

# Clusters Meet Culture

## NEWSLETTER

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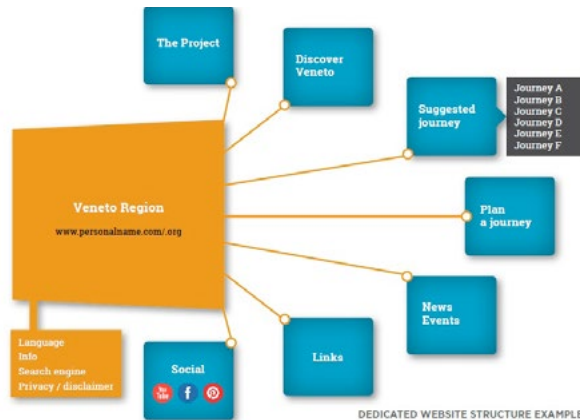
editorial

### A call-up for a new territorial promotional strategy.

**Valorisation of local excellences** is not only strongly connected to the capacity of the economic sector to sell and exploit its products but also to the **capability of an entire territory to promote itself**, its heritage, specificity and added values. For this reason one of the main expected **results** of the CMC project is to attract tourism flows by **enhancing new forms of thematic tourism** and **strengthening local production visibility** thanks to the promotion of local territories and their cultural and environmental attractions. Through the CMC Project a new professional figure will be therefore trained: the **Territorial Product Manager** with improved skills and capacities to promote a twinning tourist offer able to link culture and industry. This very important project activity will be implemented at the **beginning of 2014** at local level by the CMC Project Partners. The Veneto Region, Economic Promotion and Internationalisation Department will organise - to the benefit of all the partnership - a high qualified **training to trainers course (27-28-29 November 2013)** with the aim of transferring specific knowledge and skills to the trained staff on thematic subjects as: **territorial marketing, web communication, facilitation of synergies between industry and culture** (main legal and economic framework of PPP cases linking culture and industry at European level), thus guaranteeing a coherent and harmonised 'CMC approach' to all the training modules organised at local level. **The Territorial Product Managers** - able to learn about and promote the area in an integrated way by connecting attractive cultural tourism to local manufacturers, and thus enhancing possible synergies between industrial clusters and culture - will also promote and encourage the use of specific tools offered by the project such as: an ICT platform for the promotion of integrated tourist routes developed within the project, models of synergy between industry and culture in the form of public-private partnerships as a tool of governance and facilitation of integration processes. The acquisition by the participants of a greater awareness of the possible synergies between industrial clusters and cultural sources and a specific competence in the processes of **diversification of the integrated tourism offer** will be a sustainable outcome of the Project only if strongly supported by each stakeholder in the concerned territories and considered as a **call-up for a new territorial promotional strategy.**

On focus

### CMC web platform: works in progress Survey results at a glance



DEDICATED WEBSITE STRUCTURE EXAMPLE

To start the development of the new CMC web platform, a survey was committed as to analyse existing experiences of culture, tourism and clusters of the partners' areas involved, and

also to study the visibility level of every context involved. The strategic plan was carried out by an external communication agency, Incipit, based in Trieste.

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3/4 October 2013, Maribor

### Minutes from the Third Partnership Meeting

The third CMC meeting was held in Maribor on 3rd and 4th October. Two days of full immersion about several important issues around the CMC project. The project partners discussed about the main

outputs reached by the project from the very beginning (October 2012) and start planning the second year of project activities.

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Stakeholder's point of view

the player, an interview with **Réka Vágvolgyi**

tourist entrepreneur



Réka Vágvolgyi, touristic expert, Irány Pécs! Tourism Nonprofit Ltd. (Tourism Destination Management Organisation)

the player, an interview with **Orsolya Gráf**

cultural entrepreneur



Orsolya Gráf, cultural expert - communication and marketing manager, Pannon Philharmonic Orchestra

the player, an interview with **Gábor Marczy**

Industrial entrepreneur



Gábor Marczy, industrial expert - manufactory sector, Gant Pécs Glove Ltd.

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## CMC web platform: works in progress - Survey results at a glance

The territorial areas involved in the project offer a rich cultural heritage but also possess the high quality products that represent an alternative vehicle for local tourist attraction that can be connected to the cultural ones, taking advantage of existing tourist flows.

To adequately promote this "extended" offer it was decided to establish a promotional web strategy that includes the creation of a web platform associated with the use of various ICT tools, to make available to the tourist the best solutions for his/her travel needs and meet the needs of promotion of the areas involved in the project.

The aim of the committed analysis is to identify the main characteristics and elements of the possible web platform and plan its effective structure to be provided allowing the individual partners develop and feed their own contents related to the promotion of their cultural tourist and cluster key aspects of their areas.

Every partner will manage its own web platform which will be connected to all the others' through a common ICT environment useful, the goal of this work is to make the various CMC platforms the most visible online, seizing the opportunity to occupy a space not yet manned.

In order to deliver an effective analysis, questionnaires submitted to partners were closely examined. It soon became apparent that the first and most important

goals for all partners were both to increase the flow of tourists in the area of quality products and to increase awareness of enterprises on the benefits of tourism. Related goals were also: increase of sales of products of excellence (most significant sectors have been identified relating to food and drink, fashion industry, industry glass and ceramics, arts and crafts), the duration of stay of tourists and the development of a greater synergy between the public and private sectors. Where the analysis well showed that the most important goals are widely shared between the partners, on the other hand the analysis highlighted that the demands and needs of the individual partners are very different (for example: some project partners have a rich heritage of excellence in terms of products which however do not capitalise on tourism, while others have well-established tourist itineraries that only require greater visibility; but also the data on tourism demand -that change from millions to some hundreds of thousands of units per year- has emphasized that strategy differentiation for individual partners).

Furthermore – to well understand the outputs of the analysis – it is also very important to mention that from some motivational analysis about what drives travellers to make a choice are ever more tourist information websites (in percentage just after friends

and relatives' advice).

Finally it is necessary to offer a customized Web Promotional Strategy to every area to maximize its effectiveness. In other words: the emerging data has highlighted the importance of providing, by means of various ICT tools, information as complete and accurate as possible about the area, events, cultural offers, attractions, accommodation services and products (accompanied by photographs and eye-catching videos that show to the tourist the beauty of the spots). In addition, online travellers prefer to use, rather than Google or other generic operators, new tools to search for information such as the tourist websites that offer content, reviews, bidirectional interactions: sites that are used as meta-search engines, as most advanced engines. It is therefore strictly necessary – not only to retain the positions but also to grow – to know how to meet the individual demands by developing tailor-made products: they certainly need to invest in terms of knowledge and time, but surely they could be a powerful mean to catch the specific demands of the tourist target of each region.

To conclude, the CMC web platform, despite is an ambitious outputs, will be the answer to the above listed needs enhancing and promoting the territories involved from a tourist cultural and cluster point of view

the News of the Month

### 3/4 October 2013, Maribor – Minutes from the Third Partnership Meeting



All the project partners have been deeply involved in the first phase of the project in the local survey and analysis of study cases related to synergy among culture and industry at local and international level.

The main result of the activities carried on is the **Handbook "How to develop public-private partnership between cultural and production clusters in SEE Area"** drafted by the Regional Development Agency of Maribor and the Chamber of Commerce of Maribor in cooperation with all the partners.

The Handbook's main content has been presented to the partners within the CMC meeting.

The Handbook will be available in printed version in December 2013 (both English language and local languages) and will contain the main Public/Private Partnership schemes to promote synergies among industry and culture and implement joint action plans to the benefit of the involved territories.

During the meeting the partners discussed also the step forward of the Project activities and in particular how to develop and implement a new

**ICT interactive Platform** addressed to the public at large with specific focus on tourists sector able to rise up awareness and valorising local excellence production by proposing innovative tourist itineraries able to match production, culture, and local environmental attractiveness.

A local international conference took place at the Maribor Chamber of Commerce premises. Entrepreneurs and tourist operators have been involved and introduced to the CMC Project main activities and proposed actions. In particular the local training courses aiming at training a new figure names Territorial product manager has been presented and promoted among possible interested participants.

The next Transnational Project meeting will be held in Italy – Vicenza where the Lead Partner organised a first transnational training course to the benefit of all partners to promote a common CMC approach and basic strategy for local territorial marketing and communication action! More information about the proposed event will be included in the next newsletter.

Follow us on the CMC project website!

## the player, an interview with Réka Vágvölgyi

*tourist entrepreneur*

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

The clusters have their own job, if they operate efficient, they can achieve success in their industry sector by joining forces.

From clusters in tourism sector – most of them were generated by supporting sources -, those become prosperous which could build up effective partnership with their members.

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

I don't work within a cluster, so from external approach I can see the difficulty of the clusters unfamiliarity, for partners the concept and virtue/benefits of cluster is still an unknown idea.

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

In my view the creative industry can be the outbreak point and one of the strengths of the region. From touristic perspective, our attractions may have regional moreover national allurements / appeal with an extra added strong connection of creative industry.

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

On national level, from the country's nine regions, the South Transdanubian region is located on the eighth place in question of guest nights. We have a lot to improve.

The region's two main pulling products are currently Pécs and Harkány. The region also needs to find a unique identity and show to the audience what kind of speciality it can offer (cultural tourism, eco-tourism, gastronomy, health tourism).

### 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 (mecenat)?

Yes, they connect; Zsolnay Guild in Pécs could be a good example.

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

I'm working for a Tourism Destination Management Organisation and we are precisely doing that kind of work. The members of this tourism

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## the player, an interview with Orsolya Gráf

*cultural entrepreneur*

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

Yes, anyway, because the clusters are beyond of the frame of civil cooperation. For the effectively collaboration of the cluster member companies, non-profit organizations, there is a need for a common management which has the knowledge, is familiar with the possibilities of the different actors and fills in the moderator and colligate role.

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

As I see, the main obstacle is the absence of culture in collaboration, which is unfortunately supplemented with the lack of time and lack in knowledge of other cooperation areas. The sustainable and long-term cooperation requires investment from all parties besides requires abandonment from parties, because not only one partner would be successful, and not in short term.

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

Compared to other industry segments presence, the pressures and expectations are significant in the field of creative and cultural industry, but to have a functioning creative and cultural industry, we need conceptual decisions, economic and industrial development. In my opinion, the impact of creative and cultural industry on economy and workplace creation is not sufficiently significant. There is absent in activities of other industries, which can support creative and cultural industries in the region.

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

Over the past few years - mainly owing to the investments of the European Capital of Culture in 2010 - thanks to stronger domestic tourism and regeneration of Pécs the tourism in the city increases. As I see the development opportunities have several stages. First, the city should assess the cultural and natural values which are at disposal and may find the unique tourist attraction. In medium- and long term the city have to make decisions financing, developing and in protecting questions. The city have to focus on the most excellent places, because it's necessary to separate the cultural features of urban existence, which haven't got their own tourist attraction - such as theatre - and those tourist attractions which have their own cultural values - such as the Zsolnay Cultural Quarter, the Kodály Centre, World Heritage sites or the mountain Mecsek. After the separation it should be examined, in point of tourism trends and expectations, what is the lacking point in infrastructure or other aspects of the city's supply, and due to that the existing values couldn't be sufficiently exploit. In my view for example, any city in XXI century without spa

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## the player, an interview with Gábor Marczsi

*Industrial entrepreneur*

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

In my view the cluster cooperation makes sense. After a few years of practice, it can be seen that first of all those forms are effective, which are not based on a tight professional basis, but involve partners from the wider area of inspiring opportunities.

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

The barriers of the cooperation between professional cluster are themselves the competitor members. In many cases the idea, that one member of the partnership partake in more benefit against others, makes other members passive and they work with limited enthusiasm.

The success is that clusters have a basic operating systems, which means that they can manage many more projects together, that the individual members surely wouldn't assume because it would make even more defences the above-mentioned. For example such as promote of vocational training.

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

Traditional values and technological heritage of some industry are very prominent. The ability - which is necessary for unite economic and marketing forces - is incredibly miserable.

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

We live here, work here, we want to stay hereafter. We are seeing a lot of small things, which makes pleasant surprise day after day.

While shoddy products and modesty dominates our lives, how could we inspire tourists with these little things, for example: Who wants to sewn a teddy bear in the center of Pécs? It would be highly needed to colligate these pleasant distinctiveness - which can't be found anywhere else, - with effective marketing support which replace businesses ineffective market-influencing activities.

### In your opinion, are enterprises from the productive sector (industry) linked with the culture?

This question is always confuse me, because in my point of view glove-producing in Pécs is one of the interpretation of the culture. According to the usual approach the money should be given from producer companies to the cultural productions. Why the need never come up to eminent cultural representatives help for the better appearance of traditional production or more effective presentation?

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Stakeholder's point of view

tourist entrepreneur

destination management organization came from the field of service area, tourism enterprises, non-governmental organizations and the local government as well.

In this constitution the members work together for common goals in partnership-based frame to take Pécs to the market as a tourist destination.

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

It's a great opportunity for the development of the region.

cultural entrepreneur

investments can't have more guest-nights, and the main street unpeopled looks specifically frightful for tourists. Following a strategy, a city marketing concept and a brand -building - based on technical grounds - are required, as well as the participants cooperation.

**In your opinion, are enterprises from the productive sector (industry) linked with the culture?**

It could be basically connected. Not only as sponsor - although that linking point is very significant - but as a customer of the cultural industry. Just think of the creatively, graphic and web specialists, audio specialists, etc. who are working on marketing sector. The most significant role is the creation of workplaces, because it causes the increasing of the purchasing power on local level, which have shown by the cultural sector's consumers. The major investments in industrial and production sectors stimulates the economic and indirectly produce the small businesses uptum, which lead to they appearance as a customer in local creative industry.

**Are donations to cultural activities from the private sector strongly developed (mecenate)?**

Nowadays the private sectors support of culture and the role of supporting unfortunately continue to decrease. However, in the area of co-operation there are opportunities. If the private sector knows the cultural services "market", it can use it as a customer, in frame of a partnership in the field of developing. For example a conference in Pécs: ordering a symphony orchestra concert supports the band, moreover raise the rank of the business with the specific program.

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

I think that without partnership the integrated tourism promotion can't be achieved. Due to the nature and high cost structure of cultural field, public involvement is necessary. However, this role provides the opportunity for cultural offerings. But this is not sufficient in a good sense of profiting. Cultural products financed by public sector build up attraction for turistic products, but private sector should help this exploited and operate consciously. The government's role can't be enough. The public and private sectors should work in symbiosis to create a successful, integrated tourism and positive economic outputs, and to develop a city brand. In order to get profit from cooperation along their own interests both sides must make investments.

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

I expect an international knowledge and experience, which can be used to obtain assistance for local tourism, cultural actors and producers in questions: how they can work together in local level in order to offer attractive tourist packages and change the everyday's, not take the cooperation as wasting of time, but actually deal with the operators as investment.

Industrial entrepreneur

**Are donations to cultural activities from the private sector strongly developed (mecenate)?**

I have to say that the sponsorship can be forced, but the volunteer activities of mecenate can't be found.

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

There's a great potential in it. However, I doubt that we could find characteristic and leader people who can achieve a breakthrough along the above mentioned.

# The Veneto Region



## REGIONE DEL VENETO



The Veneto Region is one of the twenty Italian regions with a **population** of around five millions inhabitants. Placed in the north eastern part of Italy Veneto is one of the most developed **and industrialized regions**. Having one of the country's **richest historical, natural, artistic, cultural heritages**. In the Veneto Region are also located several UNESCO Heritage Sites.

Typical of Veneto are the local **industrial clusters** (so called Districts regulated by specific laws). The regional **industry** is especially made of small and medium-sized businesses, which are active in several sectors: leather and footwear, food, wood and furniture, textiles and clothing, gold jewellery, but also chemistry, metal-mechanics

and electronics. This has led to the establishment of a strongly **export-orientated system of industries**.

Though being a heavily industrialized region, **tourism** is one of the main economic resources of Veneto. One-fifth of Italy's foreign tourism gravitates towards Veneto, which is the first region in Italy in terms of tourist presence, attracting **over 60 million visitors every year**. Venice is the capital of the Veneto Region and a worldwide recognised tourism destination.

The **regional administration of the Veneto Region (Regione del Veneto)** and its affiliate bodies have been frequently invited to participate

to transnational programmes and projects dealing with **cluster policy** with the aim to share **experience and good practices**. With reference to the programming period 2007 – 2013 the Regione del Veneto plays a pivotal role. It is also managing the Italian Contact Point for the Central Europe Programme. Moreover, Regione del Veneto is LP of several EU funded projects.

The **Economic Promotion and Internationalisation Department** of the Regione del Veneto is in charged of coordinating and supervising all the projects, proposed by local enterprises through regional consortia and business categories, aiming at enhancing regional products promotion in foreign markets. It has the key role of supporting the secondary sector through specific focused activities related to: promotion and territorial marketing projects, identification and qualification of regional international and national fairs, support the export consortia, internationalisation service to the benefit of local SMEs in the secondary sector, support to local touristic organisations.

Thanks to its cross sectoral role the Economic Promotion and Internationalisation Department of the Regione del Veneto has a leading role in the management of specific initiatives able to combine industry, culture and tourism.

**Lead Partner of the CMC Project** the Department represents and promotes a wide range of territories and stakeholders and promotes their valorisation and competitiveness growth. In particular within the Project the Department strongly cooperates with local key industry sectors: the **footwear cluster** of Riviera del Brenta and the valorisation of the surrounding areas and their beautiful villas, the **Sport system cluster** of Montebelluna, the **Prosecco wine cluster** of Valdobbiadene and wine route, the **Gold and Silver cluster** of Vicenza, the **Cultural Heritage Meta Cluster** and the **Eco-building cluster** of Treviso. Moreover several local tourism consortia and other regional and local cultural and tourism associations have been involved by the Regione del Veneto in the project through a strong bottom-up approach.