



editorial

On focus

## Clusters Meet Culture: a key challenge

Clusters Meet Culture is not only the title of our project but also a key challenge for all the partners involved: what is a cluster? what is culture? Ten partners located in five South Eastern European Countries have worked in the last months to share common approaches and goals based on three specific key features:

- 1) CULTURE is an added value for the valorisation of local products and is a good marketing tool for clusters to promote their products on market abroad.
- 2) Local production and sales potentials can be enhanced if closely linked to the promotion of whole local territories.
- 3) Synergies between culture, industry and tourism support the promotion of integrated local territories actions ([Click to download the CMC brochure](#)).

Due to the specific target of the project addressed to local products and territories, the CMC project partners led by the Veneto Region – Economic Promotion and Internationalisation Department – start working at local level with a strong bottom-up approach: the involvement of local clusters for example in Veneto with the participation of the Shoes Cluster of Riviera del Brenta and its Museum in Villa Foscari, the Prosecco Cluster and its hills, the Sportssystem Cluster allowed a better understanding of concrete needs of the involved territories. The first result achieved by the project is therefore a strong participatory approach. Partners are not working by themselves but throughout the involvement and participation of local key actors thus created a positive basis for the future project pilot actions. These actors thanks to the Project, had the chance to meet and share their own experiences last May 2013, when the Chamber of Commerce and Industry of Pecs-Baranya organised a Transnational Benchmarking Meeting ([go to CMC project website news section](#)). Thanks to the Project media tools we will aim at spreading more and more information about our project's activities opening the network to new actors in the involved territories and build a concrete synergy between industrial and productive sector from our side, and cultural touristic sectors to the other side thus supporting the enhancement of common cultural values in the South Eastern Europe area in the respect of local traditions and specificities. Please visit our website for more information on the project's activities and public events organised throughout the project! ([go to project website](#)).

## CMC project: a first quick look



The most historical and artistic cities of South East Europe increasingly promote strong policies to attract vocational and cultural tourism. These "new" policies involve not only the historical

or natural beauty of the South East Europe cities, but also – as an important key factor to build an alternative to conventional cultural tourism- their manufacturing excellences.

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## 3/4 October 2013, Maribor CMC Project, Third Partnership Meeting

Thursday the 3<sup>rd</sup> and Friday the 4<sup>th</sup> October in Maribor is going to start the third partnership meeting of CMC Project.

Two intensive days of meetings dedicate to CMC Project's state of art, to the first achieved results and to partner's presentations.

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### Stakeholder's point of view

the player, an interview with **Mr. Calò**

tourist entrepreneur



Sergio Calò is the technical coordinator of *Metadistretto dei Beni Culturali (Meta Cluster of Cultural Heritage)* of the Veneto Region.

the player, an interview with **Mr. Zamperoni**

cultural entrepreneur



Attilio Zamperoni is the Director of- *Asolo Film Festival Organisation*.

the player, an interview with **Mr. Longo**

Industrial entrepreneur



Enrico Longo creator of the *Exhibition Centre of Archaeology of the Veneto Region*.

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# CMC project: a first quick look

This is the reason why the aim of CMC Project is to spread the knowledge of production excellences across SEE with the purpose of emphasizing their quality and originality and connecting this cultural aspect with existing and new tourism flows in cultural cities.

The project wants to enhance local clusters production and their capacity to attract tourist flows (particularly, in less known touristic areas in which the connections between art, culture, tourism and industry will allow to promote a unique and integrated tourism offer valorising the overall identity of a determinate territory) through specific actions addressed to improve their awareness and capacity to combine tourism, production and culture.

Moreover CMC project aims at giving a contribution to the development of a new kind of tourism, interested not only in the classic city tour.

Actually, we must promote in our cities and

countries a kind of tourism eager to feel emotions that local goods (definitely mixed with local culture and history) can generate.

The idea comes from the belief that it is possible to create a sort of emotional connection between the tourist and the city passing through local goods. Whereby when the tourist goes back home these manufacturing excellences can become not only a strongest "ambassador" to promote the South East Europe cities, but also a powerful motivation to repeat the "shopping experience" by means of a highly customisable and secure, "satisfied or repaid" e-commerce platform: boosted by a emotional link (local goods as a product of local culture, history and art) the tourist is encouraged to live again the experience at long distance.

Therefore the project wants to link tourism and local factories/clusters, without further intermediaries, opening news sales channel across SEE, with the main purpose to help SMES (usually unable to establish themselves in

international trade/sales networks).

This is a way to re-oriented cultural tourism towards new models, but also at the same time to open new opportunity for small business development.

In CMC project all the PPs will contribute at enabling policies/strategies at national/regional/local level empowering SEE public administrations with management capacities and creating the conditions for boosting a true cluster and cultural development.

The most historical and artistic cities of SEE represent not only an important cultural heritage but also an opportunity for the creation of an alternative market based on the connection between culture and creativity of the surrounding cluster and on innovative ITC Tools.

Probably we have a very long way to go, but with the help of CMC network, we will be able to take on this new challenge.

the News of the Month

## 3/4 October 2013, Maribor – CMC, THIRD PARTNERSHIP MEETING AGENDA



Let we have a quick look about the meeting's Agenda.

### Thursday the 3<sup>rd</sup>, October

The third meeting will start in the morning with a brief introduction about the CMC Project state of art (LP - Mrs. Cecile Anne Rousset/Ms. Valentina Colleselli).

It will follow the presentation of the WP3 outcomes and results (Mr. Szabolcs Rabb - CCIPB and Mr. János Keresnyei - CICC) and than the presentation of the WP4 Handbook – RDA Maribor (Mr. Vladimir Rudl). The meeting will continue in the afternoon with the presentation of the CMC Project Proposed Action Plan (October 2013/September 2014) (Veneto Region - Mrs. Cecile Anne Rousset/Ms. Valentina Colleselli). Thereafter the Province of

Rimini will show the state of the art of the main communication tools (Mr. Enzo Finocchiaro).

Then will be the time to the presentation of the ICT platform structure (Incipit – PR external expert) and to a brief debate on the ICT Platform management and sustainability.

After the debate Mr. Joseph Rajtar (Chamber of Industry of Slovakia) and Mr. Alexandru Jordanescu (Chamber of Commerce of Sibiu) will take the floor among WP5 and WP6 training actions.

### Friday the 4<sup>th</sup>, October

The second day of the meeting will start with a presentation about lessons learned from the implemented studies and main connection with WP 7 activities (Mr. Manfredi Vale – External Expert).

At the end of the presentation it will follow an international public conference in which there will be shown the PPP Handbook materials, a presentation of WP5 (shopping trainer services), a presentation of Slovenian PPC cases (Art & Craft Centre Verzej, Art&Craft Slovenia) and than a presentation of Italian PPC cases (1-2 new cases).

After the networking lunch, in the afternoon and only for the steering committee, Mrs. Cecile Anne Rousset/Ms. Valentina Colleselli (LP– Veneto Region) will take the floor about "WP1- Financial and Management issues" and about the "results of the capitalisation event held in Split on September the 17th – Cultural Sources Thematic Pole".

Get the meeting's Agenda here

## the player, an interview with Mr. Calò

*tourist entrepreneur*

*The Cluster is the only cultural productive cluster with a PPP organisation involving universities and research centres related to research in cultural heritage in Italy.*

*Mr. Calò has been interviewed on the Clusters role in Europe and the possible benefit of the synergy between clusters and culture promoted by the CMC Project:*

### **According to your opinion, a cluster needs to be formally recognized?**

Some existing clusters are not formalised. In Veneto, Clusters existed already before their legal formalisation. Legal form of clusters could be very different. We are recognized as consortium. Other are created as SARL. Legal formalisation of a cluster can create a wider awareness among enterprises and more opportunities related to common services.

### **Which are the main obstacles hindering clustering? What are the main success achieved?**

The main obstacles for evolution of clusters activities are connected with the territory itself (local mentality): the local stakeholders are not used to cooperate and create synergies. Many stakeholders are active just if they find a specific interest and direct advantage in the proposed initiative. Only 25% of the enterprises in a cluster are pro-active. Members are active only when they see a concrete benefit to achieve. The task of a cluster is to make intelligible all the common points gathering the enterprises members, to make understand to the enterprise that through collaboration, it is possible to improve. Clusters would need to collaborate on innovation and research more than on promotion (instead it is on this last point that current Italian clusters actually focus more).

### **How strong is creative and cultural industry in your region? How would you define it?**

The concept of creative industry exists from 50 years. It is a collection of knowledge that allows entrepreneurs to share a common culture, find solutions to problem thanks to creativity, an entrepreneurship culture. The other conception of creative industry is the world of the design: creation of a new product. Creative industry is just a fashionable concept created by Universities. It is necessary to create link between design and utility.

### **How strong is tourism in your region and**

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## the player, an interview with Mr. Zamperoni

*cultural entrepreneur*

*The AsoloArtFilmFestival is a non-profit organization that aims to undertake actions aimed at culture in general and in particular of film culture, developing relationships with local and international organizations to support initiatives for the dissemination of thought concerning the cultural art cinema in all its forms of expression. In this way A.I.A.F. wants to create a network that brings together the protagonists of culture to local and international level.*

*Mr. Zamperoni has been interviewed on the Clusters role in Europe and the possible benefit of the synergy between clusters and culture promoted by the CMC Project:*

### **According to your opinion, a cluster needs to be formally recognized?**

Yes, certainly. I think that to have an officially-recognised cluster, it'd important to converge to a project, as clustering means sharing, planning, having goals.

### **Which are the main obstacles hindering clustering? What are the main success achieved?**

Often, actually too often, clustering's meant as a loss of individuality, of one's own ego. Gaining success, means achieving goals, and work to give life to a shared projects. This means to have success and to be successful, which constitutes a fundamental recognition for a team.

### **How strong is creative and cultural industry in your region? How would you define it?**

There's something incredible about creativity in our region, it's a forge of planning feasibility, an open-pit fantasy workshop. Creative strength's supported by willingness to act, to be and to belong, I'd define the Veneto region as a cradle of creative excellence.

### **How strong is tourism in your region and what development potentials can you see?**

Tourism in the Veneto Region's of paramount importance, millions of annual visits, one of the most significant turnover of the Venetian entrepreneurship, or maybe even the first according to the direct and indirect turnover. Public administration should plan and incentive tourism more, particularly by accompanying it to culture. Veneto's a region characterised by countless success stories as well as the unconstrained cultural offer, the sea, the hills, the mountains.

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## the player, an interview with Mr. Longo

*Industrial entrepreneur*

*The Multimedia Exhibition Centre of Archaeology of the Veneto Region, at the Veneto Designer Outlet in Noventa di Piave, was born few years ago, through a public and private partnership including the Municipal Administration of Noventa, the management BMG, the Superintendence for Archaeological Heritage of the Veneto and Culture Active. The Multimedia Exhibition Centre of Archaeology of the Veneto Region is the showcase of the Venetian archaeological heritage. It promotes national museums and archaeological sites located in the Veneto Region, through interactive ICT tools. Moreover CEMA is located within the Noventa di Piave Outlet thus being a good example of synergy between culture and industry. Mr. Longo has been interviewed on the Clusters role in Europe and the possible benefit of the synergy between clusters and culture promoted by the CMC Project:*

### **According to your opinion, a cluster needs to be formally recognized?**

No it is not necessary for a cluster to be recognised in order to exist. There are many example of spontaneous created clusters because it is an initiative that need to be built in a spontaneous way on the territory.

### **Which are the main obstacles hindering clustering? What are the main success achieved?**

Opportunities: higher self perception of common interests and logistic advantages. The cluster logically has to work on common infrastructures useful for all members. But Cema is not involved in any cluster. Main obstacles to the clusters activities: Their closure. Individualism of members.

### **How strong is creative and cultural industry in your region? How would you define it?**

Yes it exist in Italy and can be defined a generic Made in Italy, recognised as a brand all over the world. Specific perception of Italian made in (fashion foe example) are clusters themselves (creative clusters).

### **How strong is tourism in your region and what development potentials can you see?**

Yes tourism is well developed but not well organised, fragmented. It can be improved by giving to tourists an integrated and multiple offer. Localism and sectoral offers do not consider that there is a wider offer opportunity that could interest tourists in coming back the year after. In Veneto for example the seaside areas are not promoted as Italian seaside location but just promoted at local level. And some destination on the seaside in Veneto don't promote at all the rest of the region (jealousy) because they want to maintain all the tourists in their little area. But this fact prevent tourists for coming back the

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*tourist entrepreneur*

**what development potentials can you see?**

The challenge is to create synergies between neuralgic centres and the rest of the territory. Venice concentrates major part of the tourism flux. Patrimony is not well exploited. Museums are boring. An adapted and targeted communication is missing. It is necessary to conjugate ICT and patrimony.

**In your opinion, are enterprises from the productive sector linked with the culture? Are donations to cultural activities from the private sector strongly developed (mecenate)?**

Mecenate is not well developed in Italy as fiscal regulation does not facilitate these kind of initiatives. Culture has to be integrated with the productive sector. Culture can be business. Historical buildings have been considered for a long time as financial burden and money asked to the public sector for restoration. There are interesting initiatives of venetian villas that have been used and restored by the private sector. One villa, Villa Zileri Motterle at Monteviale (Vicenza) decided to host in its edifices some enterprises that sell products linked to the art or not. Enterprises selling their product in venetian villas can give an added value to the product they sell. They sell a product that is integrated in a territory.

**Do you think Private public partnership could be a good tool to promote an integrated tourism promotion of the territory?**

There is little coordination and communication for an integrated tourism promotion of Veneto region. It is important to create a system through networking. Participation of the public sector can not be reduced only to sponsorship (putting the logos of some public entity). To make a PPP, it is necessary to implement actions, putting expertises in common, not resumed only to a cash co-financing. The public sector has to have an institutional role without superposing to the private.

**What do you expect from the CMC project?**

Increase collaboration between public and private sector. Shopping trainer and ICT platform are interesting initiatives.

*cultural entrepreneur*

**In your opinion, are enterprises from the productive sector (industry) linked with the culture? Are donations to cultural activities from the private sector strongly developed (mecenate)?**

Some companies do have an actual relationship with culture, but there's always too few of them, economic potential that culture has per se is immensely much greater in terms of economic, political and business development. Always bear in mind that culture's a fundamental element in the development of international social and economical relationships, culture's our true ambassador in the world for both people and companies, as well as the related economic development.

About personal donations, yes, sometimes we do have some personal donations, but they don't go beyond the due automatism and laws en-force about tax exemption. In fact donations aren't significantly incentivised, people aren't interested nor are stimulated.

**Do you think Private public partnership could be a good tool to promote an integrated tourism promotion of the territory?**

Certainly, nowadays the public and the private sectors are two inseparable elements. The future of the tourism company lays on the public/private formula, policy makers should privatise tourism management, the region should only be a controlling element of management and promotion.

**What do you expect from the CMC project?**

From CMC, we expect a concrete contribution aimed at the running of projects, positivity, sharpness and feasibility.

*Industrial entrepreneur*

year after. The Veneto region has a very diversified environment (seaside, dolomite mountains, city of culture, history) and well represents the potential touristic offer that Italy can propose to external tourists. Veneto Region could be promoted and sold as 'Italy' itself. Communication strategy should be improved.

**In your opinion, are enterprises from the productive sector (industry) linked with the culture? Are donations to cultural activities from the private sector strongly developed (mecenate)?**

The connection among the outlet industry and CEMA has been initially difficult, there where many concerns regarding the idea to create a multimedia museum inside the shopping area of the outlet. Now this idea will be exported in other outlet of the same brand to work on the tourist incoming also from new emerging economies such as China and Brazil. Concerning the proposed question: it is not easy to define what 'culture' is therefore it is not easy to answer to this question. To get known a specific territory to external touristic flows also on the basis of the industrial and productive tradition of that territory represents a challenge but also an opportunity. For example there are many entrepreneurs who open industrial museum into their own building.

**Do you think Private public partnership could be a good tool to promote an integrated tourism promotion of the territory?**

CEMA is a private initiatives financed by the private sector but defined in cooperation with the superintendence for cultural heritage and the ministry of culture (there is a specific agreement signed between the Ministry, Associazione Noventa Arte e Storia and Culture Active and the Outlet of Noventa). The Ministry provides material and authorise the utilisation of material. This can be defined as a PPP. The main challenge is to have an impact on the surrounding territories. (Forms of cooperation with public institutions: active cooperation (no financing) or sponsoring (Municipalities). Vantages to have enlarged partnership is to distribute promotional material through diversified channels.

**What do you expect from the CMC project?**

The main objective is to involve the industrial and productive sector and create a dialogue with them to find new connection among culture and industry through a figure such as the shopping trainer or the ICT platform, something that can propose a concrete integrated offer. For example wine production in Italy is strongly connected with the catholic cultural tradition of Italy. Production is therefore culture itself. Aggregate diverse kind of subjects on the territory around the productive world in order to initiate dialogue and collaboration.

# The Chamber of Commerce and Industry of Pécs-Baranya (CCIPB)



The Chamber of Commerce and Industry of Pécs-Baranya (CCIPB) is an active supporter and coordinator of the implementation of the regional economic development strategy, jointly with the university, the city and major companies. Main objectives of the chamber are the increasing of innovation potential and export readiness of SMEs and development of their business opportunities through EU financed projects. CCIPB, partner institution of the Enterprise Europe Network supported by the European Commission, offers further services in the field of innovation, trade development, external relations and vocational training, Preparing local innovation strategies and action plans for calls for proposals, CCIPB has developed a working relationship with the South Transdanubian Regional Development Agency. CCIPB, as an economic self government, strive to identify and transfer new development and

competitiveness potentials not only to the member companies but to the entire economy of the region. The Chamber has been supporting the Creative Industry Cluster since 2006, the largest competence centre of that industrial branch within the region. The Chamber supporting the culture and creative industries and cultural tourism through the Cluster and cluster members, like the Zsolnay Manufacture cPlc. or the Zsolnay Heritage Management Non-profit Ltd (Zsolnay Cultural Quarter) who's also members of the Chamber. About relevant and recent developments, a Tourism Cluster is under construction, which managed by CCIPB. During the European Capital of Culture project, the Chamber gathered a lot of experience in the field of creative industry and culture – not only as an active participant but co-owner of the project management company. The Chamber is founding member of the so-called ÉKG program where creative industry enterprises,

the South West Hungarian Chamber of Architects and the chamber work together to generate development projects jointly. CCIPB has been playing an active role in EU financed projects since the introduction of PHARE programs in Hungary, and also as partner of the EVLIA project. Within the framework of CNCB international cluster development project, the Chamber signed a Cooperation Agreement with 14 clusters within the South West Hungarian Region in order to develop innovation and business potential.

CCIPB helped to establish and manage clusters in the fields of mechanical engineering, biotechnology, energy, and cultural industry. Clusters being involved in the European projects of the Chamber obtained internationalization, training and business opportunities. CCIPB is the management organization of the South West Hungarian Engineering Cluster (SWHEC) founded in March 2011, the biggest Cluster in the region both in respect of revenues and size of the members.

CCIPB activities within the CMC project – tasks within the first two periods

CCIPB is the Work Package leader for the "Investigation about mechanism for twinning 'in city tourism' with productive clusters in SEE". CCIPB was responsible for the WP3 handbook preparation, GAP analysis and for a Pilot Joint Action Plan. The handbook which included the 'Where are we' study, presents the collected international best practices connecting industry, tourism and culture, existing gaps and industrial cluster layouts and organizations. Mr. Tibor Gonda of CampInvest Ltd and Crudus Solutions were involved in this tasks as external experts and have presented the handbook draft during the Transnational Benchmarking Meeting in Pécs. The first international project conference and the local forum were held in Pécs between 13-15 May 2013. The Local Ungherian Dissemination Event was hold for external experts and stakeholders on 9th of April.

## News from PARTNERS

### CMC project web platform:

Incipit, creative and communication agency, is conducting and analyzing the Surveys for the definition of a Web Promotional Strategy for the realization of the CMC project web platform.