



CRE:HUB
***Policies for Cultural Creative Industries: the hub for
innovative regional development***

ACTION PLAN: BASILICATA REGION



1. GENERAL INFORMATION

Project	CRE:HUB
Policy instrument addressed	ERDF Operational Programme Basilicata 20142020 TO 3, Competitiveness
Partner organisation	Basilicata Region
Country	Italy
NUTS2 region:	Basilicata
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2. INTRODUCTION

2.1 CRE:HUB project

CRE:HUB project brings together eight regions that consider Cultural and Creative Industries (CCIs) as a strategic sector of development, want to create new enterprises and to support the existing ones working in this field.

Even though cultural and creative industries (CCIs) are a relatively new concept in the European Union (EU), at the beginning of the 21st century, they appeared in most countries. The role of CCIs serves as an important driving element in economic and innovation development¹.

Within the scope of the EU, CCIs are considered as a source of both cultural and economic value. In recent years, significant work has been done to establish CCIs as an integral part of Europe's society and economy and has been a source of employment, growth and prosperity. However, its potential in terms of culture and artistic creativity to trigger innovation in other sectors of the economy, society as a whole and for the well-being of individuals has not yet been fully recognised. There are various estimations of the economic performances of CCIs. According to the Ernst & Young analysis, CCIs employed more than 7 million people in the EU and accounted for 4.2% of the EU's GDP in 2014. Alternatively, Eurostat has estimated that over 8 million people (3.7% of the total workers) in the EU were employed in a cultural sector in 2016.²

CCI Smes are facing many critical issues, among others:

- companies have difficulties in access to credit and lack resources to enhance their competitiveness on the global market, build effective partnerships, extend their activity to other countries;
- CCIs represent an innovative branch of business and have the potential to increase regional competitiveness and job creation capacity.

The research analysis completed in the framework of the CRE:HUB project demonstrate that the common challenges in the partner regions are mostly related to such issues as limited export performance, lack of managerial skills and experience to commercialise creative ideas, lack of financial resources that aid CCIs in enterprise growth (e.g. from self-employed unit to small or medium enterprise), difficulties in access of finances specific for CCIs, and poor cooperation among various CCI stakeholders and others.

¹ CRE:HUB (2018), Cultural and Creative Industries Joint Report.

² CRE:HUB (2018), Cultural and Creative Industries Joint Report.

Nevertheless, CRE:HUB project partners confirm that there is no one-size-fits-all picture of the CCIs as its individual sub-sectors are very heterogeneous in terms of company structures, employment, turnover, markets and business models, etc.³

The CRE:HUB project is implemented in two phases:

1. exchange of experience (Phase 1: April 2016 - September 2018): Partners, experts, and stakeholders are learning one from each other. The project is oriented to whole regional CCI policy and productive systems. The main activities are:
 - i. Production of regional analysis including:
 - characteristics of CCIs
 - stakeholders identification
 - SWOT analysis
 - regional policy and innovation strategy for smart specialization (RIS3)
 - identification of regional best practices and lessons learned
 - ii. Local stakeholder group establishment and their involvement in:
 - regional analysis assessment
 - barrier and solution matrix definition
 - study visits to learn to share experiences and results with other regions involved
 - roadmap definition to develop Action Plans for improving cultural and creative industries () in their regions
 - preparation of the Action Plan
2. Action Plans implementation (Phase 2: October 2018 – September 2020): each region will improve eight programmes for Investment for Growth and Jobs that will concretely result in improvements of the management of policy instruments and in the implementation of new projects Policy changes that will be tailored to meet specific CCIs needs.

According to the Interreg Europe Programme Manual, each region involved in the cooperation project produces an action plan, specifying what will be done in the region to ensure that the lessons learned from the cooperation project are put into action. An action plan is a document providing details on how the lessons learned from the cooperation will be implemented in order to improve the policy instrument tackled within a given region. The document specifies the nature of the actions to be implemented, their time frame, the players involved, the costs (if any) and funding sources (if any).

Action plans are prepared during Phase 1 based on experiences shared amongst partner and implemented during Phase 2 and provide the template for the work programme in the two years of Phase 2 of the project.

³ CRE:HUB (2018), Cultural and Creative Industries Joint Report.

The contents of the Action Plan of the Basilicata region is based on the:

- description of the regional context and entrepreneurial ecosystem,
- description of the CCIs needs and requests as far as the policy instrument,
- exchange of knowledge in the form of study visits, results of the peer review,
- workshops (meetings, interviews, etc.) with regional stakeholders,
- analysis of the policy instrument applied to the Region.

The elaboration of the Action Plan has been carried out with the support of an external expert (Sviluppo Basilicata SpA).⁴ The starting point are the following documents summarising the key findings concerning creative and cultural industries in Basilicata:

- the State of the Art Analysis of CCIs,
- the Barrier & Solution Matrix,
- the Roadmap,
- the Peer review Report conducted by Mr. Franco Scolari, Director of 'Polo Tecnologico di Pordenone', and Mr. Kaspars Steinbergs, Assistant Professor at the University of Economics and Culture of Riga.

The elaboration of the Action Plan is the result of a debate (meetings, interviews, etc.) with regional stakeholders (business sector, policymakers, university/research institutes, stakeholders from the CCI sector).

2.2 Summary of CRE:HUB project findings in Basilicata

In Basilicata, there is not an official definition of CCIs. Unioncamere (the Italian Public Body representing the Chambers of Commerce) has often accomplished studies on the creative and cultural industry and has adopted a definition, also statistical, in the report '*I am Culture*', annually carried out in partnership with the Symbola Foundation. This definition is based on five areas of production, reflecting 65 areas with four digits of the ATECO (NACE) Code Classification 2007⁵:

1. performing arts and visual arts. This area includes activities which, by their nature, are not suitable for an industrial organization, because they have to do with intentionally non-reproducible goods (visual arts), or because they relate to live events that can only be enjoyed through a direct participation;
2. artistic and historical heritage. It includes entrepreneurial activities concerning the conservation, the enjoyment, and the enhancement of the ancient and

⁴ Sviluppo Basilicata spa is an in-house company of the Basilicata Region acting in support of the development, research, and competitiveness of the region territory.

⁵ Data are calculated on the entire supply chain, then on 65 ATECO (NACE) codes: the data on companies instead are based on the 4 pillars core (44 ATECO codes), therefore without the creative driven industry. 'Io sono cultura - 2016 L'Italia della qualità e della bellezza sfida la crisi - Quaderni di Symbola page 104).

contemporary historical and artistic heritage (museums, libraries, archives, management of sites or monuments);

3. cultural industries. It includes activities related to the production of reproducible goods, connected to the main artistic activities with a high creative content, in which firms operate according to industrial logics (cinema, television, publishing, and the music and video game industry);
4. creative industries. It includes all those activities of the world of services that draw 'creative juices' from the cultural sector and that contributes to convey meanings and values in goods and services production (design, architecture, and communication);
5. production of creative-driven goods and services. It includes all those economic activities strongly characterized by a creative driver. It is difficult to quantify this area because it is constantly changing and creative - driven economic activities are continuously growing like the 'Made in Italy'.

Table 1 - Absolute values and incidence of the main data of the cultural and creative industries on national/local economies, 2017

	Basilicata	Italy
Value added (billions)	0.381	92.2
Incidence on national / local economy (%)	3.5	6.0
Employment (thousands)	8.3	1520.2
Incidence on national / local economy (%)	4.1	6.1
Number of SMEs (*)	1,966	283,792
Incidence on national / local economy (%) (*)	4.1	4.7

(*) figures related to the core of the four cultural sectors, without the 'production of creative-driven goods and services'.

Data source: Unioncamere/Symbola Foundation

The creative and cultural productive system is definitely undersized in Basilicata, in terms of incidence of the regional economy on the national one. CCIs are a more recent phenomenon, since for many years the regional economy has mainly lived in traditional sectors (traditional agriculture, construction, traditional services to individuals, low or at most medium-tech manufacturing industry). However, just because of its 'freshness', this sector is growing faster than the national one, thus providing a response to the crisis of our economy (+0.9% from 2011 to 2015 compared to the Italian +0.04%).

CCIs are relatively small in the region, but there is space for growth and the CCI sector is growing rapidly, especially in relation to the tourism sector.

Cultural heritage, including cultural tourism, is the main driver of CCI development and economy sector in Basilicata. Tourism is centred on the three areas of Matera, Melfi and

Metaponto. In recent years, tourism has increased significantly. For example, from 2012 to 2015 tourist arrivals have increased by 40.4% in Matera, and foreign tourist numbers have grown by 70.7%. In Vulture, the second most important cultural area, the increase in total arrivals from 2012 to 2015 has been 51.6%. Foreign tourism has grown at a rate of 79.2%. This trend is expected to continue due to the growing importance of culture, arts and creativity in the region. Currently, the region is actively investing on 'Matera 2019' branding as the upcoming European Capital of Culture.⁶ A very relevant aspect for the Basilicata economy is the capability of the creative and cultural sector to activate the tourist sector. In fact, with the Matera 2019 Candidacy, the main tourist brand on which the region invests in is the cultural and creative one.

The employment incidence in terms of number of companies is higher than that in terms of value added, which could be an indication that the system is not very productive, in terms of wealth generated, and then this would indicate an insufficient competitiveness.

The sectoral distribution of micro - small and medium sized companies is more concentrated than the national average, and at the very first places we can find the publishing sector (from publishing to commercialization of books, newspapers, magazines) followed by the architecture services (professional studies, urban planning activities, innovative construction, etc.) and finally by communication, marketing, and branding services. The production of films and videos has a slightly higher incidence than the national average, thanks to the attention given to the film industry, and thanks to the Lucania Film Commission as well⁷.

In the Crehub partners' regions, as well as in Basilicata, as acknowledged in the *Cultural and Creative Industries Joint Report*, CCI companies are facing several and serious development issues such as:

- no regular mapping and analysis of CCIs due to the lack of defined sub-sectors to measure the economic contribution;
- administrative barriers, unfavourable tax and labour legislation;
- lack of knowledge in business, marketing, experience (exporting, attraction of investments) as well as innovative approach in the companies (especially small);
- small local markets (low demand for offered products);
- low demand for innovative products;
- lack of critical mass (orientation on domestic market only);
- absent or poor co-operation between various CCI stakeholders and others local actors;
- lack of recognition of the sector's added value and low confidence from the business world in the potential of CCIs to bring economic benefits when linking CCIs with traditional sectors;

⁶ Basilicata region homepage. Available at: <http://www.aptbasilicata.it/>

⁷ Please see more comments and information in the 'State of Art of the CCI Sector for Basilicata'

- lack of specialised educational programmes;
- lack or limitation of spaces for networking and incubation (coworking spaces, incubators, accelerators);
- lack of support for internationalisation support institutions;
- low, limited export performance;
- lack of managerial skills and experience to commercialise creative ideas,
- lack of policy support (absence of strategic documents and support policies);
- lack of specific funding opportunities (including co-financing) that could aid CCIs in enterprise growth (e.g. from self-employed unit to small or medium enterprise)/difficulties in access of finances specific for CCIs.

In particular, Basilicata CCI Smes are characterized by:

- a general unawareness of the cultural resources of their region;
- a very low degree of innovation and internationalization of most of CCI sector;
- a lack of entrepreneurial capacity affecting the perception of new market opportunities,
- a low productivity of the firms operating in the sector,
- an occupational absorption of CCI sector which is still below national average.

2.3 Main priorities and actions of the action plan

Basilicata Action Plan focuses on the initial policy instrument addressed: ERDF Operational Programme Basilicata 2014-2020, TO 3, Competitiveness.

The Regional Strategy includes Cultural and Creative Industries as one of the five priorities of the Smart Specialization Strategy (RIS3) of the Basilicata Region⁸ which focused on three main CCI sectors:

1. creative industry for tourism;
2. creative industry and design;
3. creative industry in the productive sectors.

The RIS3 integrates the policies that the Basilicata Region intends to promote and implement for the development of the CCI sector during the programming period 2014-2020. There are several 'trajectories' identified in the RIS3 that are covering activities related to CCIs, ranging from supporting innovative technologies in culture, heritage, entrepreneurship, cultural asset management, economic development, quality, design and craftsmanship, etc. For the RIS3 implementation, mainly the resources of the ERDF Operational Programme 2014-2020 will be exploited.

⁸ Smart Specialization Strategy 2014-2020 of the Basilicata Region. Available at: http://s3platform.jrc.ec.europa.eu/documents/20182/225192/IT_Basilicata_RIS3_201508_Final.pdf/c70a3f9e-ea3d-4717-a7f6-16919e047f79

In order to fix the main priorities for the design and implementation of the Action Plan, we started from the Roadmap that encompasses the measures that should be implemented to support CCIs in the next years (general approach) in order to unlock the potential of cultural and creative industries.

The main five goals of the Roadmap are the following:

1. strengthening the governance, by enhancing the role of the CCI operators (public and private) in the planning of actions with two main activities: a) consolidation of the collaboration among the various Regional Departments/Offices dealing with CCI operators with the creation of an Interdepartmental/Transversal Structure and b) establishment of the CCI Cluster in order to support the participation of the members in national and international networks and clusters,
2. simplification of procedures for access and disbursement of funds with the provision of recommendations to policy makers,
3. a specific monitoring and evaluation system in order to follow the connections between the various CCI actors and the development of the CCI sectors thanks to a monitoring and evaluation system,
4. adoption of articulated instruments of support and funding to CCI companies with University programs for creativity, innovation and enterprise; scouting, training, pre-incubation and incubation program; ad hoc financial engineering tools for CCIs; vouchers for innovative services, business innovation, training, prototyping connected with the CCI sector;
5. facilitation to research and innovation services in the CCI sector to operators acting in collaborative forms by activating partnerships with Sviluppo Basilicata, the University of Basilicata, T3 Innovation⁹, CNR (National Research Council) and implementing tailored services to help in accessing R&I for CCI companies and individuals and to promote and qualify the system of innovation services and the technology transfer by reinforcing and consolidating the business incubation and technology transfer activities promoted by the operators.

Taking the above into account, we decided to prioritise three actions and their related sub-actions for the next two years:

Action 1: **DIVERSIFY FINANCE FOR SMES BELONGING TO CULTURAL AND CREATIVE INDUSTRIES**

⁹ T3 Innovation is a technology transfer structure that was launched in 2017 within the framework of the Regional Strategy with the goal of increasing the level of innovation and competitiveness of the productive system and the regional education system, mainly in the RIS3 selected specialization areas. T3 Innovation works together with the University of Basilicata, Sviluppo Basilicata, local and international business organizations and provides services of technology transfer, business and innovation consultation, etc.

- ❖ Sub-action: call for tender for CCI companies

- ✚ Action 2: **SUPPORT THE POTENTIAL OF CCI SMES**

- ❖ Sub-action: the InHUBator system project

- ✚ Action 3: **INCREASE THE GOVERNANCE OF THE CCI SMES.**

- ❖ Sub-action: support for the creation and development of the technological clusters of the Basilicata region

3. PRIORITY ACTIONS

3.1 POLICY CONTEXT

The Action Plan aims to impact: **X** Investment for Growth and Jobs programme
European Territorial Cooperation programme
Other regional development policy instrument

Name of the policy instrument addressed:

ERDF Operational Programme Basilicata 20142020 TO 3, Competitiveness of SMEs

3.2 DETAILS OF THE ACTIONS ENVISAGED

ACTION 1: DIVERSIFY FINANCE FOR SMES BELONGING TO CULTURAL AND CREATIVE INDUSTRIES

The background

It is well known that CCI SMEs and freelancers/individuals face difficulties in accessing finance and this is one of the main obstacles for their growth. This is directly caused by intrinsic characteristics of CCI activities such as: lack of tangible assets, dependence on intangible assets, lack of collateral and highly uncertain market demand. The financial ecosystem is also characterised by a fragmentation of financial instruments and information available on funds are often fragmented. The banking system tends not to grant funds to companies 'without credit history' and 'without collateral', even if there are increasing opportunities for special credit lines dedicated to start-ups.

Starting from the results of the Analysis of the State of the Art of the CCI system in Basilicata and SWOT analysis, one of the requests of the Cultural and Creative companies or *wantpreneuers* is that of having targeted calls tailored on the basis of their needs that are very peculiar for the sector and very different from other productive system's companies.

In the Roadmap, one of the main goals envisaged was the '*adoption of articulated*

instruments of support and funding to CCI companies' and the main action was the design of *'ad hoc financial engineering tools for CCIs; vouchers for innovative services, business innovation, training, prototyping connected with the CCI sector'*.

Moreover, in the document 'CCI Barrier & Solution Analysis' carried out in the first months of implementation of the CreHub project and summarizing the barriers/obstacles that CCI companies have to face and the possible solutions to overcome difficulties, it emerged that one of the barriers for smes is the so called 'Underfunding of CCIs', meaning that Basilicata's CCI mSmes show limitations in self-financing because of both undercapitalization and poor capacity to generate cash flows from operating management, and that a possible solution could be that of encouraging the capitalization of CCI mSmes through incentives for investing entrepreneurs.

Furthermore, the peer review report recommends that efforts should be made to diversify access to funding for CCI companies, in particular, as stated in the PR report, *'boosting the competitiveness of cultural and creative industries for growth and jobs'* because *'companies working in CCIs often face tremendous difficulties in raising the financial resources they need to promote growth and innovation. We recommend to prioritise CCIs in the region and set up specific support instruments for the most important industries because the need for a level of support between different CCIs are not the same.'*

Finally, the interregional cooperation consolidated through the seven study visits, and in particular, the study visit in Lisbon emphasized one more time the importance of specific programs for the support of CCIs in order to start new activities or implement existing ones and to favour the CCIs' ecosystem. In fact, the City Council of Lisbon has implemented a specific program to sustain CCI companies named Lisbon Municipal Creative Project thus building a network called *Criativas de Lisboa* that brings together economy and culture through a series of activities/projects fulfilled in the Fablab Lisboa, in the Start Up Lisboa *Incubadora de artes*, in the centre de *Innovacao Mouraria*, that are financially supported by the Municipality.

As a consequence of the above reflections, the sub-action perceived as the most useful to support the CCI companies and professionals in Basilicata at the present time will be the drafting of a call for tender for creative and cultural mSmes.

Sub-Action: Call for tender for CCI companies

The debate upon the design of a tailor-made call arose during the on-field visit and peer review when the external experts exchanged their views and provided recommendations to the Regional Departments in charge of the design of the public

notice.

The on-field visit - Peer Review¹⁰ was a milestone in the lifetime of the project being conceived as a kind of 'brainstorming' workshop/meeting where the two external experts could present their different approaches, experiences gained in the field and suggest/recommend/provide inputs for the improvement of the regional policy system.

It took place in Potenza on 08 -09 November 2017 and was conducted by the two peer reviewers, external experts, Mr. Franco Scolari, General Director of Pordenone's Technology Park and Prof. Kaspars Steinbergs teaching at the University of Economics and Culture (EKA) of Riga. The local audience was composed by Managers of the Basilicata Region (Department for programming and finance, Department for development, work, training and research, scientific research and technological innovation Office, international cooperation and cultural and tourist systems Office) and the Regional Working Group (Lucana Film Commission, University of Basilicata, T3 Innovation, Sviluppo Basilicata, Matera - Basilicata 2019 Foundation, Creativity Centre Casa Cava, Association of Architects, CNR - National Research Council IBAM, Creativity Centre TILT). The members of the RWG were interviewed by the two peer reviewers in order to acquire more information useful for the assessment of the local policies dedicated to CCIs.

In the autumn of 2018, the Region will be publishing a '*Public Notice for the support of entrepreneurial activities aimed at enhancing the cultural and natural attractors of the regional territory*', under the framework of the Axe 3 of the ROP 'Competitiveness' Action 3B.3.3.2 'Support for the development of complementary products and services for the valorisation of identified cultural and natural attractors of the territory, also through the integration of enterprises belonging to the creative, cultural, tourist, and entertainment sectors, with those belonging to the traditional and typical products' sectors'.

Through the support of specific investment programs, the notice's intention is to support the development of complementary products and services for the valorisation of identified cultural and / or natural attractors of the Basilicata Region.

The ultimate goal is to enhance one or more attractors by rewarding investment programs that contribute to the development of at least one technological trajectory of the five specialization area of the Regional Smart Specialization Strategy 2014 -2020¹¹.

¹⁰ For more info see Basilicata Peer Review minutes available at https://drive.google.com/drive/folders/1Xz6ptl_4Lrl_yFxH64AF5xknqAWWFUDf

¹¹ The five smart specialization areas identified in the Regional Strategy for innovation and smart specialization are: automotive, aerospace, bioeconomy, energy and cultural and creative industry

Initiatives belonging to the following sectors will be considered as eligible:

- a) **cultural, creative and entertainment sector**: creative, cultural, artistic activities, publishing, music, cinema, game production, design, fashion, communication, marketing and digital;
- b) **tourist sector**: travel agencies, tour operators and booking services, recreational activities and entertainment;
- c) **traditional and traditional products sector**: artistic and traditional crafts;
- d) **environmental and naturalistic services sector**: sports activities, environmental education centers, services related to the use of naturalistic heritage.

One of the sectors eligible within the framework of this call, namely **cultural, creative and entertainment sector**, was directly influenced by Crehub. During the on-field visit, the call draft scheme was presented by the Department in charge of the preparation, and discussed with the Managing Authority and the two external experts in order to receive feedbacks and comments to improve or amend it.

Furthermore, during the interviews with the regional stakeholders emerged the necessity of helping CCI companies and professionals in their start-ups, being the beneficiaries, in the most of the cases, non-bankable subjects or with great difficulties in receiving bank loans.

As a consequence, the idea born during the on-field visit and also thanks to the peer review dossier, was that of preparing a call for companies with a specific focus on cultural and creative activities.

Players involved

Regional Government (Managing Authority of OP + Department of Development Policies, Labor, Training and Research)

Sviluppo Basilicata spa: promotion towards companies and involvement in the evaluation phase

T3 Innovation, Entrepreneurial associations: promotion toward companies

Timeframe

2018-2019

Costs:

12,600.000.00

Funding sources

OP ERDF Basilicata 2014-2020, Action 3B.3.3.2

ACTION 2: SUPPORT THE POTENTIAL OF CCI SMES

The background

CCI companies and professionals need facilities and spaces in which they can develop their activities, implement their ideas and start their businesses.

They also need partnerships and networking thanks to which they can better express or enhance their ideas; it is a proven fact that proliferation of ideas in the same space improves creativity.

The support structures for the development of the business idea and development are non-financial support forms offered by incubators and accelerators. They offer logistics and/or training services, assistance in business plan development, specialist consultancy, networking, with the aim of supporting companies during the start-up phase and entry into the market.

Taking into considerations the lesson learnt from the study visits during which incubators and co-working spaces have been visited and appreciated, and the fact that the potential inside the CCI system is enormous but needs to be 'managed' and 'funnelled', the sub-action envisaged is that of enhancing and enriching the incubation services in Basilicata.

Stating from the incubators or hubs visited thanks to the project, namely:

- Friuli inn0vazione in Friuli Venezia Giulia region,
- Polygon and ABC Acceleration in Ljubljana,
- CCI co-working space "Skola6" and LIAA Creative Industries Incubator in Riga,
- Co-working space "La Tierra" in Pamplona,
- HUB7 in Sibiu and
- TODOS in Lisbon

we came to the conclusion that Basilicata does not need a 'huge' physical space, considering the small territory and the number of inhabitants, but the ecosystem needs a kind of more flexible structure: a *hub* composed of virtual and physical spaces in which individuals or micro/small companies can be welcomed and hosted trying to start fertilization of ideas and trying to better interconnect the two provinces/territories of Potenza and Matera with the system of research and innovation. One of the critical points underlined in Phase 1 concerning the entrepreneurial ecosystem is the 'lack of a coherent and systemic approach to let the best ideas and businesses grow up quickly.'

Furthermore, the peer review emphasized that *'It is recommended for Basilicata Region to create specific support rules and incubation calls for CCI companies (...considering that T3 Innovation works together with UNIBAS, Basilicata Region, Sviluppo Basilicata, local and international business organizations and provides services of technology*

transfer, incubation, business and innovation consultation, etc)'.

And also the reviewers suggested to boost '*Development and support of incubators and co-working space to foster collaboration and partnerships between companies of different CCIs and other organizations*'.

We were most inspired by spaces like Abc, Polygon and Todos.

ABC is a private acceleration group dedicated to entrepreneurs from all over the world. ABC accelerates multiple generations of start-ups every year. It sources start-ups through a global network of institutions such as incubators, universities, and co-working spaces, and brings them towards its network of investors and corporations. Their main uniqueness is that they want to disrupt physical accelerators around the world with the unique Virtual Accelerator Platform accessible anytime, anywhere, to anyone.

Poligon is the first Slovenian creative center, based in Ljubljana in a former tobacco factory. It operates as an autonomous, bottom-up, coworking platform for non-profit and for-profit project development with an agenda to empower the rising number of self-employed working in the fields of creative industries, social entrepreneurship and culture. Since it was opened in February 2014, it has become the most important Slovenian creative hub offering its members and visitors a creative working environment as well as a rich program of various events, lectures and workshops. So far there have been over 650 events that attracted more than 35.000 visitors.

Poligon's biggest asset is the multidisciplinary community of over 200 international members, coming from over 15 countries and working in the fields of graphic and industrial design, programming, architecture, engineering, media, music and video production, non-governmental sector and culture. Poligon is closely collaborating with other similar institutions around Europe with a special focus on Balkan countries and countries from Eastern Europe. Most collaborations are based on exchange of know-how and residency programs.

Todos is a creative hub and service provider in the areas of film, photography, design, art, music and communication. They have multidisciplinary people and companies that provide content creation and production for visual media. They cross different creative views and provide integrated services under the same roof. They propose a "new business model": integrated services for brands, service, creative industry, through multiple and muscled know-how based on a fundamental principle of constantly crossing creative views.

Sub-action THE INCHUBATOR SYSTEM PROJECT:

thus, the idea is to have an incubator but with the characteristics of a hub, more flexible and adaptable to the territory with top-class services, as far as consultancy services are concerned, by strengthening the bond among the University of Basilicata,

T3 Innovation, and Sviluppo Basilicata. Three structures characterised by different and complementary know-how and expertise that could offer a 360° service to potential entrepreneurs and companies already established or entering the market.

The main goal of this action is that of stimulating entrepreneurship, above all young one, and the creation of new businesses and jobs.

In order to 'accelerate' entrepreneurial ideas and activities and the subsequent development of business plans, specific support will be provided to *wantpreneurs* from internal or external experts, mentors and tutors.

The INCHUBATOR SYSTEM PROJECT seeks to implement a new business model of the Matera incubator and to launch and consolidate, through the Incubator that will be installed in the premises of the University of Potenza, the collaboration and co-operation among the three structures that conceived and signed the project together with Basilicata Region, that is to say Sviluppo Basilicata, the University of Basilicata and with T3 Innvovation, in order to establish a synergic and favourable ecosystem for entrepreneurs supporting innovation and facilitating the connection with the Research.

Starting from the analysis of the needs of the companies, it was mandatory to rethink and reformulate the service system with the aim of bridging the 'skills gaps' and improving their usability, overall quality, as well as efficiency and effectiveness. To achieve this result, it is essential to activate a synergic system of alliances in the territory that involves, not only the three structures above, but also the other relevant stakeholders such as the Research Centres, trade associations, the companies themselves and the schools, in order to enrich and perfecting the range of services to be provided and, at the same time, creating a fertile environment for business creation.

The idea is that of creating a HUB with these characteristics:

- ♣ a flexible structure,
- ♣ an instrument for disseminating the culture of innovation and creativity,
- ♣ a place where companies explore the possibilities for growth and renewal,
- ♣ a link between research and business, ideas and products, public and private in support of: start-ups, academic and industrial spin-offs, which require targeted spaces and services to grow; already established SMEs that find in the incubator the ideal environment to consolidate their business and increase their competitiveness on the market; professionals, students, researchers and unemployed who want to start a new business; creative people who need the spaces, services and *environment* of the incubator for the realization of an innovative project.

The beneficiaries' ideas and proposals should belong to the 5 RIS3 priority areas:

1. Aerospace
2. Automotive
3. Bio-economy
4. Energy
5. Cultural and creative industry

The Incubator/hub of Matera will be mostly devoted to creative and cultural industry and that of Potenza to the other four areas of specialisation, but this will not be a fixed rule, cross-fertilization between the two physical spaces and among the five areas will be welcomed and supported.

The strategic general objectives identified will be the following:

- ♣ developing a system of incubation of innovative business initiatives, clear and easily accessible, coordinated, effective and efficient, aimed at defined target groups, to be part in a real, active, and profitable supply chain that accompanies and supports the start-ups and innovative SMEs in all the stages of development;
- ♣ supporting a new generation of entrepreneurs, start-ups, new companies with high growth and innovation potential;
- ♣ promoting the regional and national strategy to support the regional productive system, research, technological development and innovation of SMEs;
- ♣ fostering the dissemination / strengthening of business culture and innovation to combat unemployment;
- ♣ encouraging the birth of new innovative and / or high-knowledge companies, paying particular attention to academic and entrepreneurial spin-offs;
- ♣ supporting the direct knowledge/technology transfer between the research system and the business system through specific technology transfer projects in the sectors.

The main idea is that of implementing a support instruments range from consultancy services, cooperation and cluster initiatives, financial support, internationalization and R&I support, education, training and mentoring to measures to raise awareness, events, workshops, conferences to provision of infrastructure (e. g. co-working spaces, incubators).

The project is on-going: the incubator in Potenza will start in Autumn 2018 and that of Matera in 2019.

Players involved

Basilicata Region

Sviluppo Basilicata - T3 innovation - University of Basilicata: direct providers of services, tutoring and support for the business ideas and plans

Research centres: external experts

Entrepreneurs as mentors

Timeframe

2018-2020

Costs

2.5 ml

Funding sources

Fund for Development and Cohesion 2014-2020

ACTION 3: INCREASE THE GOVERNANCE OF THE CCI SMES

The background

The Regional Strategy for Innovation and Smart Specialization 2014-2020 of the Basilicata region puts a focus on support instruments for the development of research, start-up, implementation of financial instruments, fostering networking and clustering, development of cooperation between business and university, research institutions, incubation and improvement of skills and knowledge of SMEs' employees.

The first goal envisaged in the Crehub Roadmap for Basilicata was '*Strengthening governance, enhancing the role of the CCI operators (public and private) in the planning of actions*'. From the Analysis of the State of the Art and Swot and also thanks to the on-going open debate with the stakeholders, it emerged that CCI companies need to 'stay together' to acquire more critical mass and become more visible on the market and that they need a stimulus for the establishment of a group of formalised actors.

In order to raise awareness on the importance of CCI ecosystem with a clear definition of the Cluster governance and structure (definition of the legal entity and activities to be carried out for the members and also for the possible spillover effects for the entire productive system), to support the participation of the members in national and international networks and clusters/creation of a Thematic Working Group, and also to stimulate the entrepreneurial ecosystem of the region, promoting and creating synergies in support of entrepreneurship and innovation, a public notice for the support to clusters has been designed.

Sub-Action: Support for the creation and development of the technological clusters of the Basilicata region

The Regional Strategy for Innovation and Smart Specialization 2014-2020 (S3) has defined the strategic framework for the implementation of policy interventions with the aim of encouraging the process of specialization of the production systems, creating stable and continuous relations between the world of research and the regional production system, overcome the fragmentation of the activity of research and development and to promote the participation of the regional system in national and international networks.

For the implementation of its purposes, the Smart Specialisation Strategy has recognized an important role to the technological clusters, defined as a grouping of companies, economic operators and research institutions geographically close to each

other having reached a sufficient scale to develop expertise, services, resources, suppliers and specialized skills.

They have the task of:

- strengthening the regional production system, that of research and innovation (in primis through the transfer and dissemination of results and good practices), thus favouring the network economies and the synergies among the operators;
- interacting with the Basilicata Region to define the strategic agenda of the areas of specialization in which they operate formulating proposals and addresses for the definition of the thematic and technological areas to which the implementation tools should be oriented as well as proposals for the revision of the same specialization strategy.

The notice intends to promote the creation of a regional innovation system through support to the creation and / or development of n. 1 regional technology cluster for each of the areas of specialization identified in the RIS 3: Aerospace, Automotive, Bioeconomics, Energy, Cultural and Creative Industry.

The Potential beneficiaries of this notice will be regional technological clusters operating in one of the 5 areas of specialization already established at the date of submission of the application, which are configured as subjects organized in a network with legal personality (consortium, consortium company, foundation, recognized association).

Eligible operations are:

- A) activity plan for the development, animation and promotion of the cluster;
- B) industrial research projects and / or experimental development.

The financial support that the Region will provide to clusters, in particular, as far as CCIs are concerned, to **Basilicata Creativa** (that is thee cluster that will aggregate the CCI economic world) will reinforce the visibility of the CCI companies participating in.

The cluster will become a point of reference for start-up companies, professionals who risk being excluded from support opportunities through community funds, for all the cultural enterprises of the territory interested in starting a project.

The main goals will be:

- ✓ to compact and give voice to the several and different micro-cosmos of Basilicata cultural and creative enterprises, excessively fragmented helping them in facing the challenges of the future: sharing economy, market, innovation, internationalization, transnational mobility, cross-innovation;
- ✓ to structure a systematic and systemic interaction with policy makers at regional, national, and European level;

- ✓ to let cultural and creative enterprises enter the strategic policies and unlock the enormous economic potential of the sector.

Players involved

Regional Government (Managing Authority of OP + Department of Development Policies, Labor, Training and Research 1)

Entrepreneurial Associations (Confindustria, Confapi etc.), IBAM CNR, the University of Basilicata, SMES, Professionals

Timeframe

2018-2020

Costs

€14,000,000.00

Funding sources

Action 1B.1.2.1 'System actions to support the participation of actors in the territories in concertation platforms and national networks of technological specialization, such as national technological clusters and financial projects with other European research programs, and innovation' - OP ERDF Basilicata 2014-2020.

Date: 11/03/2019

Signature:

Antonio Bernardo

Antonio Bernardo

Stamp of the organisation (if available):

