title, a positive tendency can be demonstrated in these sectors. More and more money is spent on culture, and culture-related projects are successful. In the opinion of the Italian partners, it is not such a familiar concept, creative industry is just getting more fashionable. Creative industry is seen as the capacity to integrate and sell abroad a famous "made in Italy". In Maribor both sectors exist, but partners said there is still a lot to do in the development of these areas. In this city, too, the ECoC programme brought positive changes. In Slovakia cultural industry and creative industry are developing in both cities, Košice and Bratislava.

Concerning this question all Hungarian partners highlighted that Pécs has splendid endowments for creative and cultural industry, but the utilization of the potential is at a very low level. In Pécs even the ECoC project was not enough for a real breakthrough, it did not bring massive improvement despite the large-scale developments, although Europe – fallen behind in mass production – has a chance to break out and be unique in this area. One of the partners said that the inner city of Pécs could be made much more "creative", by supporting handicraftsmen and small galleries instead of the managers of the area letting in shops that do not fit into this environment.

There was an agreement, however, on the fact that cultural and creative industry cannot develop well enough without economic investments, and cannot be breakout points in themselves for the region of South Transdanubia.

As regard tourism, all partners agreed that it had a very important role and a development potential. However, they also outlined several problems related to this field. In Veneto, the main problem is the concentration of tourism in Venice, only, despite the fact that significant attractions can also be found at the seaside and in the "hinterland". In Sibiu, each partner emphasized cultural developments related to the ECoC, which founded the development of city tourism and cultural tourism. In the Slovak partners' view, cultural tourism reached an adequate development level in Bratislava and Košice, but there is still a development potential in business or sport tourism. In the Maribor region ski-, wine and cultural tourism are outstanding, but, due to the Pohorje, there is still a development potential in ecotourism, hiking and cycling tourism. As far as the weaknesses concerned, many emphasized the lack of targeted communication, segmentation by target groups and systematic tourism development.

Hungarians agreed that the service providers of South Transdanubia are in a rather tough situation, unfortunately, due to the shrinking of the Hungarian domestic market. Basically there is a trend of strengthening health and wellness tourism in the country, whereas culture – in which Pécs has very good endowments – does not generate a strong flow of tourists, although many said that culture – including ethnic minorities, folk, gastronomy, wine and handicrafts culture – makes the region unique and attractive.

An important issue about clusters is Corporate Social Responsibility. Italian and Romanian partners emphasized company CSR programmes that include the effort to take sustainability issues into account, the support to local communities, the creation of quality workplaces, etc. This is a programme, however, that, for instance in Romania, only larger companies and multinational corporations possess. The objective is to have more and more economic actors that introduce and apply this strategy. Partners believe that clusters should have an important role in this process.

The answers to the question whether cultural industry and tourism sector can be developed by the help of clusters were uniform. All the partners find the promoting and relationship building role of clusters a a good and innovative idea. In this respect it was especially emphasised joint promotions, joint infrastructure developments and effective communication. In addition, Romanian partners mentioned the assistance of local producers; Italian and Slovak partners the introduction, demonstration and spread of clusters, primarily with the purpose to change the viewpoint of partners who see each other as competitors.

Concerning this issue, Hungarian partners emphasized the collective and attitude shaping role of clusters. The continuous transfer of skills and information to members is of utmost importance through realization of common strategies and organization of forums. They also mentioned that members must be made aware about the importance of cooperation so that they should not only see the competition between each other.

All those who filled out the questionnaire agreed that this process could be greatly promoted by trainings launched for the participants of clusters, excepted in Italy. Trainings are seen as good investments especially in the fields of effective communication, information technology, management and the acquisition of best practices from abroad. Hungarian partners think that more practice-oriented training sessions would be more useful. They would be happy to hear information from lecturers who have international experience, professional attitude and many years' working experience in clusters. As a problem they specified too general trainings lacking of useful and practical contents despite the fact that the chances for high quality trainings are given in Pécs, due to the presence of a university and the high level of education.

In tourism development – as it was also stressed by the partners – the best achievements can be made by comprehensive, destination based promotion and development. The hindering factors of this issue are, according to the majority of respondents the lack of information, strategy and integrative work. In addition, Italian and Slovak partners mentioned envy and competition among members and destinations and passive membership as other main obstacles.

Hungarian participants thought that the cooperation and inclusion of small businesses and service providers in tourism was important in order to ensure well-elaborated tourism packages.

Local products, wine, unique gastronomy must be given more and more chances of appearance, together with well-trained tourism staff speaking foreign languages and fairly-priced products.

As regards the question whether Public Private Cooperation could help the touristic promotion of regions, all agreed that PPC associations were excellent tools. Several best practices were mentioned where fruitful cooperation was achieved between the public sector and the businesses. Such an example is the relationship between the Sibiu Theatre and the company called Ambient from which both parties profit. A similar example is the cooperation of the Municipal Government of Sibiu and the local producers and service providers that aimed at the foundation of the Transylvanian Producers Market. In Slovenia, an effective relationship has been made between the Slovene Tourism Office and the Association of Spas in Slovenia to ensure an integrated marketing. In the operation of PPCs, many respondents emphasized that cooperation can be positive not only from a financial aspect but can also promote the development of skills, knowledge and infrastructure.

Hungarian partners saw cooperation based on universities as important, together with the role of the municipal governments, and the collaboration with many fragmented actors.

The last but not the less important question was about the personality and role of the "shopping trainer". Most partners saw as the ideal "shopping trainer" an expert who is innovative, has marketing skills and experience in communication. The Slovene partner emphasized that a person coming from the chamber of industry or handicrafts, maybe from a cluster would be most suitable for this task, while Italian partners said it was important that the trainer should be able to recognize and sell touristic, cultural and handicrafts products as well, in addition to being able to give adequate informationof the overall territory.

Hungarian participants said, as Hungarian tourists are often passive and hard to activate, a professional figure who can sell the supply with an effective and excellent communication could be needed. The role of the shopping trainer is a raising interest; one respondent said that the shopping trainer could be a well known personality. In addition, there was a respondent who stressed that a shopping trainer could also help to overcome the difficulties of generation shift in family businesses.

What do partners expect of the CMC project?

Finally we asked what the partners expected from the Clusters Meet Culture project. The Italian Partners emphasized acknowledgement, cooperation and dialogue among the actors of culture, industry.and tourism. The Romanian and Slovak partners mentioned that they expected successful practices and methods for the cooperation of culture, tourism and industrial actors. For

the Slovenian participants, more effective tourism development achieved by the integration of the already mentioned actors bears major importance.

According to the Hungarian partners, most important is the sharing of knowledge, and dissemination of information about clusters. The programme must be made public, spread in a circle as wide as possible. The TDM organisation of Pécs expects many and usable international practices from the project in a way that the newly established relations remain active and fruitful after the conclusion of the project as well. They also emphasized the harmonization of management and marketing that would significantly improve the present situation.

2.3. Conclusions, recommendations

Clusters' issues have been introduced in the political and economic agenda of the participating in diverse period of times. In some countries they were part of the economic policy as soon as in the 1990s (Italy), in other countries they appeared only a few years ago (Slovakia). Although the attitude towards clusters is generally positive, there are still a lot of uncertainties and lack of knowledge concerning clusters. The concept of clusters show differences and there is not a single definition for it.

Recommendation 1:

We recommend that participants of the CMC (Clusters Meet Culture) project should universally use and promote the following definition,:

A cluster is geographically concentrated "strategic alliance" of interconnected businesses, competing and cooperating at the same time and recognising the challenges of harsh and strong competition, and of associated institutions (among others, universities, research institution, regional development organisations etc.) in a particular sector or service, which, uniting the smaller potentials, allows joint action towards the external environment as a large-scale consumer and large producer. An established and operating cluster can integrate all activities that can contribute to the increase of the added value of the actors of the value chain. The organization, partly on the principle of "viribus unitis" (i.e. "with united forces") can increase efficiency and decrease costs, contributes to information flow and, by the integration of the latest research and scientific achievements, to the growth of innovation. In the clusters and in their environment, a sort of self-generating process starts as a function of their development level and size, the result of which is the "strategic alliance" and the multidimensional development of the economic and labour market environment, i.e. the strengthening of the economic attraction of the region.

Although with different intensity, all countries have tender systems for the support of clusters. These usually support covering the expenses of the organization and the launching of clusters.

Recommendation 2:

Taking the economic policy of all countries concerned into consideration, a positive role is attributed to clusters, it is advisable to create a tendering system that is predictable and supportive for the clusters. Our recommendations are as follows:

a) The tenders for economic development orientation in the concerned counties should continue to include tenders assisting the creation and start-up of clusters. Their duration should be raised until three-four years.

b) For the already operating clusters, direct participation in EU tenders should be provided for the strengthening of international cooperation.

c) A legal status should be given to clusters

Cooperation and networking are more than trends, as they are not only a trend with more and more followers but also a successful, innovative and creative organizational form that is evoked by necessity with the increasing of the domestic and international competition. This makes cooperation necessary among businesses and organizations that may have previously considered each other as competitors. Market requires complexity, heterogeneity and innovativeness of participants, which can be achieved by cooperation.

3. Results of the Survey On The Development of Cultural Tourism and Cultural Industry in the ECoC Cities of Maribor, Sibiu and Pécs

3.1. Introduction

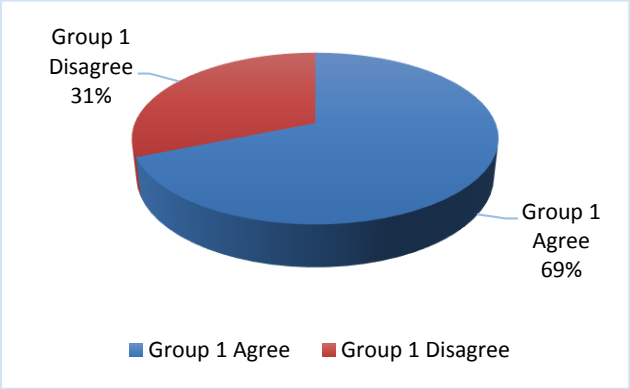
In 2013 a primary research was undertaken in cities that have been ECOC (European Capital of Culture). It is important to highlight that Maribor (Slovenia, 2012), Pécs (Hungary, 2010) and Sibiu (Romania, 2007) have been European Capital of culture (EcoC). For this reason, the questionnaire survey carried out in these different cities have been adapted to collect information on topics concerning the relationship between the ECOC programme, clusters, touristic development and the impacts of EcoC on the overall economy.

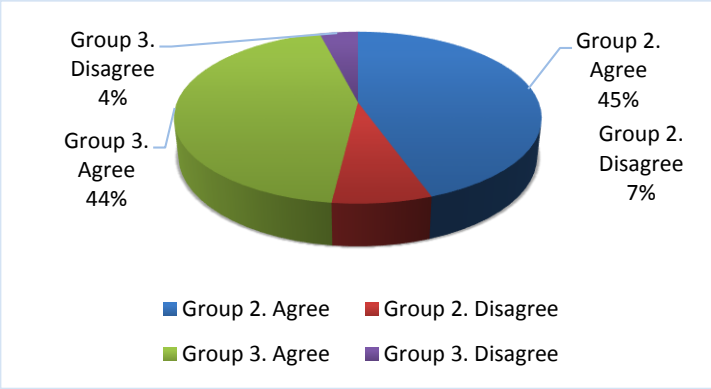
3.2. Overall results of the questionnaire survey

16 institutional stakeholders actors (Group 1), 16 cluster members (Group 2) and 26 companies(Group 3) were asked to answer the questions from the 3 analysed cities about the impact of ECoC programmes. and also. Were asked 19 closed questions and 2 open questions. If we read through the answers we can clearly see that on the whole all the three groups were considerably satisfied with the results of their ECC programme.

A great majority of the respondents from Group 1 (68.75%) believed that winning the ECOC title considerably helped the culture-based urban development of the city and only a minority (31.25%) believed that this support was only moderate. None of the respondents of this target group thought that the ECOC title did not help at all. There is a decisive difference between Group 1 and Group 2-3: cluster members and non-cluster member target group valued negatively the question with 11.53% and 6.25% (did not help at all), however almost the same amount thought that considerable urban development - with 69.43% and 68.75% - was generated.

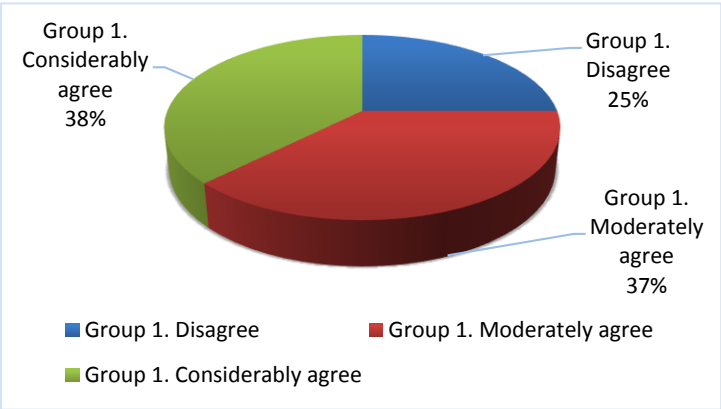
How many percent thinks that the winning the ECOC title considerably helped the culture-based urban development of the city?

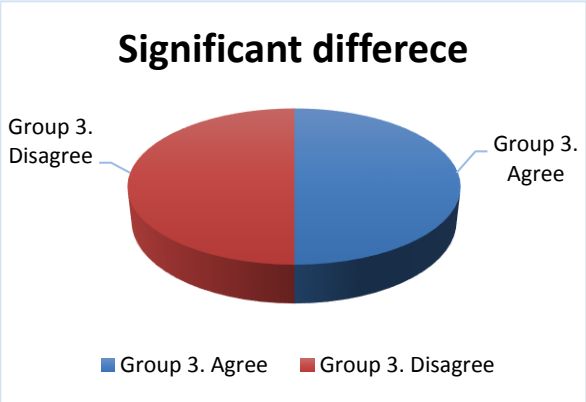




On the other hand when they were asked about the economic development of the city the ECOC title generated, Group 1 answered with 25% that it did not help at all, and 37.5%-37.5% believed that this support was moderate or considerably important. A significant difference of the answers can only be detected in Group 3, as the non-cluster members believe that a more considerable development was achieved in their cities (50%).

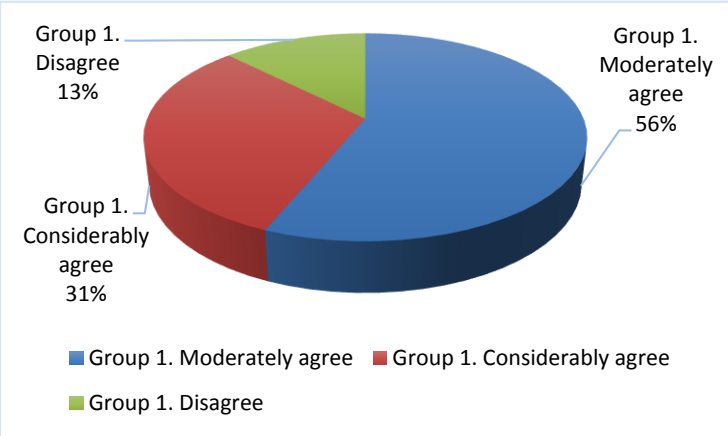
How many percent thinks that the economic development of the city the ECOC title generated?

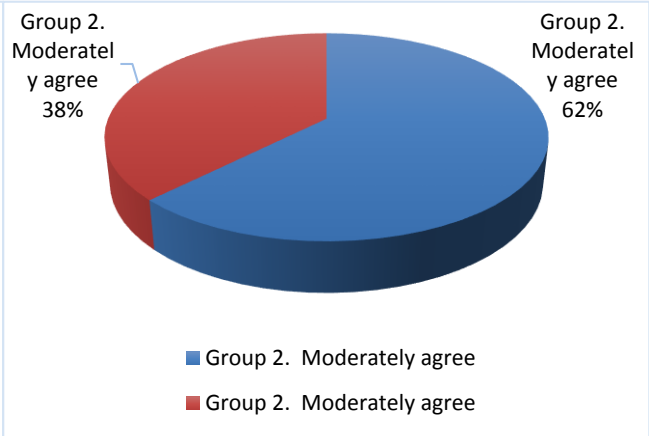




As far as the institutional actors are concerned, 56.25% experienced a moderate contribution of the ECOC programme to the creative industries of the cities, while 31.25% think that this contribution was considerably important. Only 12.5% experienced no support at all. The answers of the other 2 target groups were almost the same, with the slight exception that according to Group 2, this development was considered moderate at a higher rate (62.5%).

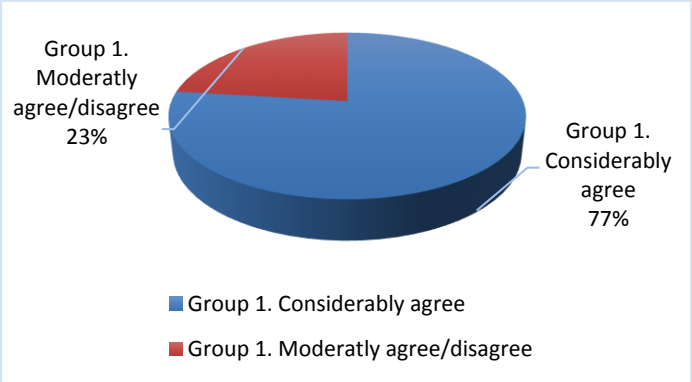
How many percent thinks that ECOC programme contributed to the creative industries of the cities?

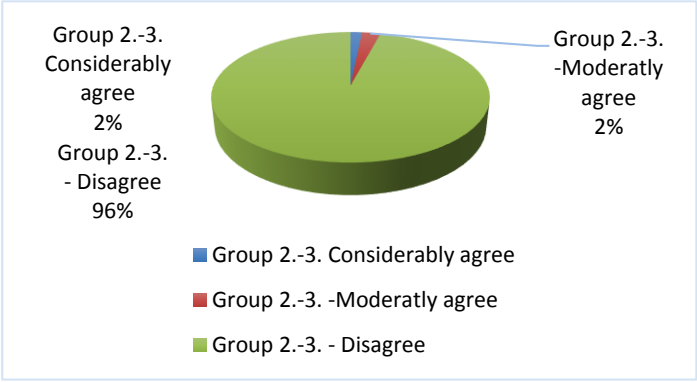




Respondents from Group 1 found the long term and enduring development of tourism due to the ECOC title considerably important (62.5%) which means that the investments in tourism seem to be utilized on the long run as well. Only 18.75%-thought that this support was only marginal (did not help at all) or moderate. On the other hand, the results of the non-cluster members were almost the same as Group 1, but according to the cluster members only a much smaller share agreed to have a considerable development (31.25%) and exactly 50% believed that this development was only moderate.

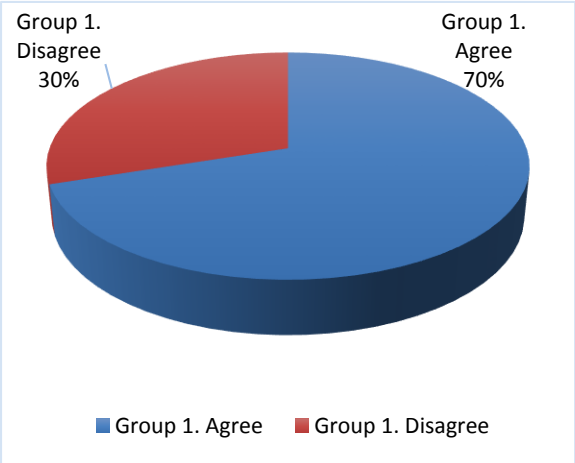
How many percent thinks that the long term and enduring development of tourism due to the ECOC title is important?

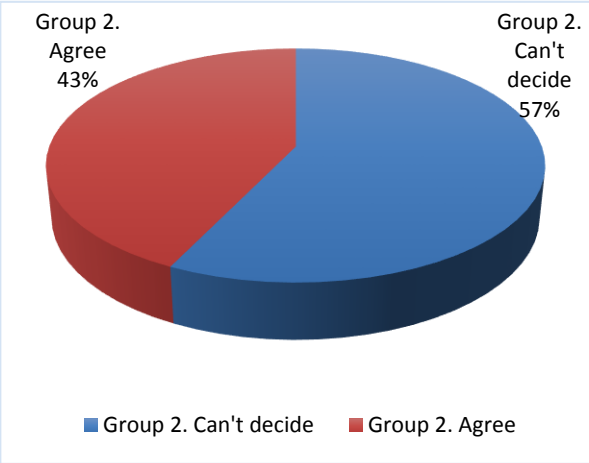




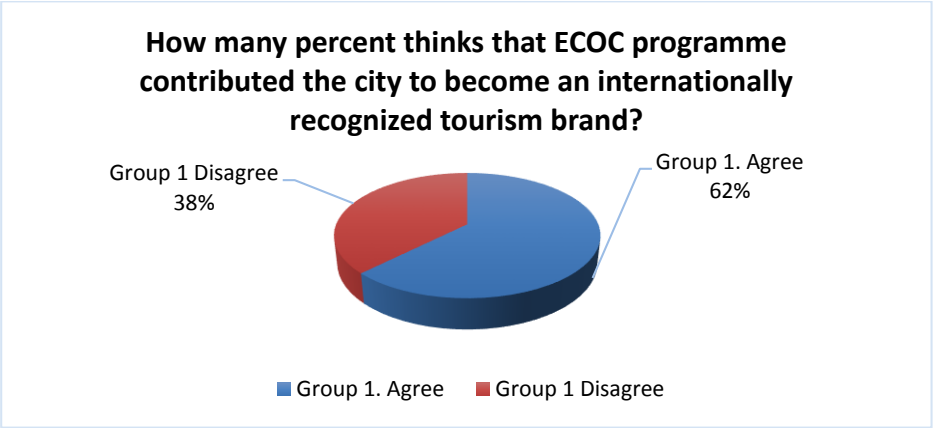
Almost 70% of the respondents of Group 1 fully agree that the ECOC title significantly increased the accommodation capacity in their city, which can analyzed as a considerably important and positive effect of the ECOC investments. Group 2 gave the most negative answers for this question as 50% of them could not decide (agree or disagree) and only 37.5% agreed with this statement.

How many percent thinks that the ECOC title significantly increased the accommodation capacity in their city, which is a considerably important and positive effect of the ECOC investments?





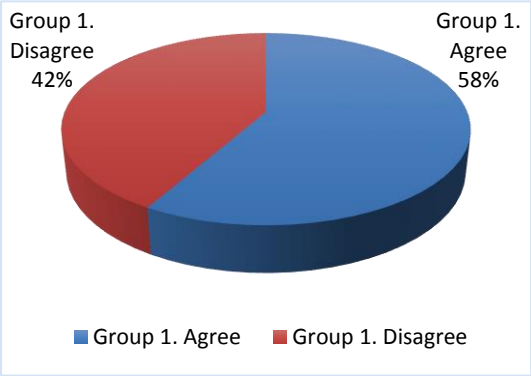
We believe that one of the most important positive results of the ECC programme is represented in the following question since the interrogators also wanted to know whether the city surveyed had become an internationally recognized tourism brand or not. A great majority of Group 1 (62.5%) agreed with this statement. In this question again, the most negative answers were provided by the cluster member group but we also have to highlight that the given values were deteriorated by the answers given by respondents from Pécs.

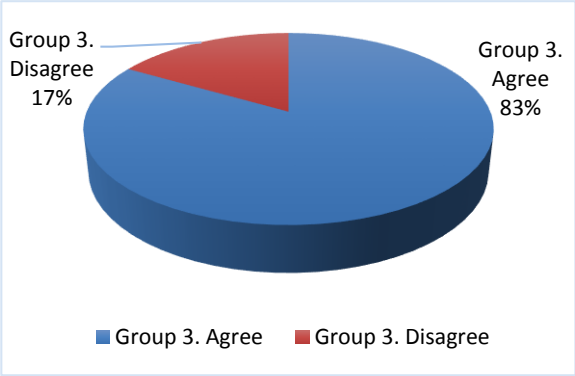


On the other hand, respondents of the institutional members were not completely concordant on their experiences whether the ECoC programme contributed to and generated sustainable tourism

in their city. Although the absolute majority agreed with this statement (43.75%), still a considerably high percentage (31.35%) disagreed with it. At this question the most positive answers were provided by the non-cluster members group, since 57.69% agreed with the statement and only 11.53% disagreed with it. The lowest number of agreement and the highest number of disagreement was provided by Group 2 (25%-25%).

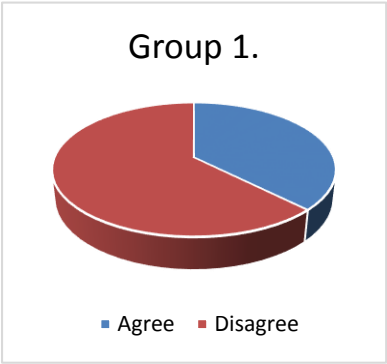
How many percent thinks that the ECoC programme contributed to and generated sustainable tourism?

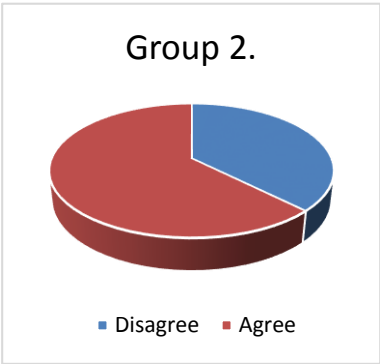




A positive approach is reflected by the institutional members again concerning the question whether the ECoC programme was not so significant regarding tourism growth, since 62.5% disagreed with this statement. On the other hand, a very high ratio (69.23%) thought for the non-cluster member group that there was no significant tourism growth in their respective cities. This value was lower at Group 2, but still at a high rate (37.5%).

How many percent thinks that the ECoC programme was not so significant regarding tourism growth?



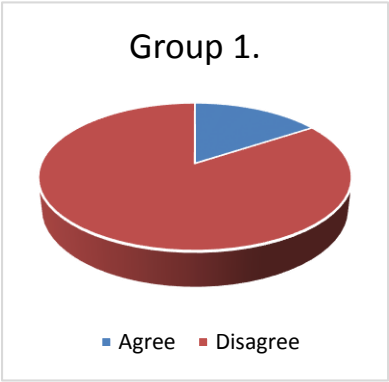


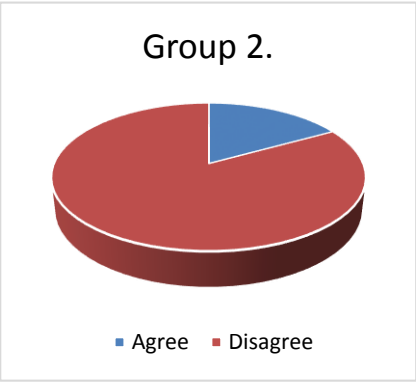
It is also worth to highlight that the respondents of Group 1 thought that the growth of tourism was significant not only in the year of the ECoC programme but in the subsequent period as well. Here in this question only a minority (18.75%) evaluated this growth as not noticeable or, moreover, a decline was experienced. On the other hand, Group 2 gave the most negative answers

for this question again since 37.5% agreed with the statement that tourism declined after the ECoC programme. The answers of the non-cluster members were somewhat the same as the notions of Group 1.

According to the institutional actors again more than 60% believed that the ECoC programme resulted in a long-lasting positive impact on the city's tourism growth and almost the same number of actors thought that the programme generated some new tourism businesses in the researched cities. The positive answers were the same at the non-cluster member group even with a higher positive ratio (57,69% and 65,38%), but the answers of the cluster member group provided a much more negative approach for both questions again (only 31.25-31.25% agreed).

How many percent thinks that the ECoC programme resulted in a long-lasting positive impact on the city's tourism growth and that the programme generated some new tourism businesses in the researched cities?





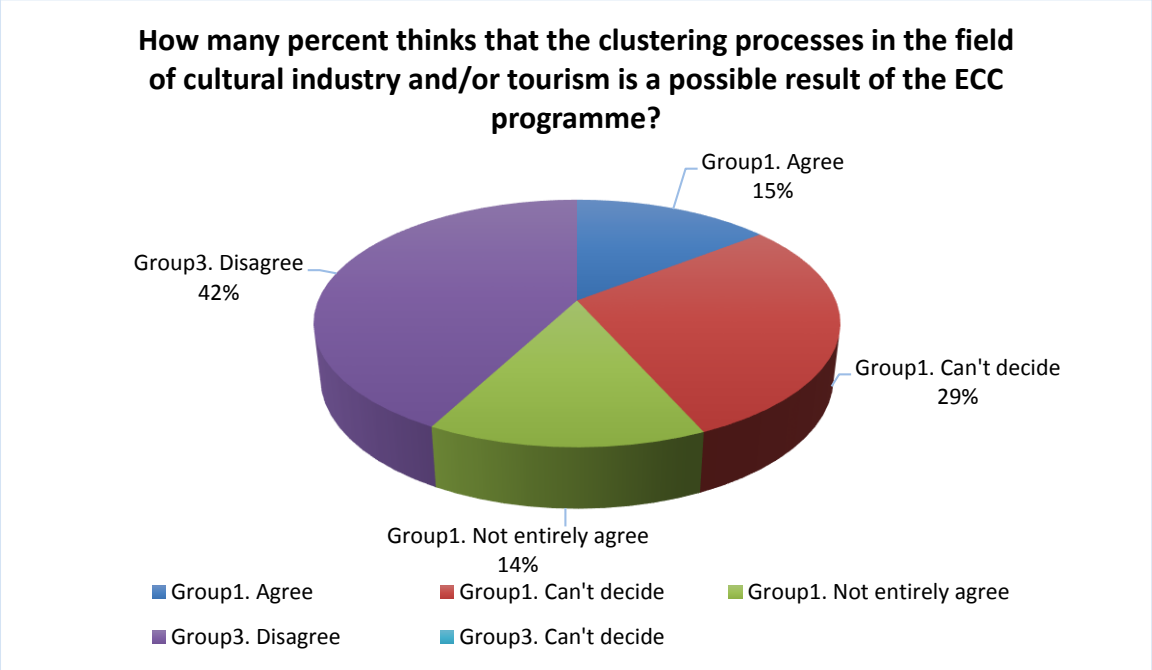
According to the results of the answers of Group 1, the respondents experienced that the concept of culture has positively changed in their respective cities (50%), however 25-25% disagreed or could not decide whether any changes were seen in their city. Although at a lower rate, but Group 1 agreed with this issue as well (43.75%), but the non-cluster members could not really decide as their majority (42.30%) answered "neither agree or disagree."

How many percent thinks that ECOC programme contributed that the concept of culture has positively changed?

A higher number of institutional respondents agreed that the acceptance and so the economic significance of the cultural industry has increased in their city (62.5%) but almost the same ratio thought to agree and unable to decide whether their city has maintained its high quality and diverse cultural offers after the ECoC programme. It seems that, naturally, the quantity and quality of programmes decreased after the ECoC year. Surprisingly the highest ratio agreeing with the statement that the city has maintained its high quality and diverse cultural offers after the ECoC programme was provided by the non-cluster members group (57.69%).

How many percent thinks that ECOC programme contributed the acceptance and so the economic significance of the cultural industry has increased?

The two last closed questions were practically the only one with a considerably negative result since the majority of the respondents of the institutional members experienced that the clustering processes in the field of cultural industry and or tourism has not begun as a possible result of the ECC programme (25% completely disagreed while 50% could not decide). This pessimistic answer is visible in Group 3 where 73.07% of the respondents could not decide to agree or not and 11.53% disagreed with the statement.



An even greater proportion of Group 1 (62.75%) could not decide whether the direct links between industrial clusters and cultural clusters have been reinforced during and after the ECoC programme while 25% completely disagreed with this assumption. This evaluation again came from the most pessimistic, non-cluster members' group where – the highest ratio from all the given answers of all the three groups – a maximum of 84.60% could not decide about the statement and 19.23% disagreed with it while 0%, so nobody agreed with it. This question was the only one in the questionnaire where the respondents fully rejected the positive result. As a consequence of the above mentioned – supported mainly by the cluster members and the non-cluster member entrepreneurs – it seems that the opportunities of the ECoC programme in terms of strengthening clustering processes has failed or could not significantly develop, as it was expected earlier.

The last closed question asked about how many per cent the number of tourists visiting the city concerned increased. The mainly positive answers of Group 1 are illustrated in the following figure:

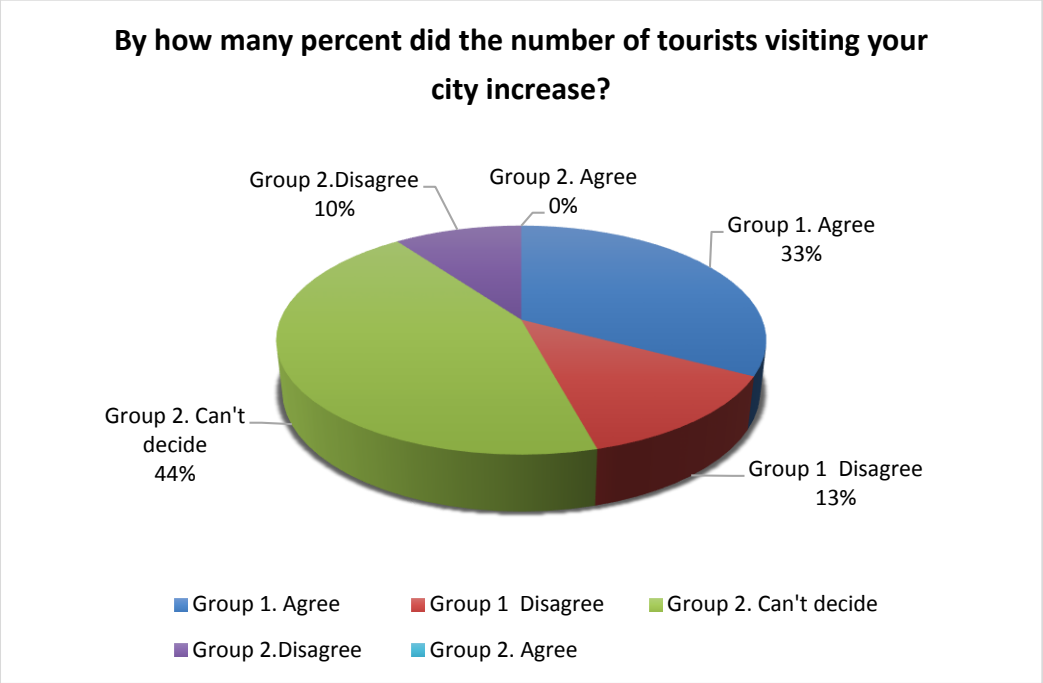


Figure 13.
Source: ed. by GONDA, T.

The two last questions of the survey contained open questions asking for the 3 most important developments of the EcoC programmes where the respondents listed all the city-specific improvements, investments, rehabilitations and restoration programmes. The most important results and long-term effects also contained the elaborated infrastructural and suprastructural developments coupled with more general terms as international brand development, cultural and creative industries initiatives, increase of tourism, new tourism products and increase of visibility.

3.3. Overall results of the ECoC programme in Maribor

3.3.1. ECoC Maribor 2012 and clusters

ECOC, has thought by the European Commission aims to promote different European cultures and through the consciousness of the value of the cultural diversity strengthen the mutual understanding and the mutual European identity. Social, cultural and economic impacts should be combined. Maribor 2012 strenght and great focus was toconnect 6 cities in the Eastern Slovenia, that were not used to cooperate. The new regional cluster – cooperation of 6 cities was built during this few years. There is no doubt that the project has been very valuable, both in terms of culture growth than and in a wider developmental sense. All of the partner cities (Maribor, Novo mesto, Velenje, Slovenj Gradec, Ptuj, Murska Sobota) deems the European Capital of Culture project as a great success.

3.3.2. ECoC Maribor 2012 and touristic development

The region of ECoC Maribor 2012 is not an appealing tourism destination in Slovenia or in the international market and is perceived as an to health and sport destination. One of the goal of the project was to shift this image and promote cultural tourism attracting visitors from other, wealthier parts of Slovenia. After the project, the results are considered good, especially in terms of an increased cooperation between the previous mentioned. .

According to the Maribor-Pohorje Tourist Board, there has been a nearly 20% increase in the number of overnight stays in Maribor during the first eleven months, logging 232,111 stays, as compared to the same period the year before, with ta record in the month of November with an increase of 92%.. The growth trend far exceeded the Slovenian average on the same period. Maribor has also seen an increase in daily visitors. In the first eleven months, the visits have increased by 61% as compared to the year before, reaching in the month of June +92%..The results in Slovenj Gradec and Velenje, ECOC partner cities, were equally encouraging with visitors records.

3.3.3. ECoC Maribor 2012 and economy - impacts and results

The project has been very valuable, both culturally and in a wider developmental sense. The official impact study for ECOC Maribor 2012 is still under preparation. It is obvious that the economic impact is important for the years to come after the project year.

3.4. Overall results of the ECoC programme in Sibiu

One of the missions of the Sibiu European Capital of Culture 2007 Program (SECC 2007) was to encourage the community to develop and create new innovative ways of development throughout cultural activities.

The Program Sibiu 2007 had a positive economic impact over the companies in the city and its surroundings. The businesses have reported improvement of their turnover, profitability, investments and employment. The most important economic impact was scored in the tourism industry (hotels and restaurants) and transportation.

3.4.1. The evolution of the profitability of companies in 2007

According to the CURS survey, ordered by the Culture Research and Consultancy Center regarding the Impact of the Sibiu 2007 Program over the businesses in the area of Sibiu, the companies in Sibiu in the domains of tourism and auxiliary services, transportation, real estate and creative industries have shown that the cultural year had a very important impact over their activities.

Table 11. The evolution of the profitability of companies in 2007 in Sibiu*

	Very important increase	*Significant increase*	*No change*	*Significant decrease*	*Very important decrease*
The evolution of the profitability of companies in 2007	7,1%	68,2%	22,5%	0,70%	1,5%

*according to CURS survey, ordered by CRCC

According the same survey, the sectors that have scored the highest rate of profitability were Tourism and Transportation as 95% of the accommodation units have reported a significant impact. In Romania, we may notice that the creative industries, although it is a domain strongly subsidized by the state, have mot an hard financial profitability.

3.4.2. The financial impact of the SECC 2007 Program over the companies

Table 12. The financial impact of the SECC 2007 Program over the companies

	No impact 0%	*Significant impact 0-20%*	*Important impact 20-60%*	*Very important impact 60-100%*
Total	**46,8**	**38,2**	**12,09**	**2,1**
Creation production and services	64,6	26,8	7,3	1,3

Hotels, Guest-houses	5,0	65,0	30,0	0,0
Restaurants, Bars	49,4	32,6	15,9	2,1
Tourism operators	41,2	29,4	23,5	5,9
Transport	20,0	65,0	10,0	5,0
Renting (real estate)	56,2	37,6	6,25	0

*according to CURS survey, ordered by CRCC

Public support for culture has been focused on the development of cultural tourism in order to generate economic benefits for the local community. Good results have conducted to the continuing growth of the tourism industry even in the context of the economic downturn.

3.4.3. The development of the tourism industry after the SECC 2007 Program

The long-term impact on tourism is obvious, today in 2013. In 2008, the year following the SECC, the launching of new hotels in Sibiuwere rehistered. A structural change in the tourism industry in Sibiu has taken place through the growth of the accommodation capacity, the development of high quality facilities and a higher turnover in the HoReCa field.

The income the local council scored out of the Accommodation tax revenues * shows this growth:

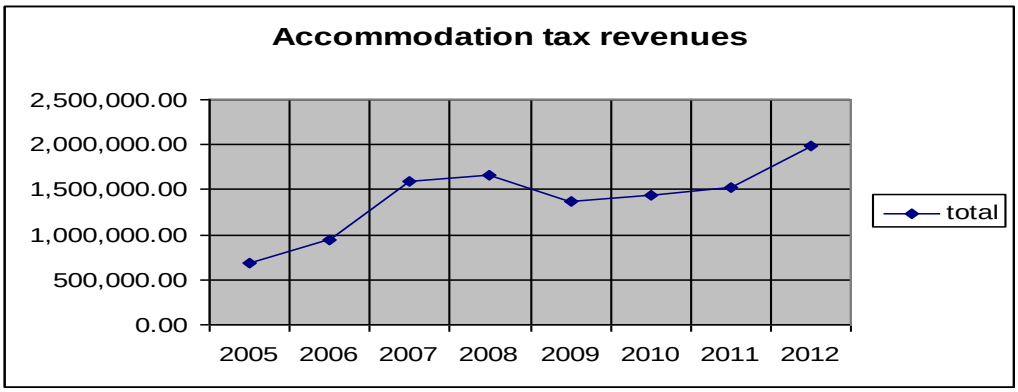
Table 13. Accommodation tax revenues

	2005	2006	2007	2008	2009	2010	2011	2012 x 4
otal	6 92,816.2	9 50,065.8	1, 594,637.4	1, 663,326.7	1, 369,985.9	1, 441,689.4	1, 522,386.6	1, 978142.84

* Sibiu Town Hall

The sums scored in 2012 have been multiplied by 4 due to the change, starting with 2012, of the hotel fee, from 4% to 1%.

Figure 14. Accommodation tax revenues



3.5. Overall results of the ECoC programme in Pécs

The slogan of the Cultural Capital proposal – "Borderless city" – had several possible interpretations. It referred to the Balkans on one hand, as a traditional balkanic route is passing trough Pécs. On the other hand, it meant also deliberately breaking down both virtual and physically existing boundaries within the city.

The choice of the sites that received investments from reflected the intention to interlink city quarters separated by brown-fields, and to enlarge existing cultural spaces with locations which until then were terrae incognitae in that respect and link traditional with modern quarters. According to the concepts conceived, these boundaries are to be dissolved by means of the new strategy, thus creating an integrated, post-modern urban image. The ultimate goal of course, was the long-desired structural change: to create cultural economy which is able to fill in the spaces left by the decline of industry, and which can turn the town into a regional centre in the wide international sense.

3.5.1. The key projects of the ECoC programme

One of the most outstanding results and outputs of the ECoC programme were the large-scale infrastructure projects, the key projects, namely:

- Pécs Conference and Concert Centre
- Zsolnay Cultural Quarter
- Reconstruction of Museum Street
- South Transdanubian Regional Library and Knowledge Centre
- Revival of public squares and parks

The *Kodály conference (and music) centre* was built in the Balokány facility which used to be a combination of a popular lido and a public park with declining prestige in the industrial era, but before 2010,it was completely out of order.

The secondproject, maybe the most renowned on the national level, is the creation of the *Zsolnay cultural cluster*. The famous historical buildings of the manufacture are architectural and industrial monuments, but experience from recent years show that production of the traditional goods in itself cannot support the factory any longer. In line with post-modern principles of urban design, the new functions became mixed: the plot with secessionist buildings and a park houses, among others, an industrial thematic show park, an arts incubator house, a creative complex and galleries of the Faculty of Arts, as well as restaurants and a hotel were built.

If one approached further along the main axis of the town, beside Zsolnay-factory and the Balokány area towards the centre, before 2010 an empty plot could be reached which now

accommodates the building of the *regional library and information centre*, integrating the functions of the existing city and county libraries, thus making a prestigious home for the important background service of knowledge-based society.

Finally, the plan for restoring *squares and public parks* of the town contributed to the significant change of the overall appearance of the town. Pécs was before aptly criticized because of the lack of green areas in the centre. The harshness of paved and tarmac surfaces became softened as single-purpose spaces now subordinated to traffic were made multi-functional, as trees were planted, playgrounds were made more exciting, parks more alive, and by bringing to the surface karst water springing in the Mecsek hillside – earlier forced underground –, and thus using fountains and spilling streams for improving the microclimate of city squares.

3.5.2. Cultural programmes and tourism development

We should summarize that according to data provided by the Management Centre in 2010 altogether 650 projects including 4,675 events were implemented in Pécs.

In terms of financial background 75% of the funding for the large-scale infrastructure projects was carried out by using EU Structural Funds, 20% from the state budget and 5% from city and county funds.

As a major result of tourism development the city of Pécs experienced almost 30% of visitor growth as compared to 2009, however this number was 10% less than the data of 2006 (135 299 visitors and 257 068 nights). The number of guest-nights broadened at a far greater scale than the average seen in Hungary, but a reverberating success could not be achieved in terms of generating much more considerable tourist flow and turnover.

The most-attended events of the ECoC in Pécs were as follows:

- Opening ceremony - between 18,000 and 20,000 people
- Hungarians in the Bauhaus – 16,350 visitors in 3 months
- Mihály Munkácsy's Christ Trilogy - 70,000 visitors in 6 months
- The Golden Age of the Zsolnay Exhibition (from the collection of László Gyugyi) - 12,600 visitors in 4 months
- Europe of the Eights – 9,600 in 2.5 months

It was an unfortunate situation that the Zsolnay Cultural Quarter was not finished by 2010 and after its deliverance, due to the EU Structural Funds' regulations, only a limited development of business activities could be established parallely with the fact that cultural industry was not even developed at the needed rate. Only 2 large-scale programmes were finished in time and the Kodály Centre and Reconstruction of Museum Street were finished only at the very end of 2010.

3.6. Summary

Our paper intended to demonstrate the overall results of the questionnaire survey carried out in 3 former ECoC cities, namely Maribor, Pécs and Sibiu. In general we can state from the answers that the institutional members evaluated the ECoC programme considerably more positively than the cluster member and non-cluster member entrepreneurs of the cities and if we have a look at the differences by countries it is also clear that the most negative tendencies were provided by the target groups of Pécs, Hungary.

4. ANALYSIS AND PRESENTATION OF EXISTING EU PROJECTS DEVELOPED IN THE FIELD

4.1. The *Creative Cities* project (Pecs, Hungary)

The European project of *Creative Cities* was implemented within the framework of the Central European Programme. It supported the development and promotion of creative economic potentials of Central European cities.

The primary objective of the project was the creation of a transnational network of creative industry clusters located and operating in major Central European cities: Leipzig (Germany), Genoa (Italy), Gdansk (Poland), Ljubljana (Slovenia) and Pécs (Hungary). The project specifically addressed creative industries that are defined as "*those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property*." (UK Department of Culture, Media and Sport 2001).

The main objectives of the project were:

- to improve framework conditions and to draw attention to creative industry clusters;
- to promote the entrepreneurial skills and competitiveness of creative industries;
- to create a favorable environment in order to attract investors and stimulate the exchange of know-how;
- to improve creative industry visibility through transnational marketing and networking;
- to exploit development potentials of run-down urban areas through the allocation of creative industries of the respective clusters

As a result of the project, a set of guidelines was created and recommendations were formulated for cities sharing the project's approach and supporting the efforts of their creative

industries. Primarily those local governments were involved and informed about the significance and benefits of creative industries which made the setting up of Creative Industry Cluster Contact Points and the introduction of services based on joint action plan.

The *Creative Cities* project started in May 2010 and ended in May 2013.

Lead partner:

– the City of Leipzig (Germany)

Partners:

- Aufbauwerk Region Leipzig GmbH (Germany)
- Gdansk Entrepreneurship Foundation (Poland)
- Institute for Economic Research (Slovenia)
- Municipality of Genoa (Italy)
- Regional Development Agency of the Ljubljana Urban Region (Slovenia)
- City Hall of Gdansk (Poland)
- Job Centre s.r.l. (Italy)
- City of Pécs (Hungary)
- Cultural Innovation Competency Centre Association (Hungary)
- German Association for Housing, Urban and Spatial Development (Germany)

4.1.1. Results of the *Creative Cities* project and its implications for Pécs

Outputs of the project:

The project's website is : www.creativecitiesproject.eu

1. Green Book

The European Committee published a Green Book in 2010 with the aim of renewing cultural and creative industries *("Unlocking the potential of cultural and creative industries")* in which stakeholders were invited to make their proposals and remarks on the subject. Partners of the *Creative Cities* project collected and summarized their remarks and recommendations in one document, and by submitting it, they jointly made a contribution to the European Committee's work.

2. Joint Action Plan

The creation of the Joint Action Plan of creative industry promotion was considered a milestone in the project cycle. It describes the pillars of creative industry development in details.

3. **Cluster promotion, transnational network of clusters, Contact Points**

Following the example of Pécs, creative industry clusters were established in the partner cities, which, by cooperation, created a transnational network. In each city a *Creative Cities* Contact Point opened and are still operating as information centres for creative industry actors, channeling them into the international network.

4. **Development Plan of the Creative Cluster, directions of development**

As part of the project, the City Council of Pécs was commissioned to prepare a study which assessed the state and development potentials of creative cultural industry in Pécs,: selection of target clusters; Development vision; Assessment of integrated urban development concepts; Improved planning instruments.

5. **Long-term cooperation agreement**

A Long-term Cooperation Agreement signed by each partner ensured the continuation of the project after its expiry. This agreement guarantees the operation of Contact Points and the maintenance of cooperation with the aim of the development of creative industry and the maintenance of project results.

6. **Cooperation Agreement with the Creative Industry Competence Centre Association (CICCA)**

In respect of creative industry development the partner of Pécs City Council is CICC Association. This organization operates Creative Cities Contact Point in Pécs. In order to ensure the implementation of the tasks set out in the Long-term Cooperation Agreement, the City Council of Pécs intends to enter into a cooperation agreement with CICC Association. The Association will actively participate in the establishment and work of the creative management centre and undertakes the tasks of creative industry promotion and activities in Pécs. The CICC Association agrees to operate the Contact Point until the end of the follow-up period of the project (31 December 2018.) and thereafter, insofar as possible, too. Also, CICC Association covers the costs of human resources required for the operation.

The Creative Cities project contributed to the increase of competitiveness and attractiveness of the cities and respective regions.

The Joint Action plan outlines:

- how state policies should be improved;

- how cooperation of businesses and other sectors can be strengthened and cooperation potentials exploited;
- what actions should be taken to improve human skills and how support to entrepreneurs and start-ups can be optimized;
- which joint marketing and dissemination activities should be realized;
- how transnational cooperation potentials can be better exploited.

In the elaborated plan, the following 5 areas were identified and described: networking, education and employment, transfer of knowledge, marketing, infrastructure and financial support, in each of these areas transnational activities were proposed.

The Local Implementation Plans consist of five pillars of activities. In each pillar, actions have been defined as strategic objective.

4.2. DICE Project and presentation of Venetian clusters (Veneto, Italy)

The cluster model and the Veneto Region DiCE project

The Veneto Region, in the frame of the Italy-Slovenia 2000-2006 Operational Programme, has commissioned to the IUAV University of Venice, who has worked for the Slovenian part with the Primorska Capodistra University, an innovative mapping and research project on the whole region, with particular emphasis on the program areas of Venice and Rovigo, and the area of northern Istria, to develop a model of advanced cultural cluster.

The System-wide Cultural Cluster is founded on the premise that culture can be a primary platform of communication between all the economic and social subjects in a particular area: bringing out its true vocations, in fact, it promotes the development of supply chains, becoming an instrument of aggregation and development.

The first phase of the project consisted of an overall survey of the cultural activities and of the physical infrastructures that host them, conducted on the regional territory. This led to a complete map of the existing realities and of the unexpressed potentials of the area.

The following step was the detailed study of the gathered data through the interpretative categories of the System-wide Cultural Cluster, and the territory's clustering, with particular attention to urban areas supposed to be the cores of the future clusters.

The second phase has identified some advanced cultural clusters and launched the pilot projects, through strategic planning of priorities and interventions.

The third phase of the project focused on deepening the analysis on two Clusters Cultural Evolved -DiCE, identified during the previous two phases of the project. This is the DiCE 6 -Eastern Veneto and DiCE 10 - Southern Adriatic. In addition to a careful and detailed analysis of the economic, social, productive, cultural and infrastructural aspects, in the third and final phase lines of action consistent with the vocational character of DiCE were identified.

Veneto and competitiveness: some open problems

In the past, the recipe for success in the Veneto region was attributable, in fact, to the hyper-specialized model of division into clusters, meta-clusters and production chains, deeply rooted in the territory. This model towards the end of the eighties began to suffer from a crisis due to global competition, thus inducing the process of relocation of production..

Tourism appears to be one of the fundamental resources in the region both in terms of production of wealth and of employment, which is at the head of the national rankings for arrivals and presences, hosting 14% of the tourists on the peninsula, comforted by a discreet support from the institutions (amount of 3.4% of the municipal budget, 1.8% of that of the provinces, 0.8% of the regional).

The following points summarize problems that are still open:

- Low exploitation of human capital in traditional enterprises;
- Difficulty in setting up a systemic approach;
- Innovative processes too, focused on incremental changes and too little on the radical;
- Environmental and social sustainability in the long-run;
- Sustainability of generational change and patterns of behavior compatible with the new competitive challenges.

The limits of traditional industrial clusters

The traditional industrial clusters are organized around a product and find it difficult to go beyond an incremental innovation approach. The (radical) innovation requires an environment in which the unifying element is no longer the product culture, but the production and circulation of knowledge.

The clusterisation in the post-industrial economy

- The competition is addressed on the products/experiences that have a high intangible value that requires an intensive level of knowledge.

- The industrial atmosphere is no longer characterized by an orientation to the “simple” production, but at the same addresses production and circulation of information.
- In this context, culture is not only the binding between sectors/industries, but the common platform capability of the individual and society for the production and circulation of

What is a system-wide cultural cluster

A cultural cluster is characterized by companies that operate on different but complementary sectors, in which cultural activities and their various implications (experience of the new and unfamiliar, social integration, symbolic value of the area's) are the element that 'makes the system'.

It's the model towards which tend more advanced areas of the territory, and is emerging in different contexts (North America and Europe) and most likely in the near future in the Far East.

It is based on the need to increase communication and coordination between the various actors in the system. In all cases where this has happened, it is the culture that has been used as mediator between local actors. Even countries that have eroded the competitive potential of the region on the basis of cost/price are developing models that are mainly based on human capital and on the integration of product, culture and knowledge.

In a post-industrial context, however, the culture is becoming more and more a constitutive generating value mechanism, thus entering the dimension of productive processes. The obvious implication of this is that if the culture becomes a productive matter of everyday life, the distinction between producers and consumers, artists and public disappears. Now it is time to deal with communities of practice of which markets are only appendices and in which the mechanisms of economic exploitation pass through very diverse channels.

You switch from a conception of cultural cluster, which is the old industrial cluster model with vertical integration, to models in which the main character is horizontal integration. From this point of view culture works as an aggregation mechanism. These new clusterisation models represent an important mode of innovative transformation of traditional industrial clusters.

The twelve policies are:

1. Quality of culture: the ability to implement a cultural offer that involves a national and international context and consistent with its quality standards (QOC);

2. Capacitation and community training to offer social opportunities for learning and building skills (CFCs);

3. Business development: processes of incubation, start-up and development of new enterprises (SIM);

4. Attraction of business and investment from outside: i.e. of resources that allow the system to rely on a growing basis of tangible and intangible resources (IEA);

5. Talent attraction: intangible capital assets (Especially human) attraction, highly qualified and specific skills (ATE);

6. Management of social and exclusion criticalities: capacity of using culture as a factor of social cohesion and conflict mediation (GCS);

7. Development of local talent: the ability of the area to create opportunities on the basis of talent (STL);

8. Participation of citizens and local communities: the existence of social mechanisms of enhancing motivation access to cultural opportunities and training (CAP);

9. Quality of local governance: the ability of local governments to think strategically and organize/facilitate the process of local development (QGL);

10. Quality of knowledge production: presence of training-and high-profile research activities in the fields of basic-applied research and technology transfer (QPC);

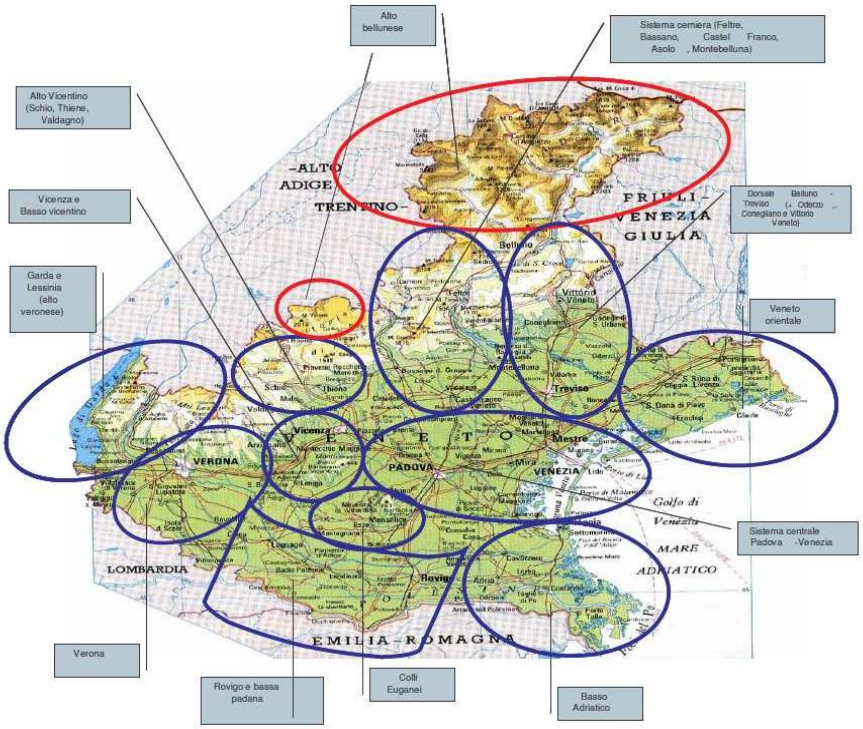
11. Internal (local) networking: the ability to build and stabilize active and cohesive local networks of local operators (NI);

12. External networking: ability to build and stabilize supra-local, national and international networks of operators and territories (CNE).

The DiCE project and the case of Veneto

Veneto is the Italian region that more than any other is going through these mechanisms of post-industrial transformation related to the innovation of traditional clusters.

For the case study, the classification of cultural industries proposed by the European Community was adopted and an attempt has been done to map all the cultural activities and containers of the region that reached a minimum level of structuring. From this mapping a precise clustering emerged, on the basis of which a process of territorial policy development started. The results may seem to some extent unexpected, as there are not cities as Venice or Padua to emerge, but the Venetian Foothills, where there is the largest concentration of innovative industries, in particular those related to the mechanisms of innovative transformation associated with cultural experimentation.



1 - Sistema centrale Padova e Venezia, 2 – Verona, 3 - Dorsale Belluno e Treviso, 4 - Vicenza e basso vicentino, 5 - Sistema cerniera, 6 - Veneto orientale, 7 - Garda e Lessinia, 8 - Alto vicentino, 9 - Alto bellunese, 10 - Basso adriatico, 11 - Rovigo e bassa padana, 12 - Colli euganei

Build a map of activities and cultural containers within the Veneto Region

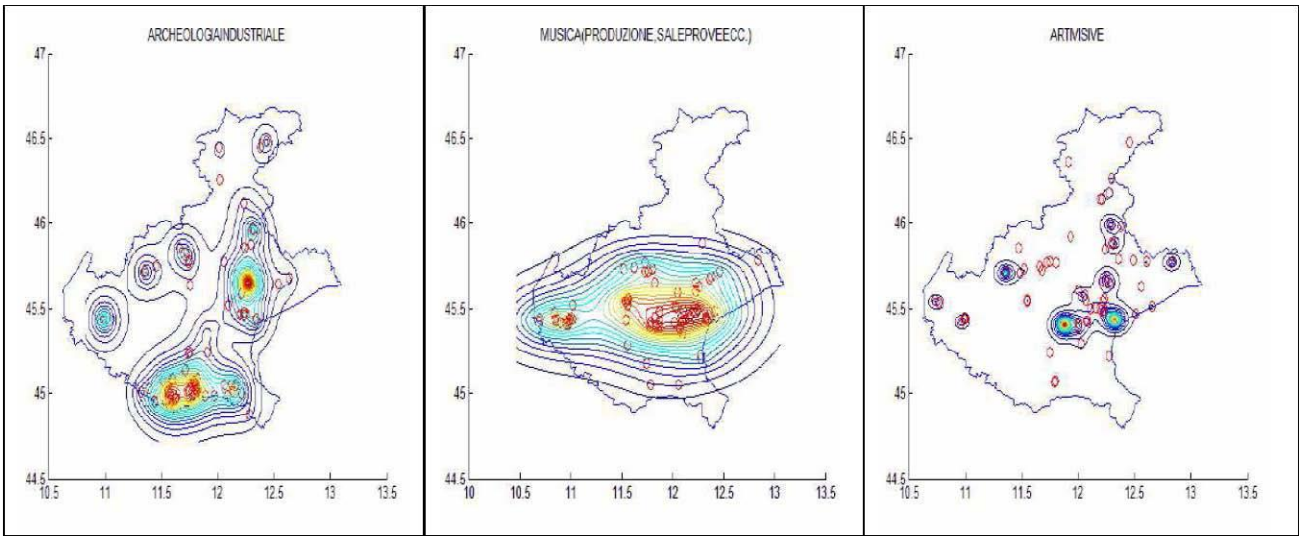
Locate the territorial 'emerging' cultural districts

Think about the cultural specialisations both expressed and potential

Think about the complementarity between the cultural and the non- cultural productive specializations

Develop new projects and tools aimed to help territories to create a system and bring out the latent potential

Table 1 Logical Steps characterising the DICE project approach



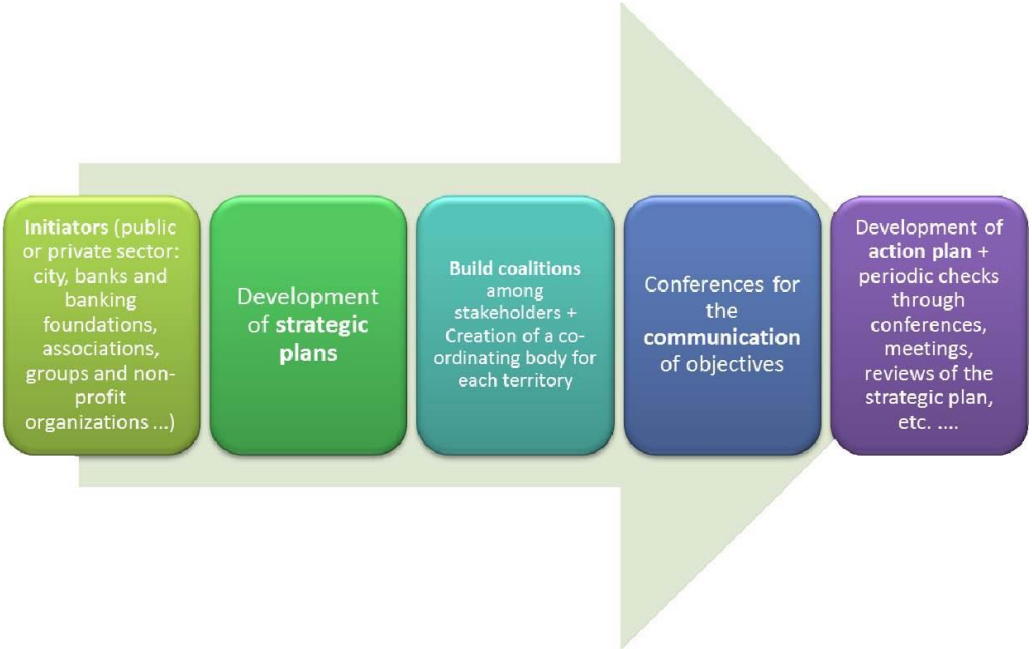


Figure 3 -The development process of a SWCD

A number of possible lines of action

- Conversion of buildings into incubators and / or centers of cultural and creative industries
- Construction of community centers aimed at promoting access to cultural competence of the resident population (eg Sage Gateshead3)
- Creating centers for innovation and creativity dedicated to university students and high school students (eg Laboral Gijon4)
- Creation of residencies for artists and creatives in collaboration with the local business system (eg Ars Electronica Linz5)

- Creation of multimedia archives of the intangible cultural heritage and local activation of laboratories with the style centers of companies
- Launch of festivals that attract significant international presence on the territory in which synergies (e.g. ECoC)
- Design of multimedia presentations of historical and cultural heritage of the region and its agro¬food production (eg History Unwired6) (QPC, SIL, NWE)
- Networking with international production centers and territories at the forefront of cultural innovation processes.

EU and Culture [7]

The role of culture in the process of implementation of the Lisbon strategy goes far beyond entertainment tourism. As we learn from our own history, the role of culture does not end in the more or less educated hobby, but also and above all to be found in its function as a social activator, an extraordinary moment of catalysis thoughts and his ability to turn it into a fascinating search for meaning, shared, able to create and convey a sense of identity. To transform our cities into innovation cities, we must first reconvert them in culturally alive, highly proactive, international calling, able to offer to their residents and especially young people opportunities for challenging experiences, humanly and intellectually qualifying strongly motivating personal investment in the acquisition of new skills. Unlike what happened in the mature phase of the industrial economy, the products have ceased to represent for consumers sets of material characteristics that respond to needs more or less predetermined, and have become increasingly expressive sites in which the person is recognized and through which she builds its own models of individual and collective identity.

On this basis was created what could be called the model of the system-wide cultural cluster: a model in which the size of the system is even stronger and more decisive than the old industrial cluster, and requires a complex integration between a variety of actors such as public administration, entrepreneurship, the education system and universities, cultural operators and civil society. A model that fully addresses the new challenges of the Lisbon strategy being based on innovative forms of coordination towards a common strategic vision aimed at the production and dissemination of knowledge.

The economic value of culture

The economic value is not directly generated by the cultural experience. Looking at the income statement of museums, we see that in most cases you get to cover only 50% of the costs.

Reasoning on the economic role of culture, therefore, it is necessary to bear in mind that you have to deal with more complex mechanisms than on making income of cultural heritage.

In this way a question arises of what mechanisms should leverage the economic value of culture. First of all, to arrive to different modes of use of culture, we need to encourage a climate and a social attitude towards the production and dissemination of knowledge.

One of the channels of generation of economic value is the direct channel of the development of the creative industries sector, which, according to the European Union, is one of the fastest growing areas and can generate employment and business opportunities, especially in the younger age groups, of the European economic system.

This sector is able to create systemic effects of a collective orientation towards the local development on a cultural basis. That is, culture plays an important role as a mechanism of pre-innovation. In all the mechanisms of innovation, in fact, the problem is to be able to ensure that around a good idea a chain of enhancement is produced that, ultimately, generates sustainable development. For this to work, it is necessary that society is collectively oriented towards the production and dissemination of knowledge.

If we consider the ranking of the frequency of cultural activities in most European countries, it appears that it coincides with the ranking of innovativeness, as the culture within these mechanisms calls into question the mental models of people, creating the conditions that they are prepared to face challenges that require innovative responses.

4.3. Venetian clusters and their experiences of CSR implementation

CSR within the CMC approach

One of the central instruments to be developed and exploited within the CMC project is the idea that by relying on the trust, feeling and emotion that the experience of visiting ECoC and their hinterlands gives to the tourist, it is possible to develop new sales channels and networks with the goal to help SMES and clusters to promote, enlarge and consolidate their activities.

The objectives of the project are not limited to this point. The idea is pushing further on the combination of tourism, production and culture, and providing -in a CSR framework -industrial clusters with a range of elements to address the challenges that have often put them in serious difficulties in recent years. The whole problem relevance regards 1) strengthening and developing industrial clusters by stressing the integration aspects, which are specifically declinations of CSR that also considers other firms in a cluster as key stakeholders; 2) finding new and alternative sources for financing cultural heritage and cultural production (and these are fundamental CSR approaches now widely experienced in many advanced countries around the world) and 3) developing a new tourism model, aware responsible and sustainable: and also this is entirely consistent in a CSR

perspective, and fits in the more general goal of establishing a smart and original approach that allows to organically manage the issues of economic, social and cultural development across South East Europe.

The Culture/Industry/Tourism package will also be an opportunity to show the business world how CSR works and its multiple benefits: existing CSR virtuous implementation experiences and best practices will be found and spread during meeting and workshops. These benefits will be presented and discussed during targeted meetings with manufacturing and cultural clusters, museums, theatres and other cultural agencies and institutions: a central topic will be demonstrating -by means of the Culture/Industry/Tourism success histories -that investing in culture and CRS can be very rewarding and ensure sustainability in the long run for the various actors involved in a PPP.

CSR will in fact be the keystone in a transnational reference framework which will serve as a source of competitiveness and innovation factors, an opportunity of integration with other productive areas and stakeholders, a channel for effective cooperation with culture/knowledge hubs in the EU Capitals of Culture; and a reference for the public and private sector concerning mutual advantages of CSR implementation, with a particular focus on culture and knowledge management and development.

CSR in Italy and in Veneto

As it is clear from the survey "The Corporate Social Responsibility and consumer trends"[1], conducted by Unioncamere in 2007 on a sample of 2,000 companies and 1,500 families, the practices of social responsibility are increasingly popular, especially among micro (up to 9 employees) and small enterprises (up to 50) among which, however, it is easier to find an integrated approach to the different areas of intervention of the CSR. These companies, in fact, not only are 93% of the companies that have implemented at least one CSR initiative, are also responsible for the largest share of those defined as CSR oriented i.e. those that follow a multi-stakeholder approach to CSR, attentive to all company stakeholders.

From the point of view of consumers, moreover, if the predominant attitude towards banks and multinational companies is a lack of trust (respectively 74% and 65% of Italians), the same doesn’t apply to small and medium-size enterprises (SMEs).

1 http://www.csr.unioncamere.it/P42A420C580S370/La-responsabilita-sociale-delle-imprese-e-gli-orientamenti-dei-consumatori.htm

For these, in fact, 65% of Italian has a good or very good confidence, highlighting the close relationship between the company and its territory.

Yet at the end of the 2000s there was in Italy on part of the enterprises a lukewarm attitude towards CSR, favouring aspects rather "obvious" such as health and safety at work (78.2%), attention to employees (70.9%) and the environment (67.3%). Much less attention was devoted to suppliers, customers and consumers (18.2%).

In contrast, however, the CSR seems to have already made its way among consumers, especially in northern Italy, where approximately 61% said they were willing to pay more for a product of a socially responsible enterprise.

With regard to the Veneto Region, indicators describing the spread of social responsibility are the number of certifications adopted by regional businesses. The latest figure in 2009 were 59 EMAS registered companies, 994 ISO 14001 certified sites and 41 companies having adopted the SA8000 standard. However, there is still a long way to do.

For this purpose, the Veneto Region and Veneto Unioncamere signed in 2006 a Memorandum of Understanding on CSR, in line with the guidelines of the project "CSR -Social Commitment" of the Ministry of Health, Labour and Social Policies. Over the last few years, in collaboration with the Chambers of Commerce of Veneto, seminars, conferences and training of entrepreneurs and institutions were organised for the dissemination of the social responsibility culture.

Having in mind the promotion and awareness of enterprises in the area of social responsibility, a project has started for drafting Minimum requirements for a route of Corporate Social Responsibility, and the related collection of good practices of Veneto companies.

4.3. The Veneto CSR Project DICE Project and presentation of Venetian clusters (Veneto, Italy)

The Veneto CSR Project was created in 2006 after the signing of a Memorandum of Understanding between the Veneto Region and Unioncamere del Veneto and provides promotion, awareness raising and training about culture and principles of Corporate Social Responsibility (CSR). In July 2009, with Regional Decree n.° 1753 the Protocol has been renewed for the period 2009/2013. Among the main activities: the diffusion of minimum requirements for a path of social responsibility defined by the Venetian Multi-stakeholder Forum on CSR, and communication activities and training with employers, workers and schools.

Within the Veneto CSR Project, Unioncamere in recent years has created constant promotion activities through the major media (radio spots, advertisements in newspapers, advertising totems and distribution of brochures), conferences and seminars and three training courses on CSR issues facing Chambers officials, consultants, managers and entrepreneurs.

The Veneto Multi-stakeholder Forum on CSR, established through the protocol and composed of regional representatives of various social bodies (public institutions, trade associations and trade unions) has coordinated the creation of the document on Minimum Requirements for a process of Corporate Social Responsibility development[2].

The paper first sets parameters that are unique to identify socially responsible companies and represents the culmination of a long debate between the different categories of social actors who constitute the Veneto business world. Around the categories of actions identified by the document the cases published under "Veneto and businesses: a responsible future. Best practices of Corporate Social Responsibility in Veneto"[3] edited by Unioncamere and the Veneto Region were also collected.

Interregional-transnational Project "Creation of a network for the spread of CSR"

In 2011, the Veneto Region in collaboration with the Liguria Region initiated a project to promote the dissemination of corporate social responsibility among businesses and to begin a process of mutual learning and exchange of views between public administrations. The assumptions behind this project are:

- European Commission Communication "Europe 2020: A strategy for smart, sustainable and inclusive growth"[4] which proposes to European economic and social actors, public and private bodies a way out of the economic crisis
- European Commission Communication of 25 October 2011 proposes A renewed EU strategy 2011-14 for Corporate Social Responsibility[5] and a new definition of corporate social responsibility as "the responsibility of enterprises for their impacts on society"[6]. The Communication stresses as a socially responsible enterprises can be not only more competitive, but also mitigate the social effects of the economic crisis, offering new job opportunities "sustainable in the medium and long term."

Today the Italian regions involved in the project are 14 out of 20. At the beginning of 2013 the 2013-2014 Action Plan in the field of Corporate Social Responsibility7 was published by the Ministry of Labour and Social Policy and the Ministry of Economic Development requested the collaboration of the Regions involved in the interregional project8. The Action Plan is divided into two priority axes and actions:

Priority 1 -National and regional CSR policies

1.1 -Priority actions to support the Europe 2020 strategy

1.2 -Promotion of internationally recognized guidelines Priority Axis 2 -Actions to support CSR

2.1 -Promoting the visibility of CSR and disseminating good practices

2.2 -Actions of consumers protection

2.3 -Regulation and support to voluntary actions undertaken by companies

2.4 -CSR and competitiveness

2.5 -Disclosure of information by companies

2.6 -Integration of CSR in education, training and research In particular, with regard to the promotion of CSR and dissemination of good practices (action 2.1),.

Main results of the Veneto CSR project

Identification and dissemination of Minimum levels of Corporate Social Responsibility:

Representing a completely innovative experience in Italy and Europe, the Minimum Social Responsibility requirements have the goal of helping businesses, with the support of a self-assessment grid to evaluate their level of Corporate Social Responsibility and in the future to obtain regional incentives. The requirements have been designed especially to facilitate the spread of CSR in SMEs and have been tested on a sample of companies from different sectors, sizes and provinces.

Training for entrepreneurs and managers of public and private companies:

The purpose of the series of meetings "The Corporate Social Responsibility in company management" was to disseminate the principles and basic concepts of CSR among the private sectors, proposing as a solution to problems and strategic management topics.

Target: Entrepreneurs human resources managers, QHSE, administration, marketing, communication, management.

Training Themes

1. From administrative liability to corporate social responsibility;
2. The responsible management of the supply chain to reduce the risks and seize the opportunities;
3. The responsible and sustainable development of the company as a competition and growth element of the territory;
4. Responsible tourism as a factor of sustainable economic development and enhancement of the territory;
5. Responsible management of generational transition as an opportunity for sustainable innovation: the influence of family relationship in the various organizational stages;
6. Innovation and sustainability: key elements for the company, the economy, the environment and the territory;

7. The valorisation of intellectual capital: the individual at the center of the development of the company.

Schools & CSR Project

The event was held in the schoolyear 2009/2010 to raise awareness among high school students on the issues of CSR.

After a first phase of training for teachers [13], schools were involved in hands-on labs where innovative ideas and a communication campaign to peers and the local community have been developed, then concretized in a final paper.

At the end of the activity a day was organized in which the projects carried out were presented and the certificates of participation were released.

The final papers were collected into a publication dedicated to the initiative.

Indicators for Corporate Social Responsibility identified within the "Minimum Requirements for CSR" document are based on the Social Statement of the Labour and Welfare Ministry [14], in order to encourage companies to undertake a process of social responsibility.

The Social Statement is the result of the analysis of the main national, European and international standards (GRI, SA8000, AA1000, QRES, SEAN, GBS, SIGMA Project, London Bench-marking Group, The Copenhagen Centre, Wertemanagment System ZFW, SERS, Finetica). It was decided to also take as reference the following set of indicators:

- the criteria required by the SA8000 certification scheme [15];
- the guidelines and operational approach of the working groups developing the ISO26000 norm;
- the requirements developed by I.N.A.I.L.[16] relating to health and safety.

Starting from these standards, indicators were identified to be considered as essential to individuate a minimum score threshold for a path of CSR in the Veneto Region.

The document is divided into 9 categories and 20 indicators which represent the main areas of application of CSR to the local entrepreneurial resources.

CATEGORY 1. Commitment of management

1. INDICATOR: socially responsible company Identity Card
2. INDICATOR: Systems of internal monitoring

CATEGORY 2. Non-discrimination

3. INDICATORE: Equal opportunities

4. INDICATOR: Disability and minorities in general

CATEGORY 3. Employment relationship

5. INDICATOR: Training and internships

6. INDICATOR: Quality of the business climate and conciliation work / life

7. INDICATOR: Respect for the rights of association and collective bargaining

8. INDICATOR: Injuries and illnesses

CATEGORY 4. Health and Safety

CATEGORY 5. Environment

9. INDICATOR: Environmental Management Systems and Sustainability

10. INDICATOR: Raw materials and packaging

11. INDICATOR: consumption of energy, materials and emissions

CATEGORY 6. Products, customers, suppliers

12. INDICATOR: New products / services

13. INDICATOR: Information and labeling of the product / service

14. INDICATOR: Suppliers

CATEGORY 7. Social Development

15. INDICATOR Community

16. INDICATOR: Products / services with ethical and environmental connotation

CATEGORY 8. transparency

17. INDICATOR: Internal and external Customer Satisfaction

18. INDICATOR: Communication and community involvement

CATEGORY 9. Credibility / reputation

19. INDICATOR: Disputes, sanctions and disciplinary measures

20. INDICATOR: in Rules for the law, for the prevention of corruption and unethical behavior.

Business practices and CSR in the Clusters of Veneto

In the fall of 2010 Unioncamere Veneto with a group of researchers from Venice Ca 'Foscari University, submitted to a sample of Veneto enterprises a questionnaire to be filled out online to detect their level of knowledge and the application of measures relating to the Corporate Social Responsibility (CSR). The survey is part of the research 'Business practices and corporate social responsibility in the clusters of the Veneto", supported by the European Social Fund [19].

The questionnaire was mailed to a database of about 34,000 companies and was available for companies to compile for about 45 days. The valid responses collected has been 550.

The questionnaire is structured in 30 mainly multiple choice questions with the opportunity to give more than one answer. In addition, the online application provides the option to save the answers even before finishing the test and retrieve it at a later time, or to answer only a few questions. This method, very agile and flexible, allowed a good response rate, given the short duration of the research and the theme very sectorial.

To give an idea of the spread of Corporate Social Responsibility in Veneto, in fact, it is sufficient to consider that firms in this region holding the SA8000 certification, one of the most important standards of social responsibility currently available, are 750.

The respondent enterprises belong predominantly to the industrial sector (43.5%) and are of small size (42.5%) or micro (40.3%). From these data it may be concluded that the sample has a good representation of the Venetian reality, composed of 99% of micro and small enterprises.

The results show that more than half of the companies are aware of CRS practices, but that they are applied only to a few, mainly in the form of certifications. All agree instead on the difficulties given the high costs and excessive bureaucracy and complexity: almost 92% of respondents felt as a duty a public intervention in order to encourage the implementation of best practices.

91.7% of companies consider desirable public incentives to CSR policies through: tax reduction 93.6%; simplification of bureaucracy 96.7%; incentives and bonuses 85.1%; higher scores in procurement competitions and calls for funding 80.5%; public rather than private entities certifications 48.5%.

In reference to CSR policies adopted by companies, the following statements are regarded as true: -49%, it is difficult to assess what were the benefits achieved

-29.5%, the costs are sustainable

-29.1%, the benefits achieved are below the costs

-12.3%, the benefits achieved are higher than the costs incurred

-12.3%, the costs are unsustainable

-5.5%, the benefits achieved are equal to the costs incurred.

In relation to the current crisis, CSR is perceived as:

-An ethical-social duty 63.7%

-A useful tool for corporate sustainability 32.3%

-An investment 24.8%

-A means of enhancing the competitiveness of 24.8%

-A tool for strategic innovation 22.1%

-An unnecessary expense 8.0%

-A way out of the crisis 5.3%

In the near future the companies plan to: Keep CSR policies adopted so far 59.8%; increase investment in CSR 35.3%; decrease investment in CSR 1.8%; not to adopt CSR policies 3.8%.

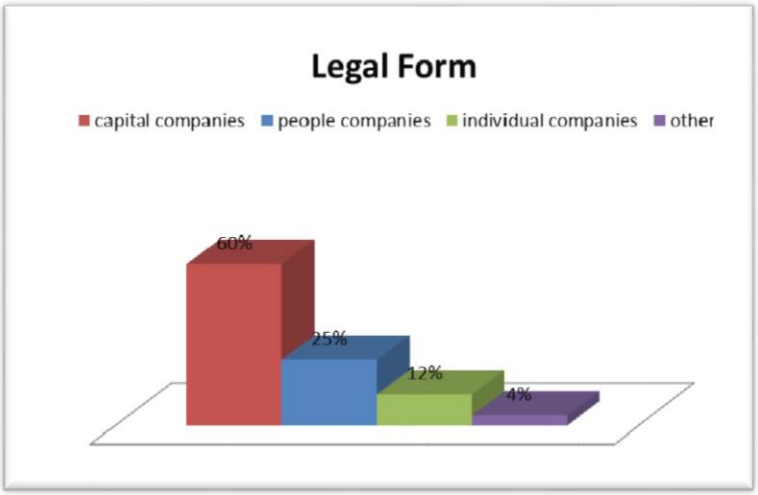


Figure 1 – Legal Form

Figure 2 - CSR knowledge

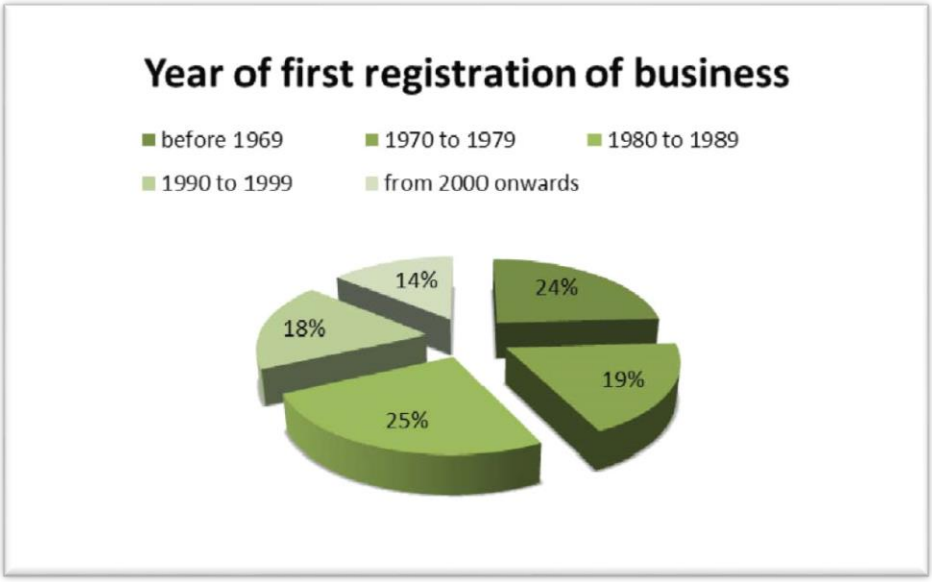


Figure 3 – Year of first registration of business

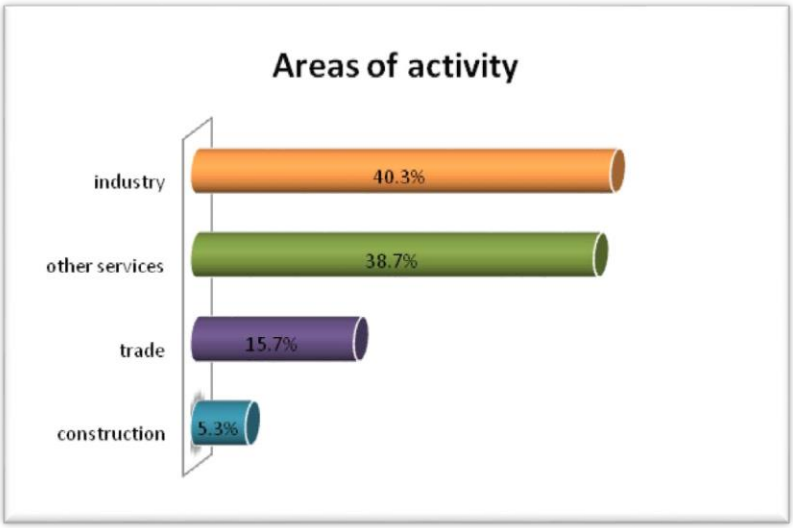


Figure 4 – Areas of activity

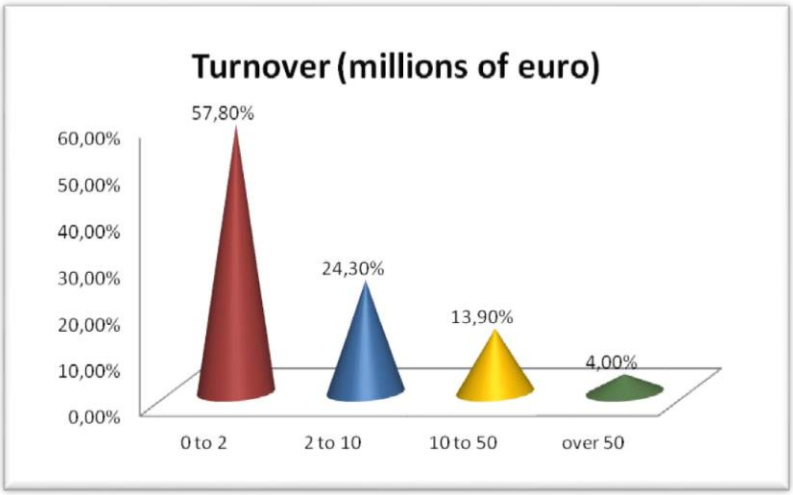


Figure 5 – Turnover (millions of euro)

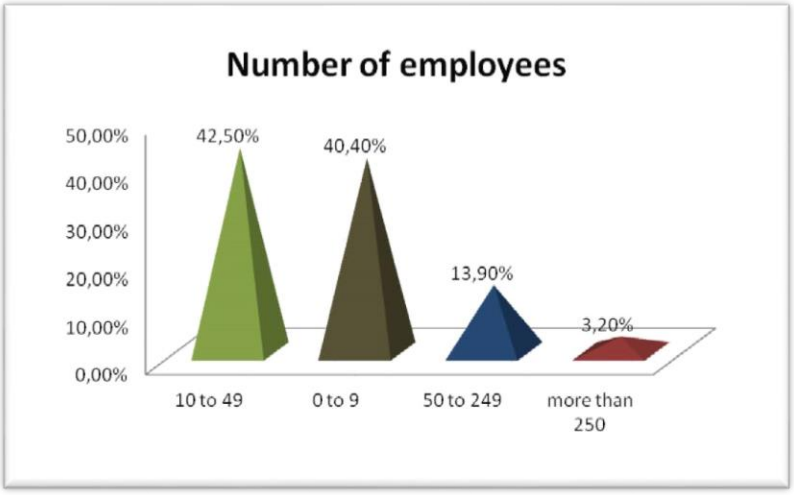


Figure 6- CSR policies towards employees

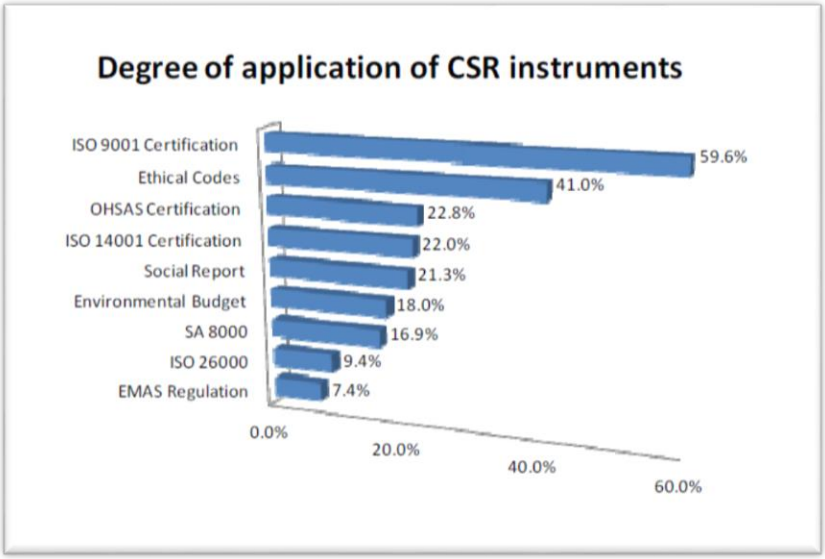


Figure 7 – Degree of application of CSR instruments

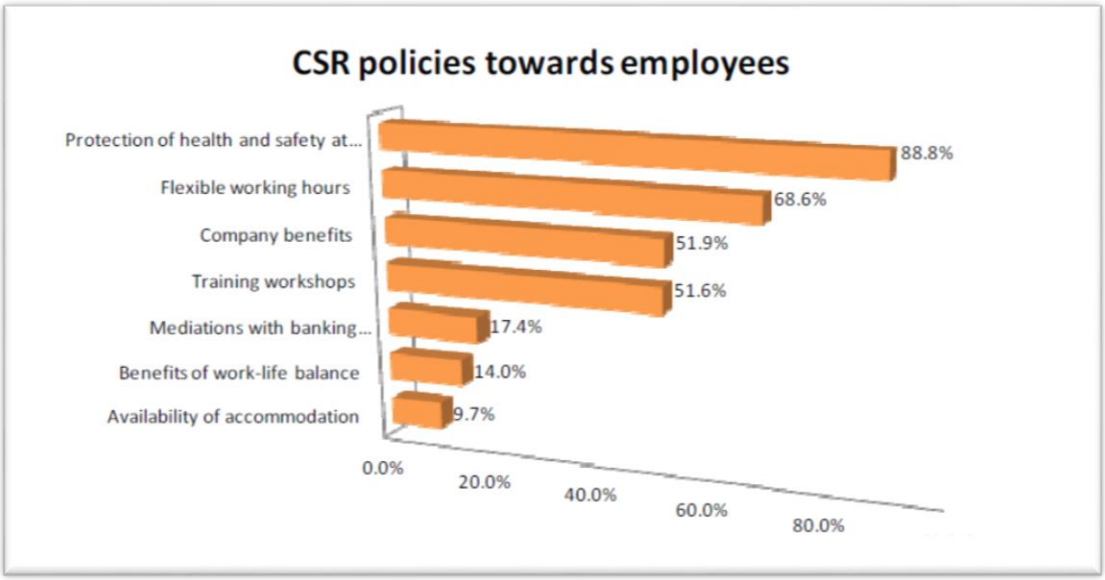


Figure 8 – CSR policies towards employees

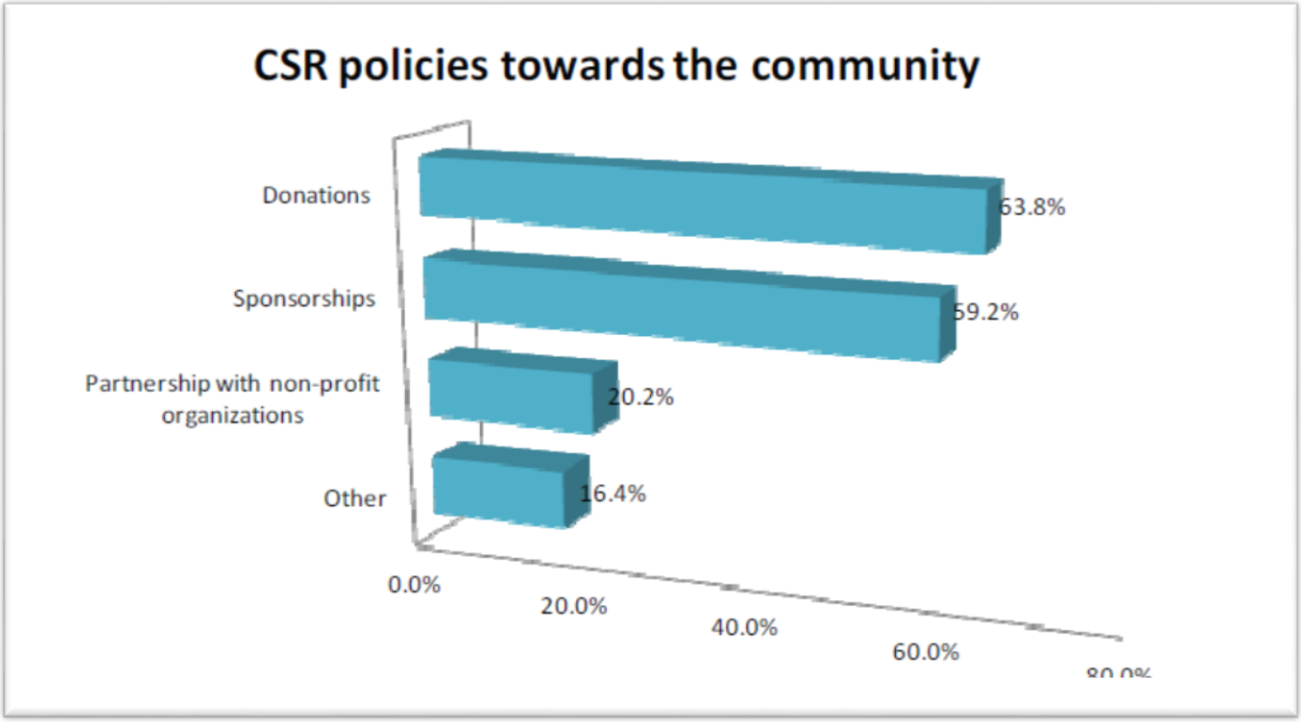


Figure 9 - CSR policies towards the community

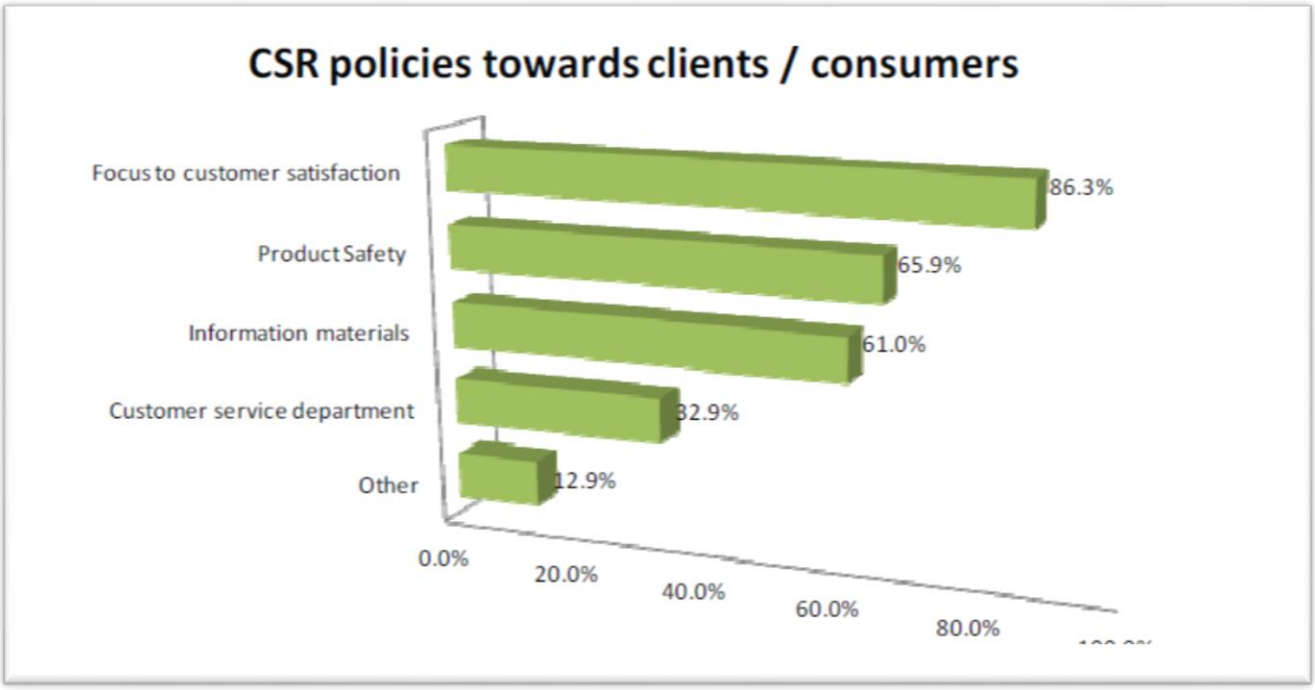


Figure 10 - CSR policies towards clients / consumers

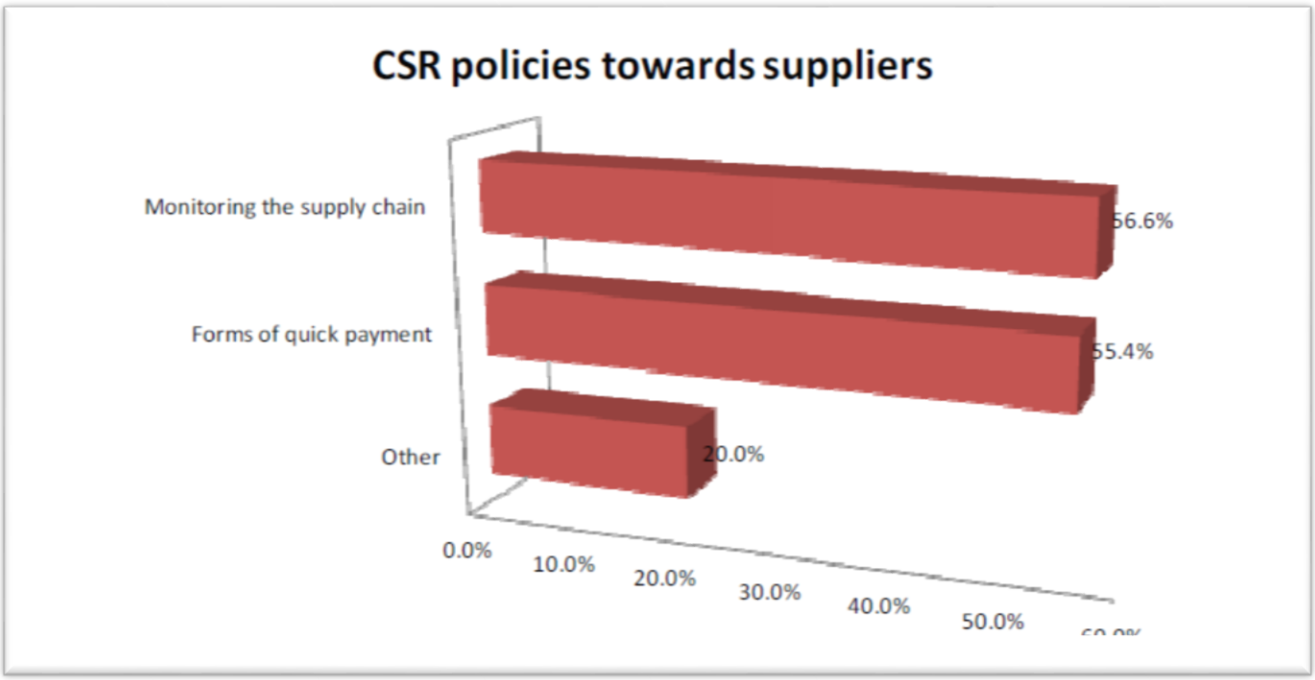


Figure 11 - CSR policies towards suppliers

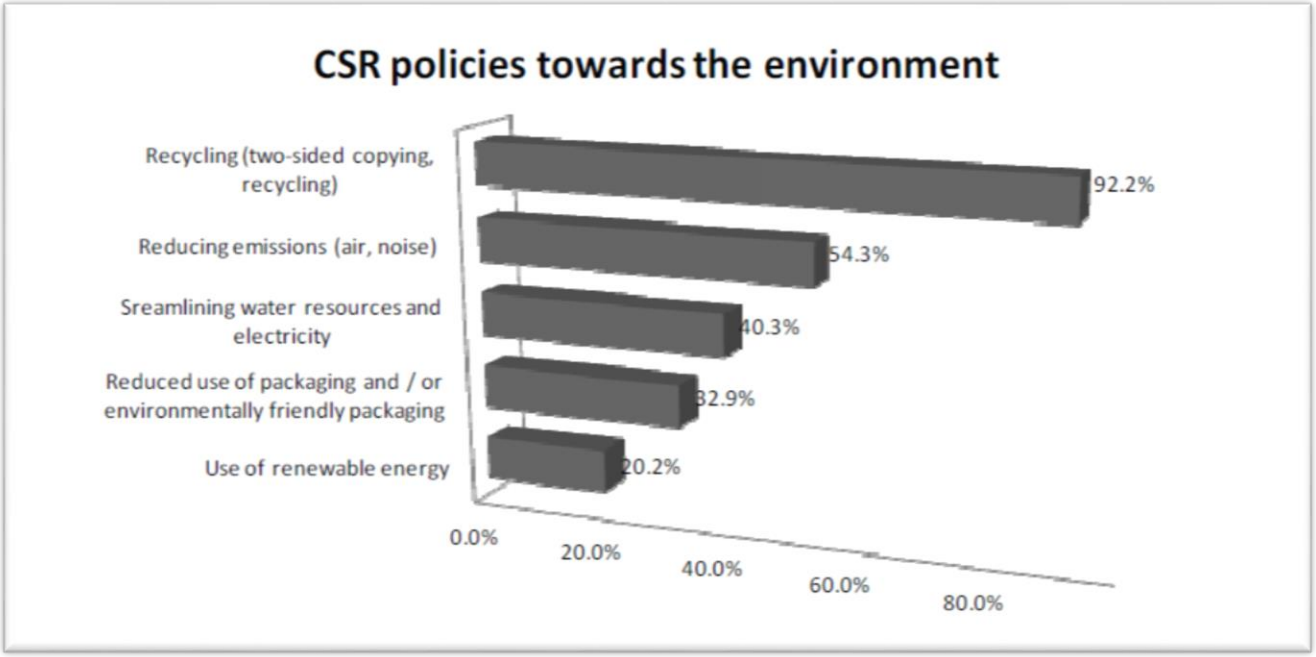


Figure 12 - CSR policies towards the environment

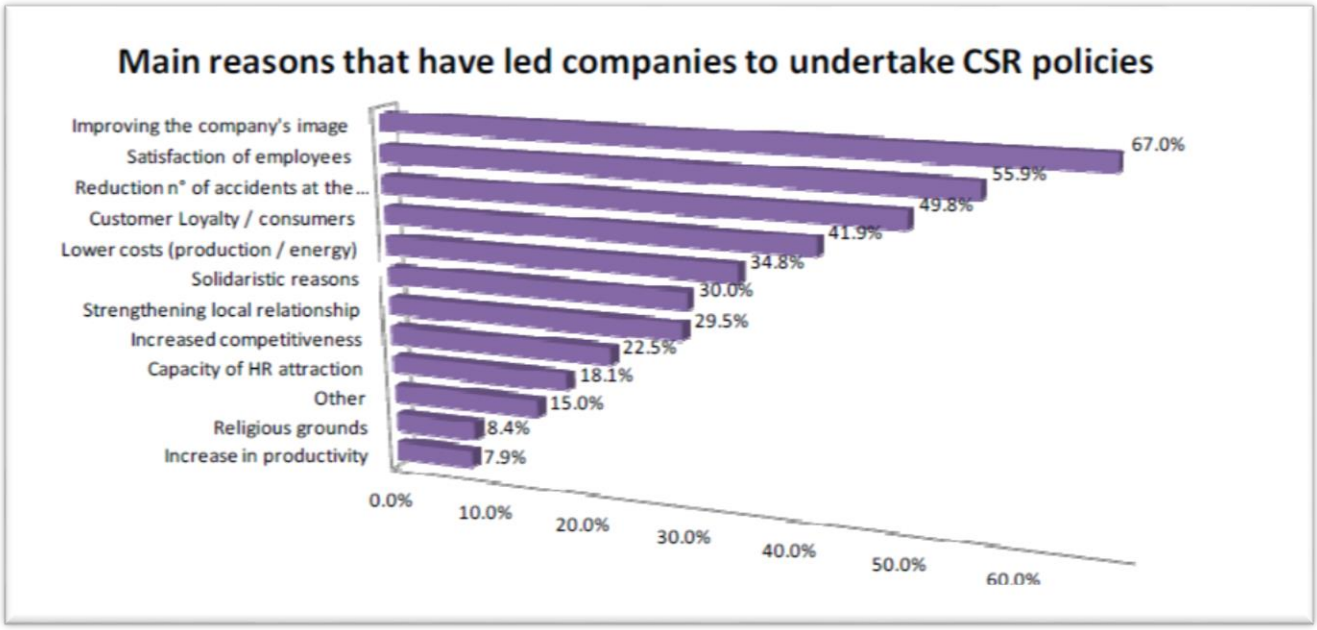


Figure 13 - Main reasons that have led companies to undertake CSR policies

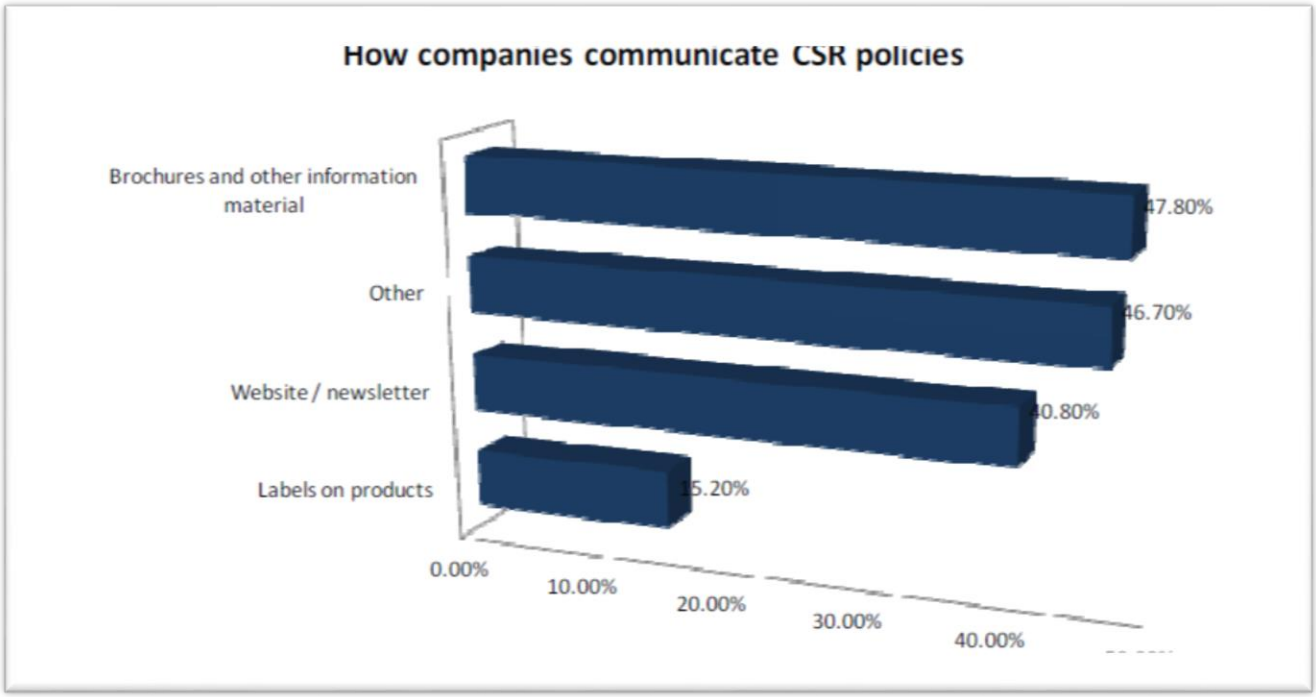


Figure 14 - How companies communicate CSR policies

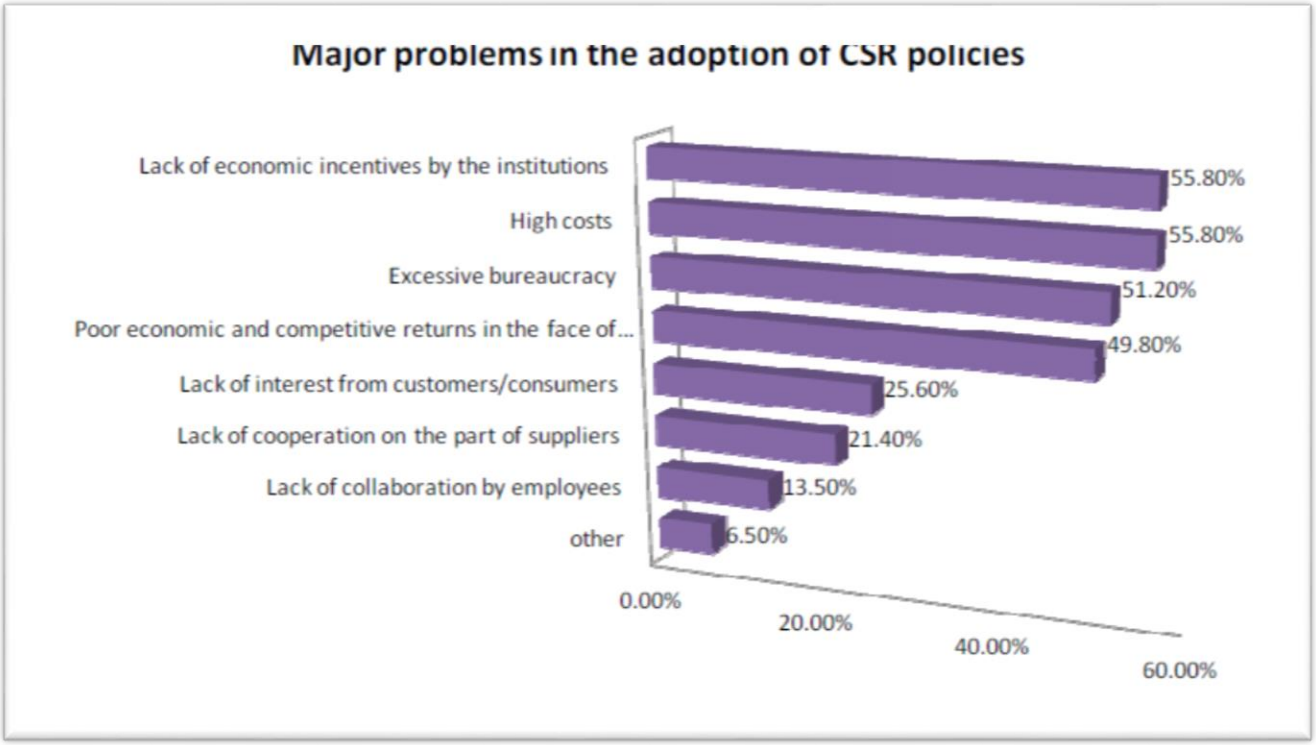


Figure 15 - Major problems in the adoption of CSR policies

4.4. Adria Muse Project

4.5. **Inside-out: museums and exhibitions beyond the walls**

Project AdriaMuse is a cross-border project of the Cross-Border Cooperation Programme IPA Adriatic 2007-2013, co-financed by the EU. The project includes 11 partners from 5 countries on either side of the Adriatic Sea: Province of Rimini, lead partner, Institute for Artistic, Cultural and Natural Heritage (IBC) of the Emilia-Romagna Region, Veneto Region, IUAV University of Venice, Province of Pesaro and Urbino, Province of Campobasso, Skupa (Italy), National Museum of Montenegro (Montenegro), Municipality of Shkodra (Albania), Business Service Centre of Government of Zenica-Doboj Canton (Bosnia and Herzegovina) and Istria County (Croatia).

Strengthening the relationships among the partner organizations and supporting the sustainable development of the Adriatic area include some of the objectives of the AdriaMuse project with the emphasis on increasing awareness of museums in the region. Therefore, the aim is to increase museum accessibility by being part of the Euromuse.net, international showcase which brings together information on the most important museums and exhibitions in Europe and organizes a series of events that can connect Adriatic museums and reach a wider range of visitors. This is also the motive for transforming museums into vibrant cultural centers, as well as one of the most important objectives of the AdriaMuse project. The main goal is to move museum activities

beyond their walls and attract visitors who are not regular museum-goers by organizing such events. This will create an elaborated action plan and common infrastructure for sharing knowledge, experiences and ideas among the partner regions. In addition, a cross-border cultural exchange and events intended to raise awareness of the local population on cultural and development potentials in the Adriatic area will be encouraged. Finally, the objective of AdriaMuse is to contribute to the extension of the tourist season on the Adriatic Coast through a new harmonization of culture and tourism, strengthened by museum stories which move beyond museum walls. In terms of collaboration and exchange, AdriaMuse offers valuable experience of Rimini in joining cultural-tourist events, as well as experience of museums of the Zenica-Doboj Canton whose programs have stepped out of the framework of cultural elitism and become a trademark and brand of the local social life. There is also the knowledge and diversity of more than 500 Emilia-Romagna museums, i.e. analysis of good practice and experience of their unique Institute for Artistic, Cultural and Natural Heritage (IBC).

5. REVIEW OF EXISTING BEST PRACTICES OF SYNERGIES BETWWEN INDUSTRY AND CULTURE:

1.1. Concept Definitions

In the CMC project, the Project Partners compared the best practices of the partner countries in the field of culture and industry. Best practices (from 1 to 3) have been collected from Project Partner countries with the aim to illustrate actual linkages, connexions or synergies between culture, industry (or handicraft) and tourism.

The aim of the GAP analysis (following chapter) to compare the actual situations - on regional basis - regarding the topic Clusters & Culture as compared to existing effective models and best practices of culture/industry interactions.

1.1.1. Culture and cultural tourism

What is culture in the CMC project?

What is CULTURE ? *(according to UNESCO)*

- The evolved human capacity to classify and represent experiences with symbols and to act imaginatively and creatively.
- The cultivation of people through the agency of external forms, which have been objectified in the course of history.

Cultural tourism

- Refers to cultural aspects which are of interest to the visitor and can be marked as such, including the customs and traditions of places, their heritage, history and way of life;
- The newest cultural developments are driven by the need to generate positive social transformation – to prepare people for the creative economy - as much as economic and commercial success;

Cultural tourism developments are providing a range of experiences from the traditional to the creative, in keeping with the nature of cultural tourism as a continuum.

Adapted from Melanie Smith, "Cultural Tourism in Changing World "Tourism Quarter 1, Issue 131 (Spring 2007)

1.1.2. Creative industry

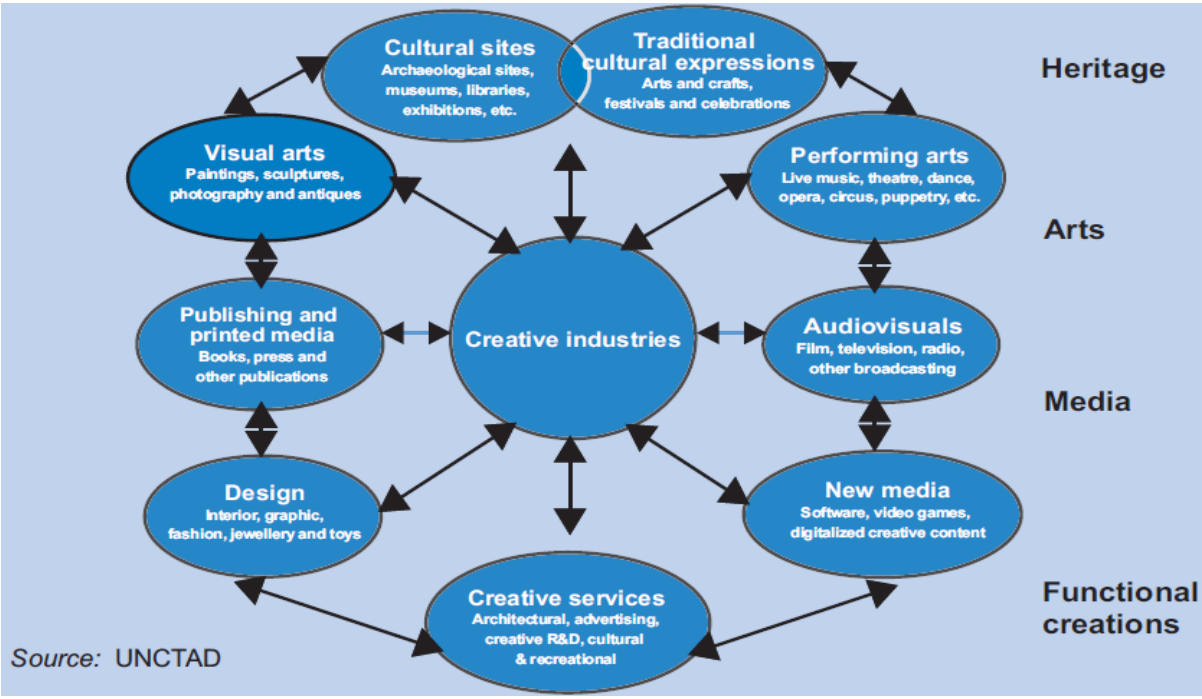
Over the past few years, there has been an increasing awareness of the importance of cultural and/or creative industries at EU level.

Creative Industry Classifications

Classification systems for the creative industries derived from different models

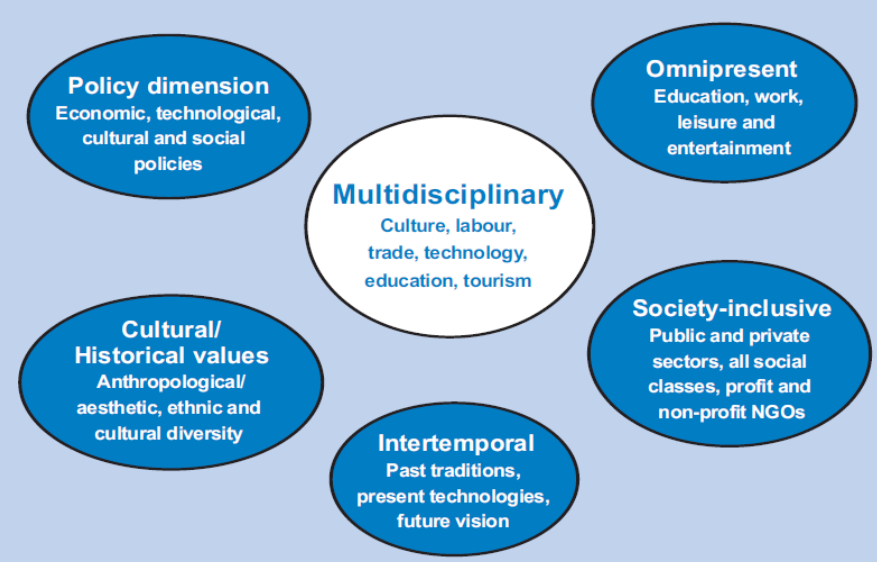
1. UK DCMS model	2. Symbolic texts model	3. Concentric circles model	4. WIPO copyright model
Advertising Architecture Art and antiques market Crafts Design Fashion Film and video Music Performing arts Publishing Software Television and radio Video and computer games	**Core cultural industries** Advertising Film Internet Music Publishing Television and radio Video and computer games **Peripheral cultural industries** Creative arts **Borderline cultural industries** Consumer electronics Fashion Software Sport	**Core creative arts** Literature Music Performing arts Visual arts **Other core cultural industries** Film Museums and libraries **Wider cultural industries** Heritage services Publishing Sound recording Television and radio Video and computer games **Related industries** Advertising Architecture Design Fashion	**Core copyright industries** Advertising Collecting societies Film and video Music Performing arts Publishing Software Television and radio Visual and graphic art **Interdependent copyright industries** Blank recording material Consumer electronics Musical instruments Paper Photocopiers, photographic equipment **Partial copyright industries** Architecture Clothing, footwear Design Fashion Household goods Toys

UNCTAD Classification of creative industries



Development dimension of creative industry

Development dimension of the creative economy



Source: UNCTAD (Dos Santos, 2006).

Contribution of the European cultural and creative sector to the European national economies

	Turnover, 2003 (all sectors included) (€ million)	Value added to national GDP (all sectors included) (%)
Austria	14,603	
Belgium	22,174	1.80
Cyprus	318	2.60
Czech Republic	5,577	0.80
Denmark	10,111	2.30
Estonia	612	3.10
Finland	10,677	2.40
France	79,424	3.10
Germany	126,060	3.40
Greece	6,875	2.50
Hungary	4,066	1.00
Ireland	6,922	1.20
Italy	84,359	1.70
Latvia	508	2.30
Lithuania	759	1.80
Luxembourg	673	1.70
Malta	23	0.60
Netherlands	33,372	0.20
Poland	6,235	2.70
Portugal	6,358	1.20
Slovakia	2,498	1.40
Slovenia	1,771	2.00
Spain	61,333	2.20
Sweden	18,155	2.30
United Kingdom	132,682	2.40
Bulgaria	884	3.00
Romania	2,205	1.20
Norway	14,841	1.40
Iceland	212	3.20
Total European Union (25 countries)	**636,146**	0.70
Total 30 countries*	**654,288**	

* The countries covered by the statistical analysis include the 25 Member States of the European Union plus the two countries that joined in January 2007 (Bulgaria and Romania) plus the three European Economic Area countries of Iceland, Norway and Liechtenstein.
Source: Eurostat and AMADEUS/Data elaborated by Media Group.

Creative industries are defined as those which „have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property." (UK Department of Culture, Media and Sport 2001). Creative

industry clusters can build a strong economy ready for worldwide competition by attracting other sectors.

In order to better understand the type of business environment meeting the specific needs of creative entrepreneurship, the Commission issued a Green Paper in April 2010, which prompted contributions from organizations and individuals from all over Europe. **EU Green Paper: „Unlocking the potential of cultural and creative industries" 2010.04.27**

„ non-technological innovation, including design, innovation in services as well as culture-based creativity, is an important tool for competitiveness, growth and quality for life for citizens is a unique turning point for the cultural and creative sectors".

In the context of the new EU programmes post 2013 – in particular the new Creative Europe Programme and the Cohesion Policy instruments – and the flagship initiatives of Europe 2020, measures will be proposed by the Commission with the view to unlocking the potential of cultural and creative industries.

Promoting cultural and creative sectors for growth and jobs in the EU

The economic performance of the cultural and creative sectors is recognized: in the EU they account for 3.3% of GDP and employ 6.7 million people (3 % of total employment). This tendency is all the more interesting because some sectors have a higher percentage of youth employment than the rest of the economy. In some cases, at local and regional level, strategic investments in these sectors have delivered spectacular results. In particular, festivals and European Capitals of Culture produce important economic benefits, with sometimes more than ten times leverage for each euro invested.

Catalysts for innovation

Being at the crossroads between arts, business and technology, cultural and creative sectors are in a strategic position to trigger spill-overs in other industries. They fuel content for ICT applications, creating a demand for sophisticated consumer electronics and telecommunication devices. Culture and creativity have also direct impacts on sectors such as tourism and are integrated at all stages of the value chain of other sectors such as fashion and high-end industries, where their importance as key underlying assets is increasing. More generally, these sectors have an impact on innovation in other industries as innovation is increasingly driven by non-technological factors such as creativity, design and new organizational processes or business models..The most obvious example is the wider use of design in manufacturing industries, adding value to products, services, processes and market

structures. Firms spending twice the average amount on creative inputs are 25% more likely to introduce product innovations.

Creative industries represents an economic sector interlinking both industry and culture. The combination of economic and culture objectives is one of the crucial success factors for the development of the cultural and creative industries".

The concept of creative industry also includes setting up such a creative milieu at a given settlement that is a basic condition of innovation in a knowledge based industry, a kind of guarantee in attracting capital into the region or settlement.

Based on Eurostat statistics (2005), Eurostat statement the following figures may support the importance and power of the creative industry in the EU: 5,8 Million jobs in creative industries within the EU:

- 3.1 percent of total EU population (EU-25), all employees of Greece and Ireland
- Employment rate increases in creative industry (+1.85%) while decreases in total in the EU between 2002-2004; the growth rate is 12.3% higher than that of the economy between 1999-2003
- 2.6% of total EU GDP is provided by the creative industry. This rate is higher than the rate of chemistry and chemical industries (2.3%)
- Creative industry is bigger than the ICT industry
- Turnover of creative industry in 2003 was 654 billion EUR, while turnover of the ICT branch (2003) was 541 billion EUR (EU-15)

The ability to network and collaborate with other creative industry businesses is therefore a vital factor for the competitiveness of the entire sector. On international level, networks help to *expand business activities* beyond one company's own country. Especially in smaller countries, the domestic market for creative products and services is naturally limited and significant growth can only be achieved through international business activities.

6. GAP ANALYSIS AND JOINT ACTION PLAN: RESULTS OF PECS MEETING

6.1. GAP Analysis

The analysis is focused on four countries from Eastern Europe: Hungary, Slovakia, Slovenia and Romania and one from South Europe: Italy. Will be analyzed and best practices of cooperation/synergies between industry, culture and tourism.

6.1.1. Overview of best practices

2.1.1.1. Slovenia

Art & Craft Centre Veržej is the centre of handicraft heritage of Eastern Slovenia. It is the first centre of its kind in the country which has, from its start, been supported by the profession, local communities and other public active participants. Manufacturers in this cluster produce and sale handicraft products and want to increase the visibility of handicraft products and of the overall profession. In Art & Craft Centre Veržej are organized exhibitions and performances of handicraft products, presentations of manufacture methods of handicraft products and preservation of cultural landscapes.

Handicraft Centre Ribnica was built in the renovated Marof-adjunct castle building in order to preserve and develop Slovenian crafts, particularly wooden products and pottery, which have centuries of tradition in Ribnica. Visitors can become acquainted with these handicrafts through live production demonstrations and by viewing permanent/temporary exhibitions on the modern production of wooden products and pottery. Partners in this cooperation are: Municipalities Ribnica, Sodražica, Loški potok, Public Service Miklova house, Ribnica, Chamber of Craft and Small Business of Slovenia and Ljubljana, College Kočevje and other Handicraft centres in Slovenia. They want to increase the sale of their products. In Handicraft Centre Ribnica are developed the collections of cultural heritage with a gallery and a museum.

GIZ Stari Maribor, an Economic Interest Association has been created to connect industry and culture. Reasons were: new economic changes; big shopping centres, deficit of cultural events, lack of parking facilities (4.000), shortage of working hours, supply doesn't always meet the demands and expectations of customers, more than 10 years stagnation in physical revitalisation of the old city centre, problematic traffic in the city centre, lack of promotion of the old city centre, business entities are not organised. The Association Stari Maribor connects 70 members and 30 supporting members: public institutions (Municipality of Maribor, University of Maribor, Chamber

of Craft and Entrepreneurship, Maribor Development Agency), companies, individuals and expert group of the ECOC Institute.

2.1.1.2. Slovakia

The subject of **Cultural Heritage and the Future Grant** will be the restoration of large-scale oil paintings from 17th and 18th century. Images are in disrepair. Restored works will be located in the exhibition hall of the castle picture gallery of the Museum of History of the Slovak National Museum and in museums in the country. In fact, this is an example of synergy between a financial institution (bank) and culture. The common interest is to retain cultural heritage for future generations while the museum has paintings which need to be restored and the bank has money within its CSR.

Financial promotion of theatre: an industrial company supported the State Theatre in the Regional Capital by financial donation for organization of Festival of Central-European Theatres.

Floodlighting Stará Ľubovňa Castle: the partly well–preserved and reconstructed Stará Ľubovňa Castle belongs among the dominant structures of the Ľubovňa Basin. In the well-preserved part of the castle is a museum, part of which contains historical exhibitions, contemporary furniture, and weapons. Also interesting is the information about the lives of the Zamoysky family members and the castle's final owners. Since 2004, this unique castle has been lit all year long thanks to VSE.

2.1.1.3. Romania

Sibiu International Theater Festival is probably the most complex annual festival in Romania. The Festival represents the best possible example for demonstrating economic development by culture. Along years, the direct beneficial economic effects of the event have been proved and the indirect ones generated by the increase of Sibiu's visibility on national and international level.

SIBIU Folk Art Galleries Enhancing traditions and artistic crafts is well illustrated by the Folk Art Galleries, exhibition and shopping opportunity at the same time where the variety of the authentic products are coming from the village universe and from Romanian traditional households. Folk Art Galleries, exhibition and shopping area are reflecting the most important activity domains of the National Museum Complex „ASTRA":

- *scientific domain*: keeping, preserving and revitalizing traditional artistic crafts;
- *cultural – tourism domain*: visualization, knowledge and valuating the diverse products of contemporary folk art;
- *commercial domain*: supporting and motivating folk artists to continue their work and convey crafts and skills: weaving, embroidery, glass painting, pottery, wood carving, egg decoration, braiding, manufacture of music instruments and masks etc.

The folk art products are shown and sold by two shops belonging to the Gallery.

BookFest Sibiu is a cultural event stimulating, promoting and encouraging books and reading, as an alternative leisure offer making the access to books and publishing houses easier. SibiuBookFest has already exceeded similar events being quoted at this point as belonging to the first 3 top events of this kind in Romania. In 2012 over 15,000 visitors were recorded and over 10,000 titles with special prices. Participating publishing houses prepared special offers for reading fans with discounts up to 70%. Education, universal literature and culture, trade and visitors were coming together for several days in the Grand Town Square of Sibiu.

2.1.1.4. Italy

Riviera del Brenta shoes manufacturing cluster and Villa Foscarini Rossi

The shoes manufacturing industry in the Veneto Region is very important and well settled in the territory thanks to a long tradition and involvement of around 1.000 enterprises with 20.000 persons employed, gathered in the Shoe cluster of Riviera del Brenta named ACRIB (Associazione Calzaturieri della Riviera del Brenta). During the last years it became more and more important for the cluster to create synergies and connections with the surrounding areas and the historical beauties represented by the important Villas located in the Riviera del Brenta and the value added given by the closed presence of Venice. For this reason the Riviera del Brenta shoes cluster proposed several twinning approaches between industry and culture:

- It finances every year several prized among which ’Scarpetta d’oro’ a story telling competition focus of the shoe subject.
- It promoted the realisation of a theatre opera presented in show rooms abroad (for example in Canada) with the aim to penetrate some new markets in an innovative way, creating expectative about the products before presenting it. It had concrete benefits in terms of visibility and increasing of demand.
- It cooperates with the Rossi family owner of Villa Foscarini Rossi and shoe cluster entrepreneur, a prestigious complex built in the late '500. The Villa hosts the ’Museo della Scarpa’ (Shoe History Museum), a very positive example of the connection between industry and cultural heritage related to the possibility to valorise simultaneously the product and the traditional architecture present in the territory making of this synergies a value added.

The Riviera del Brenta Shoes Cluster’s experience is a very positive example of how to invest in cultural can brings added value to local productions and give a wider visibility also abroad to those final clients who looks for experiences and historical details also in a single pair of shoes.

The case study presented moreover is a specific example on the influence that a big cultural city can have on surrounding areas not only in terms of touristic flows but also in terms of attractiveness and promotion of local products. Private sector is the promoter of the proposed initiatives and the main actor. Public sector has been involved in several of the proposed initiatives; in particular the Veneto Region has supported the proposed actions through local public funds and financing specific project initiatives.

Venissa project

The project took root after the competition was announced for the management of an old Venetian villa of the 500 (Scapra volo) published by the Municipality of Venice in 2006 who are the proprietors of the entire estate. The project born from an idea of a local entrepreneur called Bisol with many partners desired to make a contribution: The Veneto Slow Food branch, the Interdepartmental centre IDEAS of Ca' Foscari University of Venezia, the T.U.B. university of Berlin, “Dante Alighieri” of Venice, , etc

The project is centred on the integration between the recovery of production and development of the Lagoon's traditional vegetable and wine making activities of which the Scarpa-Volo estate and the development of an “Environment Promotion Centre” aimed at the exchange of culture and experience in the sustainable environment sector. Venissa is now a structure dedicated to tourism excellence, offering accommodation in the former manor house with rooms overlooking the estate and the lagoon and a top quality restaurant, based on typical local delicacies.

The Venissa project is an example of synergy between private stakeholders (coming from the food and wine industry and interested in promoted and enhancing their production) and local cultural heritage. It represents moreover an example of investments addressed not only to material goods and assets but on the value added given by the territory itself (immaterial culture) and the location in a very important context which is Venice. The Venissa project is a very interesting example of public and private partnership: the project is managed by Consorzio Venezia Nativa - Venezia Nativa a new consortium, constituted on July 31 2012, which aims to develop the three islands of Burano, Torcello and Mazzorbo and to promote the economic development of the northern lagoon of Venice. The Consortium is chaired by Louis Vidal - President of the Cooperative San Marco Burano and Fishermen - and its board of directors involved in the main promoters of the initiative, including Gianluca Bisol. The Municipality of Venice is the owner of the compendium (2006: Call for assignment in the assignment in property management). Because of the strong role of private promoters within the project the experience of the Venissa experience is sustainable.

Multimedia Exhibition Centre of Archaeology of the Veneto Region

The CEMA - Multimedia Archaeology Exhibition Centre- is the first virtual museum opened in Italy and set within a shopping center, the McArthurGlen Designer Outlet in Noventa di Piave. Combining virtual representations and scientific rigor, thanks to a Memorandum of Understanding with the Superintendence for Archaeological Heritage of the Veneto, the CEMA gives new life to ancient history through installations Venetian touch screen, walls and floors interactive virtual tours, 3D effects. The media path starts with an overview of the National Archaeological Museums of Veneto, is projected on Noventa di Piave and arrive in the heart of its history by presenting the finds in the soul of the historic city, the Archaeological Complex of San Mauro.

The Multimedia Exhibition Centre of Archaeology of the Veneto Regional is managed by a private company called Culture Active Srl. It is also participated by the Veneto Designer Outlet in Noventa di Piave, a private important stakeholder and investor. However the project has been developed with the support of several public stakeholders: the Municipal Administration of Noventa, the Veneto Region Cultural Heritage DG, the Superintendence for Archaeological Heritage of the Veneto, Noventa di Piave Art and History Association, University of Padova.

The role of public stakeholders has been crucial to gain the authorisation and the material to be exhibited, to have a strong cooperation of the entire territory and connection to the archaeological sites. Financing sources have been mainly private. The Multimedia Exhibition Centre of Archaeology is a very specific example of synergy between traditional culture, represented by the archaeological heritage of the Veneto Region, and the industrial sector, represented by the outlet itself. It is therefore a very interesting example on how clients can become tourists and vice versa and how to purchase goods (clothes, shoes, etc.) in a given territory still can be a better experience if connected to a cultural experience.

The Consortium Vicenza

VICENZA È was constituted in 1997 following the directives of the regional law 13/94, and in full agreement with Convention & Visitor Bureau Vicenza è, with whom it has collaborated since the beginning, integrating in this way the regional intervention for the tourist promotion of the land

Vicenza è has set up a new website called Turismo Industriale Vicenza:

http://www.turismoindustrialevicenza.it

The website aims at:

- allow companies to promote and sell local products directly
- demonstrate abilities / skills, enhancing corporate culture and a positive image
- create new and different opportunities to meet with industry professionals and partner companies
- create synergy with the territory: the territory gives added value to products

- as part of its activities, it has involved private companies, museums, archaeological sites, outlets for the express purpose of opening the territory to new types of tourists and consumers.

The existing website links industrial products with local cultural heritage and attractiveness also considering the potentials of industrial tourism. Information related to local museums, traditional manufacturing areas, other cultural attractiveness are well represented and information are targeted to tourists who can find also contacts and addresses of local companies and outlets

Cluster of Sportsystem Montebelluna – Shoes Museum

Sportsystem Cluster of Montebelluna covering an area of about 320 square kilometres mainly includes the towns of Valdobbiadene, Pederobba, Monfumo, Montebelluna, etc. The Sportsystem Cluster Montebelluna is specialized in the design, manufacture and marketing of sports articles: specialized footwear, apparel and equipment designed for the sport. The Museum of the Boot and the Sports Shoe, was opened in 1984, housed in the century-villa Binetti Zuccareda, ownership of the Montebelluna Municipality. The foundation running it counts more than 60 companies among its members including large, medium and small-size companies operating in the shoe cluster. One of its aims: be the historical memory of the area (about 2,000 pieces). The Museum maintains an Archive Patents, an Archive Catalogues, Booklets the Teaching and Technology, and a Stock Photo Historical Library. To help strengthen managerial / entrepreneurial business of the shoe. With the agreement signed on June 3, 1996 and valid for thirty-five years, between the town of Montebelluna and the Foundation, they have laid the fundaments for a future of more tangible collaboration between all players in the cluster Montebelluna in several fields: management of the Museum, training activities, restoration of the whole complex for a commitment of several million euro. The Museum of and the Foundations are promoted by private stakeholders however several initiatives are now managed in synergy with the public sector: for example the Foundation is now working on a territorial strategic plan to promote the Montello hill as a strategic location for outdoor activities in synergy and cooperation with local municipalities and other relevant stakeholders.

Villa Zileri Motterle is a typical example of connection between entrepreneurship activity and cultural heritage destination management. This elegant stately residence, surrounded by a beautiful park, was designed by Muttoni and decorated with frescoes by Tiepolo. It is now the extraordinary example of how a historic Venetian villa can live and come to shine through the work of an architectural firm that has designed offices and services. The proposed case is an example of revalorisation of existing cultural assets through the intervention of private investors. It is an example of connection between history and tradition and innovation and design. It is a possible answer to the problem of restoration of existing cultural heritage and re vitalisation to the benefit of

local industrial and entrepreneurship activities. It can moreover be connected to the touristic sector being able to host tourists in a very interesting and beautiful environment. Private sector plays the key role in the proposed study case, private investments have been actually carried out to restore the ancient villa and reconvert it to modern standards as far as energy savings and constructions characteristics are concerned. The Motterle Group who manages the Villa is part of the Cultural Heritage Meta Cluster of Veneto Region. The public sector is not involved in this activity

2.1.1.5. Hungary

The idea of **Zsolnay Cultural Cluster** was to create the city's new cultural cluster on these premises by transferring the remaining production units of the famous Zsolnay Manufactory to the eastern buildings came at the time of the European Capital of Culture programme. Many of Pécs's existing cultural and leisure institutions moved into the redesigned, renovated, reconstructed or newly built buildings of the Zsolnay Cultural Cluster on five hectares. The former industrial buildings host arts and crafts workshops, catering places, studios and offices, as well as the Art Faculty of the University of Pécs along with parts of the Humane Studies Faculty and the Janus University Theatre.

Zsolnay Guild is going to be a „subcluster" inside the Creative Industrial Cluster. The role of this organization is to ensure a trademark, a certificate of high quality for the product made by the members of the Guild. Furthermore the Guild will evolve a common sales channel and a platform for common product development.

Creative Cities Pécs project is a part of the European Creative Cities project. It stands for development and promotion of creative industry potentials in Central European Cities. The project supports the potential of creative industry as the local and regional development factor attracting investors and creating work places. Creative industries are defined as those which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property. The aim of Creative Cities Pécs project is to build a strong cluster of the creative industries in the region.

COworking **HO**use Pécs is a solution for those who do not need an office all the time, but have to do mental work. KOHÓ COWORKING HOUSE offers not only a place to work, but also serves as community which can help gaining ideas. There are several services and tools that people need for their work:

- internet access, printer, scanner, photocopier, FAX, white board, projector
- private container, box: private stuff can be left in them overnight
- mail receiving
- 5 small meeting room and a presentation room

- coaching, benchmarking club: KOHÓ COWORKING HOUSE calls off successful creative industrial experts, to tell why and how they reached their aims.

2.1.2. Typology of best practices

Have been distinguished five major categories explicating the possible concrete interactions between industry culture and tourism and its final objective.

- Boost **sales** , getting closers possible consumers closer to producers
- **Valorisation of cultural patrimoine/heritage (material or immaterial)**
- **Give an added value to a territory (attract investors, increase entrepreneurship spirit)**
- **Develop creative industry**
- **Boosting up local tourism sector** and increasing tourism visits

Table 14: Typology of best practises

	Sales support (increase sells, give added value to the product)	**Valorisation of cultural patrimoine/heritage (material or immaterial)**	**Give value to a territory (attract investors, increase entrepreneurship spirit)**	**Develop creative industry**	**Tourism (increase tourism visits)**
Hungary	Zsolnay Cultural Cluster, Creative Cities Pécs	Zsolnay Cultural Cluster, KOHÓ COWORKING HOUSE Zsolnay Guild Creative Cities Pécs	KOHÓ Co-working House Self-Starting" Program Zsolnay Cultural Cluster University student volunteers on local cultural events Zsolnay Guild Creative Cities Pécs	"Self-Starting" Program Zsolnay Cultural Cluster Zsolnay Guild Creative Cities Pécs	Zsolnay Cultural Cluster Creative Cities Pécs
Slovenia	GIZ Stari Maribor, Art & Craft Centre Veržej, Handicraft Centre Ribnica	GIZ Stari Maribor, Art & Craft Centre Veržej Handicraft Centre Ribnica	GIZ Stari Maribor, Art & Craft Centre Veržej, Handicraft Centre Ribnica	GIZ Stari Maribor, Art & Craft Centre Veržej, Handicraft Centre Ribnica	Handicraft Centre Ribnica, Art & Craft Centre Veržej
Slovakia	Floodlighting Stará Ľubovňa Castle TERRA INCOGNITA	Cultural Heritage and the Future Grant , Floodlighting Stará Ľubovňa Castle TERRA INCOGNITA	Financial promotion of theatre festival TERRA INCOGNITA	Financial promotion of theatre festival TERRA INCOGNITA	Floodlighting Stará Ľubovňa Castle Financial promotion of theatre festival TERRA INCOGNITA
Italy	Industrial Tourism Vicenza Web Site, Sportsystem Cluster of Montebelluna,	Venissa project, Villa Foscarini Rossi, Sportsystem Cluster of Montebelluna, Villa zileri Motterle	Villa Foscarini Rossi, Venissa project, Industrial Tourism Vicenza Web Site, Sportsystem Cluster of Montebelluna	Villa zileri Motterle	Villa Foscarini Rossi, Venissa project, Industrial Tourism Vicenza Web Site, Sportsystem Cluster of Montebelluna
Romania	Sibiu Folk Art Galleries, BookFest Sibiu	Sibiu Folk Art Galleries	Sibiu Folk Art Galleries / Romania	Sibiu International Theatre Festival Book Fest Sibiu	Sibiu International Theatre Festival Sibiu Folk Art Galleries Book Fest Sibiu

Please note that one project can belong to more categories.

Best practices classification

- **Complexity: E**ach project is evaluated according to the number of objectives it follows / categories it belongs to.
- Profitability: we distinguished low, moderate and high level of profitability
- **Risks**: we distinguished low, moderate and high level of risk, derived from the JAP analysis..
- **Portability**: we distinguished low, moderate and high level of possible replication in other contexts.

Current information is actually insufficient to fill the following model, but the accumulation of information and data of work package 4 could allow to fill this table. A sample is presented in the following table:

Table 15: Characteristics of best practices

Country	Code	Project name	Complexity	Profitability	Risks	Portability
Slovakia	SK1	Cultural Heritage and the Future (donation to museum) / Slovakia				
	SK2	Financial promotion of theatre festival / Slovakia				
	SK3	Floodlighting Stará Ľubovňa Castle / Slovakia				
Italy	IT1	Villa Foscarini Rossi Footwear Cluster / Italy				
	IT2	Venissa Project				
	IT3	Archeological Multimedia Exhibition Centre / Italy				
	IT4	Industrial Tourism Vicenza Website / Italy				
	IT5	Sportsystem Cluster of Montebelluna / Italy				
	IT6	Motterle Experience Villa Zileri / Italy				
Slovenia	SI1	Art & Craft Centre Veržej / Slovenia				
	SI2	Handicraft Centre Ribnica / Slovenia				
	SI3	GIZ Stari Maribor / Slovenia				
Romania	RO1	Sibiu International Theatre Festival / Romania				
	RO2	Sibiu Folk Art Galleries / Romania				
	RO3	Book Fest Sibiu / Romania				
Hungary	HU1	Creative Cities Pécs / Hungary				
	HU2	KOHÓ Co-working House / Hungary				
	HU3	Zsolnay Cultural Cluster / Hungary				

Source: own edition based on best practises

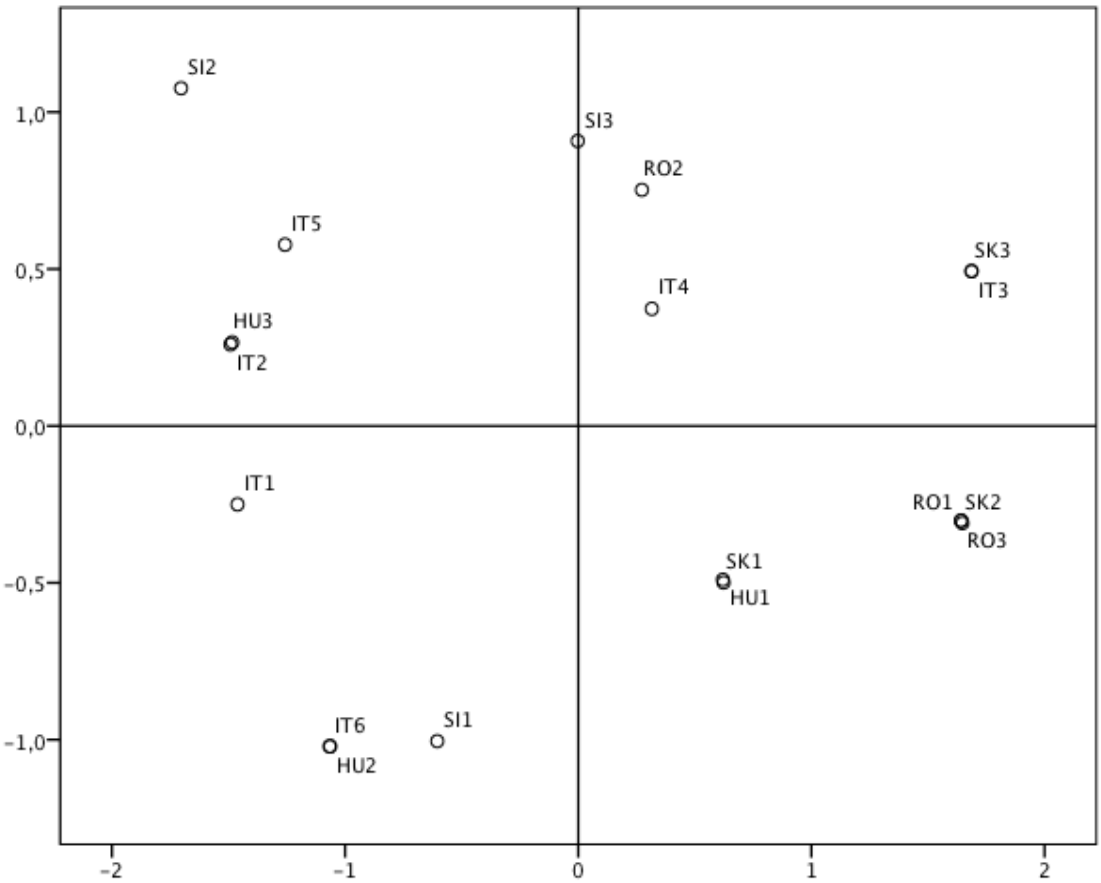
To highlight how different the projects are, we made a Multi-Dimensional Scaling (MDS) analysis on the four dimensions with SPSS software package. As a result of this method we can earn a two-dimensional scatter plot which shows us a theoretical location of the projects.

From a non-technical point of view, the purpose of multidimensional scaling (MDS) is to provide a visual representation of the pattern of proximities (i.e., similarities or distances) among a set of objects. In our example, given a matrix of perceived similarities between various best practices, MDS plots the brands on a map such that those projects that are perceived to be very similar to each other are placed near each other on the map, and those brands that are perceived to be very different from each other are placed far away from each other on the map.

In our example, the relationship between input proximities and distances among points on the map is positive: the smaller the input proximity, the closer (smaller) the distance between points, and vice versa.

There are two important considerations about an MDS map. The first is that the axes are, in themselves, meaningless and the second is that the orientation of the picture is arbitrary.

Table 16: Multi-Dimensional Scaling - theoretical location of best practices



On the figure we can see that the projects are really different. This is an interesting result according to the fact, that all of these projects are sustainable examples of cooperation between industry and culture.

6.2.1. Systematic analysis of best practices from participating countries

We conduced a more detailed analysis of best practices to place the projects in the matrix. A project should be defined best practice only if it can be systematically described in the following steps:

1. Aim: what does the project want to achieve?
2. Capabilities: what is given in the region or in the locality that could be a basis for a new project?
3. Process: what is the solution to achieve the goals?
4. Risks: what are the possible obstacle or function that are not able to be influenced by the project owners and could threat the success of the process?

Further opportunity for cooperation or combination: Is it possible to combine an additional skill or activity to increase performance or effectiveness?

Table 18 Systematic analysis of best practices from participating countries

Country	Code	Project name	Aim	Capabilities	Process	Results	Further opportunity for cooperation or combination
Slovakia	SK1	Cultural Heritage and the Future (donation to museum) / Slovakia	Restore the attractiveness of heritage	• historical paintings in a museum • profitable financial institutions	Financial donation for renovation of paintings.	Satisfying magnitude of attractiveness increase of museum exhibition	
	SK2	Financial promotion of theatre festival / Slovakia	Diversify cultural programs and create opportunity for artist to improve	• talented regional theatre ensembles • profitable industrial companies	Financial donation for organizing a regional theatre festival	Minimal flow of tourists on the event that makes it relevant to organize it again and financially sustainable	
	SK3	Floodlighting Stará Ľubovňa Castle / Slovakia	Draw more attention on a piece of heritage	• medieval castle • services in energetics	Energetics service company equipped the castle with floodlighting and support it with energy.	Minimal flow of tourist and revenue of the castle that makes it financially sustainable.	
	SK4	TERRA INCOGNITA	Develop a sustainable network of stakeholder of creative economy for synergical exploitation of Spiš historical towns and Spiš Castle along Via Gothica	• width variety of local crafts and folk artists, • tradition of local culinary specialties prepared by traditional receipts; • well known gothic monuments of Spiš region (UNESCO cultural heritage); • spiritual and religion tourism in Spiš Canonry (pilgrimage place);	• business model development • MU between OOCR, municipality, SMEs, craftsmen and artists from Košice region along Gothic route, • PR and communication plan ○ image and design (transposition design of Terra Incognita-Wine route brand), ○ exploration of marketing channels of CMC project and Košice Regional Tourist Association (KOCR) web portal, • ICT tools development, • adding in tourism attractions/ evens of Terra Incognita Top Evens List 2014	Performances will be accomplished by a rich culturally spiritual program with space for open dialogues of mind and heart in Spiš Canonry	
Italy	IT1	Villa Foscarini Rossi Footwear Cluster / Italy	Give an added value to products by increasing visibility of local industry, inserting it in the territory	• local shoe industry cluster • heritage buildings (Venetian villas)	The cluster organizes local c, theatre pieces on international show rooms, arrange a heritage building for shoe industry museum.	Increased visibility of the products in the international market generating satisfying magnitude of growth in value added ; attraction of tourists in the territory	

Country	Code	Project name	Aim	Capabilities	Process	Results	Further opportunity for cooperation or combination
	IT2	Venissa Project	Economically effective usage and development of the lagoon	• unoccupied municipal island estate • food and wine industry in the region	A local entrepreneur funded the recovery of the estate, and established accommodation, an education and research center of food and wine.	Required return on investment with good business results	
	IT3	Archeological Multimedia Exhibition Centre / Italy	Promote archeological areas and tourism of the local territory / Attract potential tourists to the shopping center	• archeological site • multimedia skills and activity • Famous shopping outlet, situated in a trafficked corridor (highway)	Multimedia companies and the public sector created a multimedia-intensive archeological exhibition	High interests from clients in the museum ; museums begin to attract new tourists (	
	IT4	Industrial Tourism Vicenza Website / Italy	Increase incomes of the involved local companies	• great variety of local industrial activity • cooperation between entrepreneurs (chamber of commerce)	Entrepreneurs established a common website to communicate with each other and potential partners		
	IT5	Sportsystem Cluster of Montebelluna / Italy	Gaining global importance for the sportsystem cluster and represent local products and culture worldwide	• Sportsystems cluster • museum of boot and sport	Cluster supports the museum with financial resources, trainings (international research pole) to represent their local cultural and industrial values.	Long term revenue surplus on tourist/visitors/purchasers of museum relative to support to the museum.	
	IT6	Motterle Experience Villa Zireli / Italy	Finance restoration of patrimonial heritage (Venetian villas) through private funds , renting offices to enterprises	• Venetian Villa (to be restored) • Industrial surrounding area	A private firm has ventured into the renovation and re-use of a prestigious venetian villa The renovated office spaces are made available mostly to creative and service firms	Excellent return on investment with high level of occupancy	
Slovenia	SI1	Art & Craft Centre Veržej / Slovenia	Increasing income and visibility of handicraft producers	• regional craftsmanship • exhibition area • organization of trainings and events	A local community helps craftsmen with organizing and finance exhibitions and presentations of traditional industry	Satisfying number of visitors and revenues on sale	
	SI2	Handicraft Centre Ribnica / Slovenia	Increasing sale of crafts products and visibility of handicrafts producers	• regional craftsmanship • a castle building able to arrange as a museum	Organizing live production and exhibition of local traditional and modern production	Satisfying number of visitors and revenues on sale	

Country	Code	Project name	Aim	Capabilities	Process	Results	Further opportunity for cooperation or combination
	SI3	GIZ Stari Maribor / Slovenia	Strengthen the economic power and attractiveness of the inner town and its entrepreneurs	• oldcity center as a heritage • local community initiation	Revitalizing the city center with common events and urban development	Attractive power of renewed city center to gain enough attractiveness of tourists and inhabitants	
Romania	RO1	Sibiu International Theatre Festival / Romania	Demonstration economic development by culture (Higher incomes, increase of national and international visibility)	• Theatre • local cooperation between private, public and non-profit sector	Organizing the Sibiu International Theatre Festival annually	The satisfying magnitude of increase in local incomes and visibility by tourism to maintain the annual event.	
	RO2	Sibiu Folk Art Galleries / Romania	Enhancing and preserving traditional and artistic crafts	• big variety of artistic crafts in the region • a local museum complex	Establishing an exhibition and shopping area to introduce and sell craft products	Less commercial attractiveness of the events or products	
	RO3	Book Fest Sibiu / Romania	Promoting reading culture, creating possibility private persons to publish	• many regional and national book publisher	Organizing annual book festival for introducing and selling books of different smaller and larger publishers	Low effect on book purchasing after the event	
Hungary	HU1	"Self-Starting" Program / Hungary	Increasing local craftsmen's and artists' income and entrepreneurial activity	• trained craftsmen and artists • local business services, education and consultants	Train local craftsmen and artist for good entrepreneurs	Low motivation to apply the learned new entrepreneurial skills	
	HU2	KOHÓ Co-working House / Hungary	Increasing the activity and networking of local entrepreneurs	• local business services • an unoccupied building • local "neo-nomadic" entrepreneurs	Transforming a building to a co-working service house for entrepreneurs, trainer and consultants	Low entrepreneurial activity occupying the co-working house	
	HU3	Zsolnay Cultural Cluster / Hungary	Extending the urban development spatially, preserve heritage	• large area with cultural and historical heritage • ceramics manufactory • cultural events and festivals	Establishing a large cultural city cluster from former porcelain factory area to host groceries and events	Low revenues on visitors and buyers and less tourism attractiveness	
	HU4	University student volunteers on local cultural events / Hungary[12]	Increasing effectiveness of organizing festivals	• several local cultural festival and event initiations • regional university with large basis of students	Tourism cluster employs university students as volunteers on festivals and local cultural events	Lower performance of events by inexperienced human resource	
	HU5	Zsolnay Guild / Hungary	Increase effective exploitation of the	• local crafts, artists	Local clusters and chamber help local craftsmen and artists to organize a guild and	Satisfying level of increase in the number of visitors and the revenues of the guild members	

[12] This case was mentioned by the South Transdanubian Event and Festival Tourism Cluster as an own best practice.

Country	Code	Project name	Aim	Capabilities	Process	Results	Further opportunity for cooperation or combination
			cultural cluster infrastructure	• well developed cultural cluster and infrastructure	occupy the cultural cluster with their high quality various activity		
	HU6	Creative Cities Pécs / Hungary	Attract investors and increase income on creative industry	• creative industry entrepreneurs and their clusters • European Capital of Culture title	An umbrella organization of creative industry clusters initiated an international program to promote the clusters through interregional relations	Critical realized level of comparative advantage on the international touristic market gained from promotional program	

Source: own edition based on CMC Technical Meeting Pécs: Mind Map; CMC Best Practices

2.2. JOINT ACTION PLAN

The aim of this section is to establish a methodology for creating appropriate joint action plans to exploit unexplored local and regional opportunities. This methodology is based on the assumption that a learning region can built advantages by combining different activities (industry, culture, tourism) .

6.2.2. Methodology

First, can be generated a new project ideas that requires to explore possible activities to be combined. These opportunities can be capabilities, skills, natural, environmental or artificial objects, specific industries that are given in the region, or activities, technologies that are accessible or learnable in the region. New combination of capabilities should increase the number of visitors, provide increased income for local entrepreneurs and enhance the visibility of the local potential and synergies between industry and culture.

6.2.3. ACM – Activity Combination Matrix

We define the system of possible combinations as a matrix called "Activity Combination Matrix". On the axes we find the explored activities and the crossings contain the past examples or the future ideas to realize. The sources of possible activities come from best practices (past) and from the mind map of local experts (future). After examining the vision in the mind map of experts, the activities and industries (intended to be involved in the program) are defined in the matrix. On the other hand, best practices highlight other activities that are able to be combined. If we explore new capabilities or skill in a region, we should expand the matrix with new activities, and it have to be reassessed which combinations are realized (for example in another region or country) and which ones are totally new.

New project ideas can be created by:

- application of a best practice from another region (imitation)

- finding brand new combination in “niche” area of the matrix.

Colors represent countries where the best practices are located. An additional color, purple, sign new ideas for Pécs. Grey areas are repetitions of the combination thus they remain blank.

	Heritage	Theatre	Museum, exhibition, festival	Craft	Gardening, Landscaping	Graphic, web design, animation and multimedia	Art, design, literature	Gastronomy	Specialty foods	Food, beverages and wine industry	Shoes and sport equipment	Construction material	Gloves	Ceramics	Glass Industry	Organ Building	Energetic, electronics	ICT technologies	Business services, finance	University, education	Environmental planning/design	Urban development
Heritage																						
Theatre																						
Museum, exhibition, festival	HU3	RO1																				
Craft	HU5		SI1 SI2 RO2																			
Gardening, Landscaping																						
Graphic, web design, animation and multimedia	IT3																					
Art, design, literature			RO3																			
Gastronomy																						
Specialty foods																						
Food, beverages and wine industry	IT2							P1														
Shoes and sport equipment	IT1	IT1	IT1 IT5																			
Construction material																						
Gloves							P2															
Ceramics	HU3							P3														
Glass Industry																						
Organ Building																						
Energetic, electronics	SK3																					
ICT technologies	SK4			IT4																		
Business services, finance	SK1 HU2	SK2		HU1		HU6	HU6															
University, education			HU4																			
Environmental planning/design	IT6																	P4				
Urban development	SI3 HU3																					

As a consequence we state there are many good practices that have visible good ideas and well recognized usable capabilities. On the other side we have to focus more on the methodological strictness during the creation of joint action plans because these projects still have a lot of risks that were hardly controlled during the planning and conduction of the projects. On this basis, we suggest to follow straightforward method of planning joint action plans in the next section.
This section do not aimed to define specific new projects because every region and locality has its own activities, capabilities and skills (as previous Table highlights) which can be explored only with a strong involvement of local actors and their knowledge.

Examples of possible new projects in Pécs (mind map of experts). are :

- P1: "Gastro-presentation of regional food and wine industries"
- P2: "Special gloves with ornaments of local painters and designers"
- P3: "Local gastronomy use only local plates for serving"
- P4: "Presentation of new environmental planning projects with ICT technologies

6.2.4. How to make an Action Plan?

6.2.4.1 Basic information and methodology

This chapter is based on the GAP analyze and the CMC ACM (Activity Combination Matrix). What is an Action Plan? A sequence of steps that must be taken, or activities that must be well performed in order to implement successfully a strategy. An action plan has the following major elements:

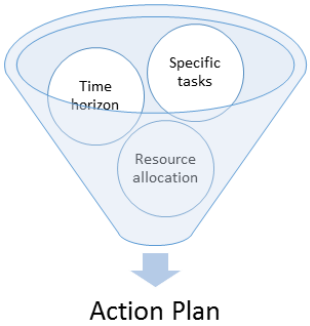
Table 19. Action Plan aspects and resources

Aspects	Explanation	Resources and activities
Know Where You're Going	Successful leaders and professionals understand a simple core concept: if you don't know where you're going, you're likely to wind up anywhere.	• Teamwork - Workshop • Members of cooperation • Discussion
Be Specific	Not only must your goal be specific, but you must also create a specific intention as well as very specific tasks or steps that will move you toward the completion of that goal.	• Notice the basic status • Set up indicators • Create monitoring factors • Objective measurable aims
Create Measurable Milestones	Once you have a clear picture of what you're out to accomplish, as well as what targets you will need to hit	• Create ○ Timetable ○ Budget

Aspects	Explanation	Resources and activities
	throughout the time span of the project or period, the next step is to create measurable milestones.	○ Cash Flow ● Define the turn back points
Make a List	Create a list and accompanying time line of specific action items or tasks to complete in order to hit those milestones.	● Configure the timetable ● Checklist about ○ Partners ○ Tasks/Activities
Break Large Tasks into Smaller, More Manageable Chunks	Some tasks or milestones may seem more daunting to achieve than others. That's when it makes sense to break larger tasks down into smaller, more manageable chunks.	● Teamwork – Workshop ● Delegate tasks ● Involve experts
Put timelines on Everything	Without specific time frames and deadlines, work will definitely expand to fill the time allotted, and some tasks may never get completed.	● Detailed ○ Timetable ○ Checklists ● Create controlling system
Create a visual Representation - 'Once you've created your action items and set a specific time-line, the next step is to create some type of visual representation of your plan	You might use a flowchart, a Gantt chart, a spreadsheet, or some other type of business tool to accomplish this.	● Workshop ● Create ○ Maps ○ Presentation ○ Brochures ● Visualization ○ Gantt diagram ○ Timetable
Schedule out your accomplishments	Have each person involved, grab their schedule or day planner or smart phone and schedule out their accomplishments.	● Payments according to performance for colleagues ● Report System ● Improve manager skills
Work Your Plan and Don't Stop Until It's Complete	Once your plan is established, shared with the team, and accomplishments are scheduled, the next step is simple: take daily action and follow up with responsible parties to ensure that everyone is doing their part.	● Motivation system ● Dissemination ● Delegate tasks ● Teamwork
Change the Date if You Must, but Never Give up on the Goal	Occasionally, circumstances or unforeseen events can arise that throw a wrench in your ability to meet deadlines, complete tasks and achieve your goal. If this happens, do not get discouraged – revise your plan and continue working to meet targets and move forward.	● Monitor and configure if needed ○ Report system ○ Timetable ○ Checklists ○ Cash flow ○ Colleagues ○ Motivation System

Source: own edition

To summarize:



- Specific tasks: what will be done and by whom
- Time horizon: when will it be done
- Process: the main task step by step
- Resource allocation: what specific funds are available for specific activities
- Barriers: what will obstruct the project

6.2.4.2. Step by step –Templates

In this part we describe a theoretical sample action plan and their important component, the complex timetable with primer cash flow. The tables and figures contain sample data. These figures and tables ensure a framework:

- Action Plan
- Timetable.

Table 20 Action Plan Template

Action steps to be taken		By who	Resources needed	Barriers	Dissemination
Define goals					
Identify capabilities					
Allocate resources	Human resource				
	Funds				
	Infrastructure				
	Other				
Create partnership	CMC				
	Regional				
	Other				
Analyze risks	Financial				
	Legal				
	Timing				
	Technical				
	Partnership				

Source: own edition

The project cash flow is under the influence of timing and budget: these are the most important components of structure a successful Action Plan. The following figure describe the accordance of time and needed budget (cost) and also the basic cash flow:

Figure 15 Action Plan Timetable and Costs

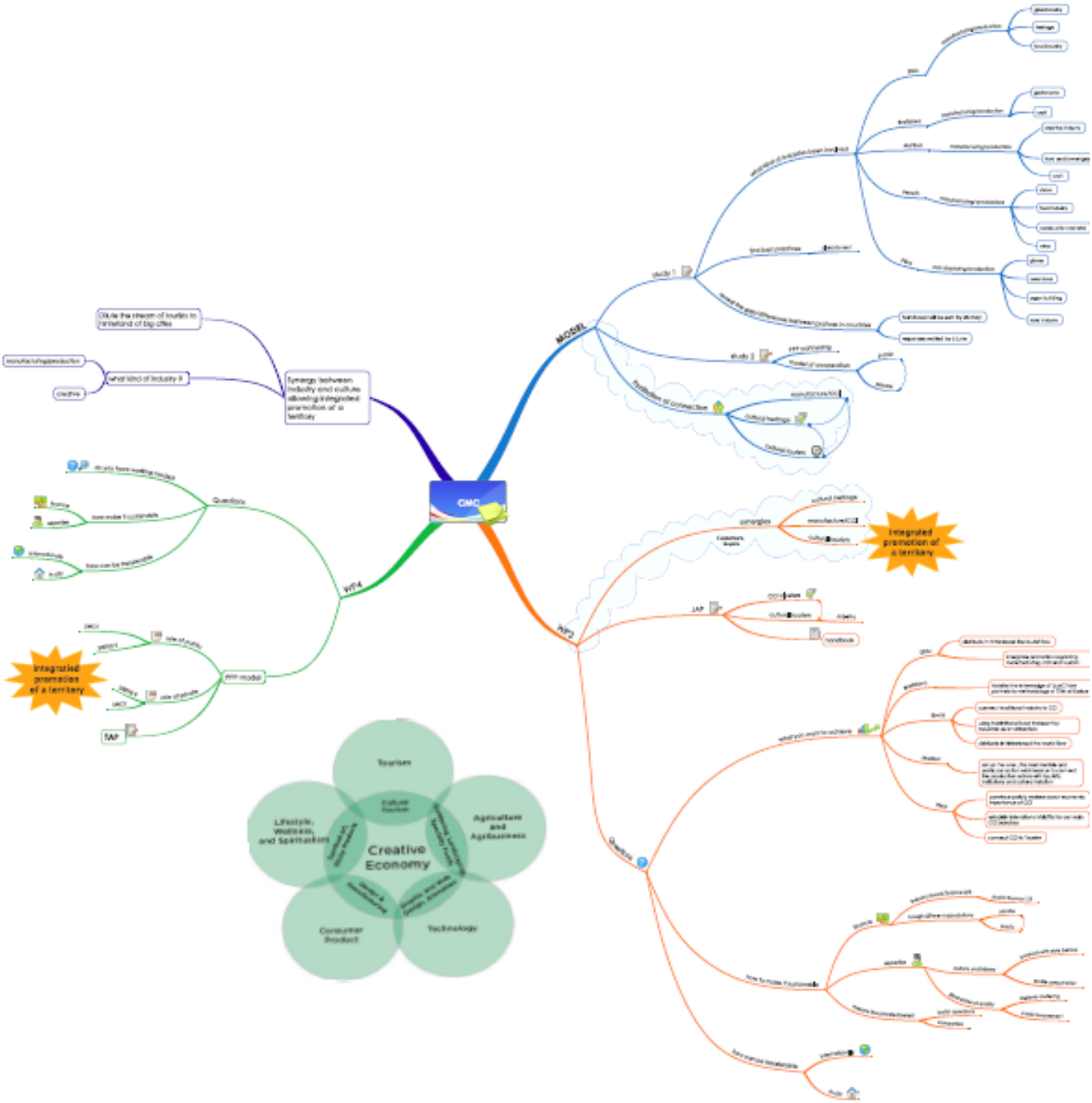
Activity		2013						2014					
		July	August	September	October	November	December	January	February	March	April	May	June
Define goals		100 €[13]											
Identify capabilities				500 €									
Resource allocation	Human resource				etc								
	Funds												
	Infrastructure												
	Other												
Partnership	CMC												
	Regional												
	Other												
Risk analysis	Financial												
	Legal												
	Timing												
	Technical												
	Partnership												
Total cost		**100 €**	**500 €**		**etc**	**etc**	**etc**	**etc**	**etc**	**etc**	**etc**	**etc**	

Source: own edition

[13] Sample data

Figure 16. Mind Map

This mind map has been elaborated by all partners during Pecs meeting.



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Chapter 6 – GAP analysis and Joint Action Plan – is the work of ***Crudus Üzleti Tanácsadó Kft./Weiner János.***

ANNEX 1

Summary of online questionnaire and deep-interviews

LP – Italy

Online questionnaire

CLUSTERS	
Mr. Menegazzo	Footwear cluster
Ms. Pussini	Prosecco wine cluster
Metacluster cultural heritage	
Sportsystem cluster	
Ms. Tormena	Meta cluster of ecobuilding
Mr. Bortolon	Asolo film festival no profit org

INSITTUTIONS	
Ms. Frida paolella	Chamber of commerce of ancona
Mr. Spigariol	Municipality of quarto d'altino
Veneto promozione	Special agency of the veneto region

ENTERPRISES	
Mr. Longo	Cultour Active
Mr. Viezzi	Art&Grafica
Mr. Cocciarini	I Tours Company
Ms. Bianchi	Web And Graphic
Mr. Vale	Aghetera

DEEP-INTERVIEW	
Project manager for Venissa project and member of Venezia native touristic consortium	Turrido Pugliese

Any other relevant organization the interviewee represents: Member of the Outlet Management Board	Enrico longo -cultour active
Any other relevant organization the interviewee represents	Sergio calo'-meta cluster of cultural heritage

PP3 – Hungary

Online questionnaire

CLUSTERS	
Dél-Dunántúli Borturisztikai Klaszter	Pécs-Mecseki Borút Közhasznú Egyesület
Gabor Marczi	Gant pecsi kesztyu Kft
Evelin Berta dr.	HELLA'91 Kft.
Szundi György	Partners Pécs Kft.
Somogyvári Kata	Dél-Dunántúli Ökoturisztikai Klaszter
Gonda Ágnes	CampInvest Kft.
Kabók Ibolya	
Bodnár Szabina	KIKK Egyesület - Dél-Dunántúli Kulturális Ipari Klaszter
Rabb Péter	Bartal és Rabb Kft

INSITTUTIONS	
Zsolnay Örökségkezelő Nkft	Zsolnay Örökségkezelő Nkft
Horváth Viktória	Orfűi Turisztikai Egyesület
Pataki Veronika	Baranya Megyei Kormányhivatal Munkaügyi Központja
Szabó Anett	TÉDÉEM Pécs Nonprofit Kft.

ENTERPRISES	
Petrits Szilveszter	Petrits Mézeskalács kft
Kiss Milán	DDRIÜ Nonprofit Kft.
Antigualla Kft.	
Magusics Éva	Hungarian-ARTroom Kft.

Balatoni Sándorné	Balatoni Kft.

DEEP-INTERVIEW	
Dr. Szabó Géza	DDFTK , Baranya Megyei Falusi Turizmus Közhasznú Szövetség
Szabó Anett	TÉDÉEM Nonprofit Kft.
Arnold Antal	PBKIK

PP5 – Romania

Online questionnaire

CLUSTERS	
Georgeta Purima	Piata Taraneasca "TRANSILVANIA"
Transilvanian Brunch	Reky Travel Club SRL
Maria Avrigean	Parc Industrial Selimbar SA
Simina Manea	Sibiu Tourism Association (county level)
Mihai Dragomir	Mioritics Association

INSITTUTIONS	
CRUCIAT COSMIN CRĂCIUN	AGENŢIA JUDEŢEANĂ PENTRU PLĂŢI ŞI INSPECŢIE SOCIALĂ SIBIU
”Cindrelul - Junii” Sibiu	County Center for Preserving and Promoting Traditional Culture
Ovidiu Dragoman	House of Culture of Sibiu Municipality
National Theatre Radu Stanca	Public performance institution
Ionel Grigore	Primaria Municipiului Sibiu
Ianc Dorin Ovidiu	Employment Agency of Sibiu county

ENTERPRISES	
Iulian PREDA	Guest House "CARELOR"
Oana Batin	Continental Forum Sibiu

Savu POPA	SC MAP CATERING SRL, Restaurant Panoramic
Virgil Stanciu	S.C. SILVA S.A. Al
Georgescu Doina	S.C. RESIB S.A., HOTEL PARC
STOIA IULIAN	S.C IMPRES STAR SRL
Feri Teglas	DAFORA TURISM S.A.
Anca Serban	EXIMTUR SRL Punct de lucru Sibiu
Jold Codruta Ioana	AEROTRAVEL MONICA MARCOCI SC PRITAX INVEST SRL-HOTEL
Judith Kis	SC Abwerk SRL Sibiu,
Claudiu Fratila	Golden Tulip Ana Tower Sibiu
Cosmin Marcu	S.C. Exposib International Travel S.R.L.
Gabriela Marcu	S.C. Concret Solutions S.R.L. – Pensiunea Fortuna
Gheorghita CARSTOIU	SC MIRATUR SRL
SNAIDER SILVIU	Guest House CASA SIBIANULUI

DEEP-INTERVIEW	
Any other relevant organization the interviewee represents	Codruta JOLD - AEROTRAVEL
project manager Any other relevant organization the interviewee represents: GAL (Groups of Local Action in the rural area of Sibiu County and surroundings)	Valentin TUDORACHE-Agency for Rural Development of Sibiu County
Any other relevant organization the interviewee represents: peasant's weekly market Transilvania	Georgeta PURIMA-Agricultural Chamber of Sibiu County Council
Any other relevant organization the interviewee represents	Simina Manea-Asociaţia Judeţeană de Turism Sibiu
Any other relevant organization the interviewee represents	Ovidiu Dragoman Employer-Casa de Cultură a Municipiului Sibiu
GREEN FRIDAY Any other relevant organization the interviewee represents	Cristina Costea and Anda Ghazawi- Parohia Evanghelica C.A. Sibiu

Any other relevant organization the interviewee represents	Lucian Vărşăndan -Teatrul German de Stat, Timişoara
Any other relevant organization the interviewee represents	Constantin Chiriac-Teatrul National RADU STANCA, Sibiu

PP7 – Slovenia

Online questionnaire

CLUSTERS	
Vladimir Rudl	Energy Optimised Construction Cluster
Pavel Hočevar	Craft center Ribnica (Chamber of Craft Ribnica)
Janez Krnc	Zavod Marianum Veržej - Arts&Craft Center
Goran Lesničar Pučko	Section for arts&crafts (Chamber of Crafts
Urša Ambrož	Urša Ambrož

INSITTUTIONS	
Mojca Tominšek	Chamber of Commerce and Industry of Štajerska
Nevenka Kaučič	Municipal Tourist Association Maribor
Mojca Pušnik	Narodni dom Maribor
Janja Viher and Simona Pinterič	Maribor-Pohorje Tourist Board
Leonida Polajnar	Chamber of Craft and Small business, Section of hospitality industry and tourism
Mia Miše	Maribor 2012 European Capital of Culture
Natalija Jelušič-Babič	Regional Chamber of Craft and Small Business Maribor - Photographs Section

ENTERPRISES	
Ana Skrbinek	Gostilna pri Maritnu, Martin Skrbinek s.p.
Primož Šauperl	Gostilna Vernik Šauperl Primož s.p.
Marjan Skok	Gastro Ptuj, gostinstvo d.o.o.

Andreja Žagar	Andreja Žagar s.p.
Nataša Vrhnjak	Nataša v patchwork
Marjan Vidovič	MOTEL in Pizzeria Črni Baron
Janez Šauperl	Janez Šauperl s.p.
Sašo Vnuk	Sašo Vnuk s.p.

DEEP-INTERVIEW	
Any other relevant organization the interviewee represents	Mrs. Mia Miše-Maribor 2012 European Capital of Culture
Any other relevant organization the interviewee represents	Mrs. Janja Viher-Maribor - Pohorje Tourist Board

PP9 – Slovakia

Online questionnaire

CLUSTERS	
Ms. Libuša Bajanová	Oz Progressus Slovakia
Mgr. Lenka ZÁHORSKÁ	Balnea Cluster Dudince
Mgr. Peter KOLNÍK	„Bratislava Tourist Board"- Bratislavská organizácia cestovného ruchu (OOCR - County Tourism organization of Bratislava-city)
Ing. Peter Šišovský,	MBA Slovak Plastic Cluster
Mgr. Katarina Ikrényiová	A-OMEGA, s.r.o. (LLC)
Dana Kleinert	Slovak Fashion Council

INSITTUTIONS	
Ing. Marián Bujna	Ministry of Transport, Construction and Regional Development, Tourism Section, Department of Strategy and Policy of Tourism
Radoslav Delina	Technical University of Košice
Radoslav Delina	Technical University of Kosice
Ťapák Peter	Košice Self-governing Region
Vladimír Cirbes	RPIC Košice / Regional Advisory and Information Centre Košice

ENTERPRISES	
Mgr. Beáta Kolníková	Astor Slovakia, s.r.o.

DEEP-INTERVIEW	
Bratislava Tourism Association	Astor Slovakia, s.r.o. (LLC) , Bratislava
Chairmen of Steering Committee of "TERRA INCOGNITA" - Programme for development of cultural tourism, part of ECC2013-KOŠICE Project, with independent financing.	Košice Self-governing Region´s Office
NA	Ministry of Economy (MoE) of the Slovak Republic