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Action Plan Metropolitan city of Bologna

Action Plan for the Metropolitan city of Bologna

Summary

Part I: General information	3
1. Introduction	3
2. Methodology	4
3. Structure	4
Part II: Policy context	5
1. Policy context of the Action	5
2. Improvement needs	10
Part III: Details of the actions envisaged	14
1. Goal.....	14
2. Key Outputs & Target.....	14
3. Lessons incorporated thanks to Relos3	14
4. Preparation activities	17
5. Detailed description of the action	22
6. Stakeholders involved	23
7. Timeframe.....	24
8. Indicative costs and funding sources.....	24
9. Monitoring	25

Part I: General information

Project: RELOS3 - From Regional to Local: Successful deployment of the Smart Specialization Strategies

Partner organisation	Metropolitan City of Bologna
Other partner organizations involved	Not applicable
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1. Introduction

Relos3 is a 5-years interregional cooperation project launched in January 2017, focusing on the implementation of Smart Specialization Strategies (S3) in a local context, involving local authorities, innovation actors, businesses and citizens associations. The local context is often overlooked, however it is crucial to involve this level in the innovation strategies.

Relos3 is a unique opportunity to develop and contrast local S3, contributing to improve policies, through learning exchange according to the following themes:

- alignment of local economic development strategies to S3 strategies;
- the participation of private sector in territorial innovation operations;
- promotion of cooperation between EU regions with similar or complementary smart specialisations;
- sustainability of Quadruple Helix Collaboration (Industry, R+D and Academy, public administration and citizens) beyond S3.

The difficulties in **reflecting a wide-range strategy into concrete actions** represents the main challenge that local authorities have to deal with, especially in consideration of the **number of different regulations pertaining to different levels of government**.

2. Methodology

Considering the complexities implied in this challenge, the Metropolitan City of Bologna implemented a *selection path* to find specific areas of intervention, relevant for the **the Metropolitan City's competences and priorities, aligned with the Regional Smart Specialization Strategy and inspired by the Interregional learning of RELOS3 project.**

The steps taken by the Metropolitan City, summarizing the **methodology**, were the following:

- a) Analyzed the regulatory references and the division of competences in terms of S3 implementation.
- b) Identified matches between different levels of regulations.
- c) Highlighted areas of intervention which both pertained to the Regional S3 and Metropolitan City's priorities.
- d) Identified needs of improvement within areas sub. c).
- e) Selected needs of improvement on the basis of RELOS3's Interregional learning.
- f) Identified actions inspired by Interregional learning, coherent with Metropolitan City's needs of improvement and the Regional S3.

3. Structure

The present action plan is structured as it follows:

Part I: General information, where the RELOS3 project is presented in its key elements.

Part II: Policy context, where are first explained the different policy levels and competences which the Metropolitan City of Bologna has to interact with (sub 2.1), and subsequently the identified needs of improvement within its area of influence are underlined (sub 2.2).

Part III: Action envisaged, where are highlighted (respectively for each sub-paragraph) the relevant elements of RELOS3 which gave the inputs for the construction of the Action (sub 3.3), the scheme, the structure and the motivation of the action (sub 3.4,-3.5), the stakeholders involved, timeframes and other action details (sub 3.6 ss.).

Part II: Policy context

The action plan aims to impact:

- ✓ Other regional development policy instrument

Policy instrument addressed: Metropolitan Strategic Plan (PSM) 2.0

Is the partner organisation responsible for these policy instrument? Yes

The RELOS3 concept had to be declined taking into account the specificities of the Metropolitan City of Bologna. In particular we considered two key aspects: the variety of legislation and, consequently, the room for manoeuvre of the institution. This was necessary to understand which actions can be concretely implemented (and not only supported) by the Metropolitan City. In fact, for the Metropolitan City of Bologna, one of the main (and sometimes, most challenging) aspects to favour the deployment of a Regional S3 at a local level is the detection of a concrete and adequate area of intervention. In other words, **in a SWOT analysis** for an implementation action, **the fragmented policy context often represents a weakness to be overcome**.

The RELOS3 project helped to identify two specific areas of intervention, which both satisfied Metropolitan City's competences and the coherence between the different priorities and responsibilities among different levels of governance: **Innovative social companies and cultural and creative industries**¹.

Following the *selection path* described in paragraph 1.2, in this paragraph the main legislation regarding references and the **division of competences are presented**; starting from this, the **needs of improvement are identified and selected** with regard to the ones which are inside PSM's area of influence *and* related to the Regional S3.

1. Policy context of the Action

The National delegation of competences to the Metropolitan Cities (L. 56/2014)

According to the **National law L. 56/2014** (so-called "Delrio law"²): «*The first fundamental function of the Metropolitan Cities is the adoption and yearly updating of a three-year Strategic Plan for the*

¹ Defined coherently with *Orange Economy* approaches, indicated in the regional abstract paper *Orange economy in Emilia Romagna* from ERVET (Emilia-Romagna Territory's Economic Development public society). Full text (in Italian) available at the institutional site: http://www.ervet.it/wp-content/uploads/2013/09/Abstract_Economia-Arancione_completo.pdf

² Full text (in Italian) available at the institutional site: <https://www.normattiva.it/urires/N2Ls?urn:nir:stato:legge:2014-04-07;56!vig=>

metropolitan area, which constitutes an act of address for the body and for the exercise of the functions of the Municipalities and Municipal Unions within the area, even with respect to the exercise of delegated or assigned functions by the Regions³».

While the law makes explicit reference to the functions attributed to the Region, it also recognises the role of the Metropolitan City in terms of Economic development: «[...] the following fundamental actions are assigned to the Metropolitan Cities: [...] e) promotion and coordination of the Economic and Social development, also **assuring sustain and support to the economic and research innovation activities coherent with the vocation of the Metropolitan City as delineated in the Strategic Plan of the Territory indicated in letter A⁴»**

Therefore, it is evident how an action regarding the Metropolitan Strategic Plan could have not ignored both National and Regional legislation and, in particular, the Regional S3 Strategy.

The Metropolitan Strategic plan is the policy instrument addressed within the Relos3 project.

The Regional Law 13/2015 and the General Framework Agreement

In Emilia-Romagna, the necessary coordination among National, Regional and local levels of governance is stated by **Regional Law 13/2015⁵**, which implements the legal provisions of L. 56/2014 and attributes further functions to the Metropolitan City. The article 5 refers to the **General Framework Agreement⁶** between the Metropolitan City of Bologna and Emilia Romagna region to better define responsibilities and competences. This Framework Agreement was signed in July 2015 and states that:

«The Region and the Metropolitan City Share the need to define policies of economic development to exert on the Metropolitan territory in the following areas of primary interest:

[...]

*b) [...] the **valorisation of new entrepreneurship**, the transformation of supply chain's processes through **shared strategies among the Region, the institutions of the Metropolitan territory and the most representative economic and social forces** [...].*

*c) the Metropolitan City plays a role of **promotion and orientation of investment choices on its territory enhancing, in this context, inter-sectoral logics and infra-structural, energetic and***

³ Law 56/2014, Art. 1, com. 44, lect. a

⁴ Law 56/2014, Art. 1, com. 44, lect. e

⁵ Full text (in Italian) available at the institutional site: https://demetra.regione.emilia-romagna.it/al/articolo?urn=er:assemblealegislativa:legge:2015;13&dl_t=text/xml&dl_a=y&dl_id=10&pr=idx;0;artic;1;articparziale_0&ev=1

⁶ Full text (in Italian) available at the institutional site: https://www.cittametropolitana.bo.it/portale/Engine/RAServeFile.php/f/Provincia_oggi/Intesa_Rer_definitiva.pdf

facilities' qualification of productive areas;

[...]

e) Support for initiatives aimed to attract new productive investments, as defined in the Regional Smart Specialization Strategy (S3)⁷»

Then, the General Framework Agreement highlights the coexistence of a link with the Regional S3 and, at the same time, an area of independence in favour of the Metropolitan City (and consequently in favour of the PSM). Therefore, it is fundamental to **find an area of intervention that not only lies within PSM's range, but which also refers to the Regional S3**. The linkage between the PSM and the Regional S3 strategy is crucial for the local implementation of the S3 strategies because, on one hand, the Regional strategy represents *one of the different* foundations and strategic references for PSM; on the other hand, PSM's actions contribute to the achievement of the Strategic priorities (listed in the next sub-paragraph).

The Action Plan's areas of intervention had to satisfy these relations, both the *bottom-up* and the *top-down* one. It was therefore necessary to list and select the elements that responded to these requests, starting from the Regional S3 and finding matches with the PSM.

The Regional S3 Strategy

At a regional level, the S3 strategy^{8 9} identifies **5 major production areas** for regional innovation policies to focus on: 3 of them - agro-food, mechatronic and motoring, buildings - represent the current pillars of the regional economy, the other 2 - health and well-being, **culture and creativity** - they are **instead productive sectors with high potential for expansion and change also for other components of the production system**. The strategy thus identifies the main technological and organizational factors that need to be addressed to ensure competitiveness and growth to the production system, key innovation drivers based on new growth paths, also linked to the development of high intensity services of knowledge.

Strategic priorities individuated by the Region are¹⁰:

«1. Reinforcing leadership in the largest consolidated clusters of the region, in order to increase

7 General Framework agreement between Emilia Romagna Region and Metropolitan City of Bologna, art. 5

8 Brief description of the priorities and peer review process available at the institutional site:

<https://s3platform.jrc.ec.europa.eu/regions/ITH5/tags/ITH5>.

9 Full text of the strategy (in Italian) available at the institutional site:

https://s3platform.jrc.ec.europa.eu/documents/20182/225192/IT_Emilια-Romagna_RIS3_Final.pdf/709ccb97-f34a-4cb8-bacf-c9b535b6f356

10 List taken from the Regional Innovation Monitor, from the European Commission institutional site:

<https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/base-profile/emilia-romagna-0>.

Bold added to specify the relevant aspects for Bologna's Action Plan and facilitate the reading of this document

their competitiveness on the global market and maintain the relevant direct and indirect employment:

- a. Mechatronic and Automotive,*
- b. Agri-food,*
- c. Construction.*

2. Accelerating growth of new clusters with high growth potential and capacity of generating highly qualified employment:

- a. Health and Wellness industries,*
- b. Cultural and Creative industries.**

3. Orienting innovation processes towards the main drivers of change:

- a. Sustainable development.*
- b. Information society,*
- c. Quality of people life.**

4. Promoting service innovation, both for increasing competitiveness of the service industries, and for “servitization” of manufacturing industries and other traditional service industries, basically through advanced logistics, software and other knowledge intensive services.»

As it is evident from the priorities, **the Regional S3 identifies different actions for different areas of intervention.** Starting from these premises, the process of selection identified the matches with PSM and (subsequently) RELOS3’s Interregional learning (Par. 3).

The Bologna Metropolitan Strategic Plan (PSM)¹¹

The PSM is made on the attribution of competences of National law 56/2014 (par. 2.1.a), Regional law 13/2015 (par. 2.1.b), with respect to the priorities of Regional S3 (par. 2.1.c).

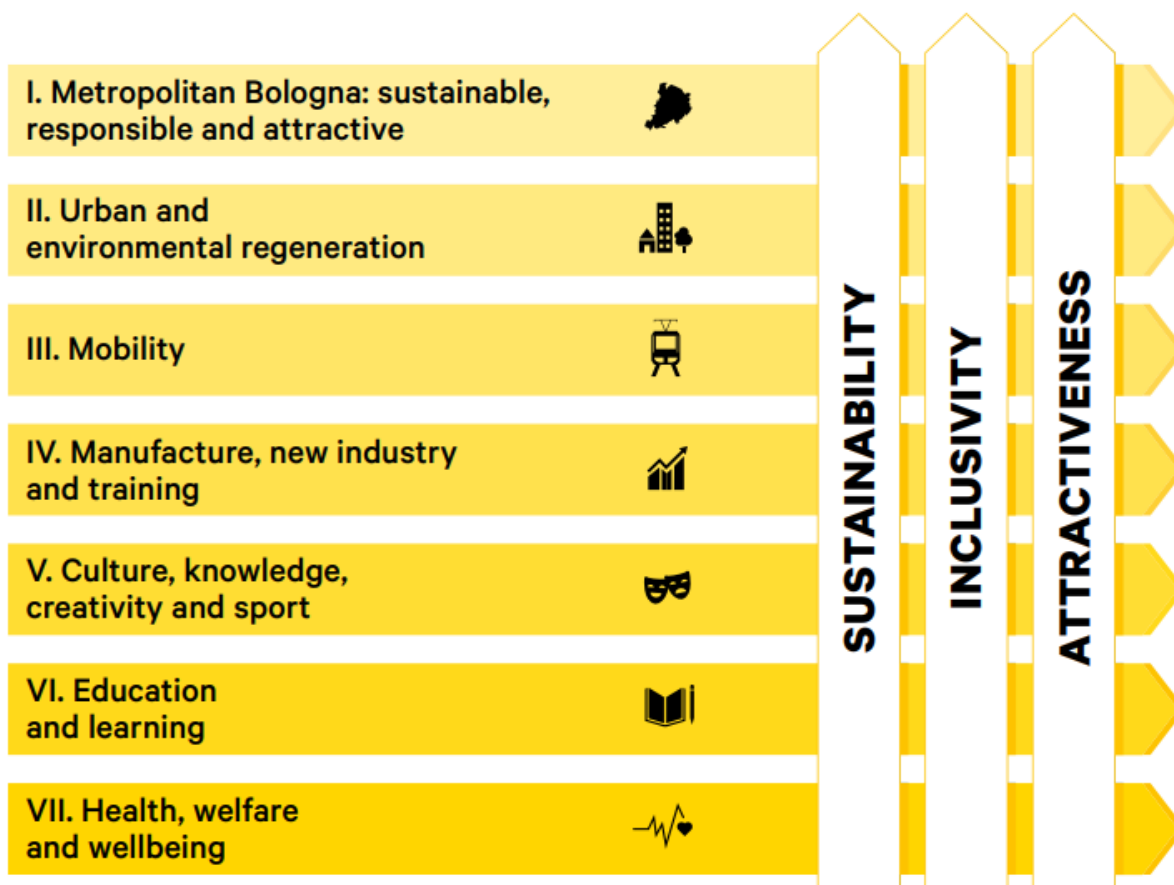
The current version (2.0) has the period 2018-2020 as a reference and is yearly updated by the same Metropolitan city¹². It currently focuses on 7 fundamental principles, shown in the figure¹³ below.

11 Institutional PSM site: <http://psm.bologna.it/>

12 PSM information document (English version) available at:

http://psm.bologna.it/Engine/RAServeFile.php/f/documenti/PagineSingole_EN_PSM_ExecutiveSummary.pdf

13 *Ibidem*, p. 7



1. Principles of the Bologna Metropolitan Strategic Plan

The document is built in a collaborative and participative way, involving all the stakeholders through a listening phase in order to produce a preliminary document. Subsequently, the preliminary document is enriched by contributions and observations by an Advisory board (composed by 5 representatives of the University of Bologna), the Council of Development (composed of representatives of 43 economic and social trade associations) and a Subsidiaries Group (composed of 12 investee companies from the metropolitan city)¹⁴.

In consideration of its participative construction, and in addition to the relevance for the implementation part, it is important to underline how **RELOS3 influence** was relevant also *before* the action planning; in fact, **the knowledge and the competences acquired during Phase 1 were directly used to influence PSM's drafting (March 2017), its consulting phase (Nov. - Dec. 2017) and its approval; furthermore, the information gained were capable to also generate indirect impact**, and in particular:

¹⁴ MPS's construction path (Italian version): <http://psm.bologna.it/percorso>.

Abstract of MPS's construction path (English version): <http://psm.bologna.it/Engine/RAServeFile.php/f/Abstract-eng.pdf>

- The local **PSM team and local stakeholders increased their capacities** and continue to do so. The knowledge on the S3 opportunities at local level has been improved (as periodically monitored in increased capacity surveys).
- Relos3 project influenced the policy change through a **governance improvement**, thanks to the learning exchange process with project partners, and the close collaboration both with PSM office and local stakeholders to define this local Action Plan. The relationship and collaboration among institutional bodies, the University, businesses and citizens has been improved, and the co-creation and co-planning process has been reinforced.
- Good practices' transferring activities within RELOS3 led to the development of a **new project** that will aim to strengthen the link between creative and cultural industries and social entrepreneurship, improving their competitiveness through **targeted and integrated support actions, coherently with the aim of enhancement of inter-sectoral logics** expressed in the General Framework agreement.

These aspects led to identify which chapters of the PSM are strictly identifiable as a direct application of the Regional S3 Strategy at a local level. In consideration of the fact that Emilia-Romagna's S3 indicates as a priority the acceleration of cultural and creative industries (see bold in par. 2.1.c), the key reference chapter of PSM for the selection path is sectorial policy number 4: **Manufacturing, new industry and education as development engine.** In particular, the focus led to 2 specific actions:

- **4.B) Promotion of new enterprises and their development.** The key factor is to create a favourable environment for the creation of new "industrial ecosystems", contamination between traditional and creative industry, and innovation in supply chain and entrepreneurship. The aim is to provide new methods of involvement and interaction among institutions, academia, companies and citizens.
- **4.E) Education and training as a leverage for development.** It seeks to make Bologna a Start-up Valley by stimulating the development of innovative sectors with high potential for growth and employment absorption, specifically through a) the increase of new businesses' birth based on innovative research projects and b) the reduction of unemployment to the pre-crisis level.

2. Improvement needs

The aforementioned analysis led to identify the specific areas of intervention: Chapters 4.B and 4.E; within these areas, RELOS3 project was exploited to find the needs of improvement of PSM. In this paragraph is highlighted Action's relevance for PSM, while Action's relevance for RELOS3

project is highlighted in par. 3.3.

According to the latest data from the Chamber of Commerce of Bologna, the Metropolitan City of Bologna maintained approximately the same number of companies in 2019¹⁵. Instead, the number of innovative companies and innovative Start-ups¹⁶ greatly increased during RELOS3's reference period: + 17,2%¹⁷ on the territory, placing Bologna in second place among all Metropolitan Cities in terms of percentage of innovative Start-ups (3,7 over 1000 companies¹⁸).

Improvement need 1. Despite these numbers, when the focus goes on innovative social companies, it becomes evident their small share in percentage terms: in fact, they represent only 1,9% of the total¹⁹, below the National average of 2.1%. Social policies and innovation policies are both a primary interest in the Metropolitan area and specific support measures are already in place. However, a further improvement is needed; in particular we need to build a **stronger collaboration among the different actors** and boost:

- a) the orientation towards **social innovation** (also declined in S3);
- b) private sector's clustering;
- c) dissemination of relevant information (funding, support, compliance etc.) among potential entrepreneurs and already active social start-ups.

Improvement need 2. Observing Youth Entrepreneurship Index (defined as the quote of companies led by 35-years-old entrepreneurs on the total number of companies) for Metropolitan City of Bologna, emerges how the territory is facing a flexion of youth entrepreneurship²⁰ (in line with the National trend): -3,6% in relative terms, with a decrease of Youth entrepreneurship Index at 7,2% (slightly below Regional average); among Metropolitan Cities, Bologna has the lowest youth entrepreneurship index. Cultural and creative industries sector, which is the one which both the Regional S3 and the PSM aim to boost, is in line with this trend, even if with better results: - 2,6% in relative terms and Youth entrepreneurship index at 8,3%²¹. It is necessary increase awareness to these aspects especially because, if the average life of cultural and creative

15 Source: Chamber of Commerce of Bologna. Full report available at the institutional site:

<https://www.bo.camcom.gov.it/sites/default/files/statistica-e-studi/impres-totale/MovimpresAnno19.pdf>

16 Where with the word "innovative" are identified a specific category of company with specific requirements in terms of innovation, technology and forward-looking businesses

17 Source: Chamber of Commerce of Bologna, report on innovative start-ups, p 14. Full report available at the institutional site:

https://www.bo.camcom.gov.it/sites/default/files/statistica-e-studi/startup/STARTUP_BO2019.pdf

18 *Ibidem*, p. 16

19 *Ibidem*, p. 42

20 Source: Chamber of Commerce of Bologna, report on innovative start-ups, pp. 11, 16, 17. Full report available at the institutional site: <https://www.bo.camcom.gov.it/sites/default/files/statistica-e-studi/imp-giovanili/GiovaniliBO2018.pdf>

21 *Ibidem*, pp. 24-27

industries remains high (more than 12 years²²), this contraction implies the reduction of companies' turnover. The improvement need is found in the lack of a specific provision to invert the negative trend referred to companies' "generational change". Therefore, is necessary to **sustain the birth of new enterprises** through:

- a) the **canalization of artistic and creative projects into entrepreneurial concepts**;
- b) sustain this canalization through providing adequate tools to set an innovative, socially desirable and financially sustainable entrepreneurial project.

Improvement need 3. Another relevant aspect in the ambit of innovative start-ups is the contraction of smaller companies in terms of equity: - 10% for companies with less of 5000 Euros and -11% for companies between 5000 and 10000 Euro of equity. This contraction is not synonymous of closure, but of absorption from (or fusion with) other companies, which is coherent with the increase of bigger innovative companies: +19,2% from 10.000 to 50.000 Eur; + 20% from 50.000 to 100.000 Eur; + 7,1% from 100.000 to 250.000 Eur²³; similar data is available for innovative startup in terms of employees. This argument is supported by the maintaining of the same survival rates and average life cycles of Bologna's companies in the reference period²⁴.

Even if the aforementioned numbers are coherent with the concept of "start-up" and reflect startups' dynamic in terms of growth, it is evident how, similarly to creative industries, the turnover and the "generational change" of innovative companies is struggling with a slowdown. It is therefore necessary to:

- a) **accelerate growth of innovation** (both in consolidated clusters and in high potential clusters) through education and training;
- b) stimulate entrepreneurship clustering and **generate company-friendly ecosystems**;
- c) orientate companies **towards intersectoral logics and 4-helix innovation**.

Relevance. In consideration of the improvement needs identified, the present action plan aims to contribute to **PSM strategies and to the affirmation of Bologna as a Start-up Valley, trough interventions direct to facilitate new entrepreneurship projects, providing training and tools to start-up or innovate**. The aim is to **upscale managerial and professional skills and capacities** of CCI and social entrepreneurs, in order to improve their survivability and success.

22 Source: Chamber of Commerce of Bologna, report on companies' life cycle in the Bologna area, p.14. Full report available at the institutional site: <https://www.bo.camcom.gov.it/sites/default/files/statistica-e-studi/impresetotale/VitalmpreseBologna2019.pdf>

23 Source: Chamber of Commerce of Bologna, report on innovative start-ups, p.56
https://www.bo.camcom.gov.it/sites/default/files/statistica-e-studi/startup/STARTUP_BO2019.pdf

24 See note 22

Target sectors. To meet the needs highlighted in the policy instrument and to improve their effectiveness, we have identified two main targets for our action plan:

- **Social Enterprises.** In the logic of the weakness-lesson-task-deliverable-expected transformation sequence, social enterprises are those that in our territory have the greatest need and those with the greatest potential for improvement. Social enterprises are a great resource of the Bologna area, but they need strong support from the institutions, an environment in which to work at their best.
- **CCI Cultural Creative Industries.** They are characterized mainly by the contribution of human resources, innovation and technical-artistic-social skills of operators. The CCI sector is varied but some common features are:
 - ✓ predominance of SMEs, individual firms and professional books;
 - ✓ high rate of technological, non-technological and social innovation;
 - ✓ high knowledge content;
 - ✓ multidisciplinary and variety in application areas.

In addition, most creative professionals have a second level of university education or a second level master's degree, which means a very high level of academic preparation. Training, however, is mainly artistic or linked to educational pathways linked to communication. The CCI needs management, legal and commercial knowledge, together with expertise in fundraising and market access strategies²⁵.

For all these reasons, and given the common needs and the high development potential, we bring together the CCIs within the target group of social enterprises and work with both target groups.

²⁵ Source: Research "[C/C Culture and Creativity– Wealth for Emilia Romagna](#)" (Ervet, 2012)

Part III: Details of the actions envisaged

Action name

Boosting innovation process in Cultural and Creative Industries and social enterprises

1. Goal

With the present Action Plan, the Metropolitan city of Bologna intends to support entrepreneurship and innovation process, focusing on two priority target sectors:

- A. Social entrepreneurs,
- B. Cultural and Creative Industries.

The main results expected are:

- growth of innovative companies' birth
- upscale managerial and professional skills and capacities of CCI and social entrepreneurs
- improve survivability and success of CCI and social entrepreneurs.

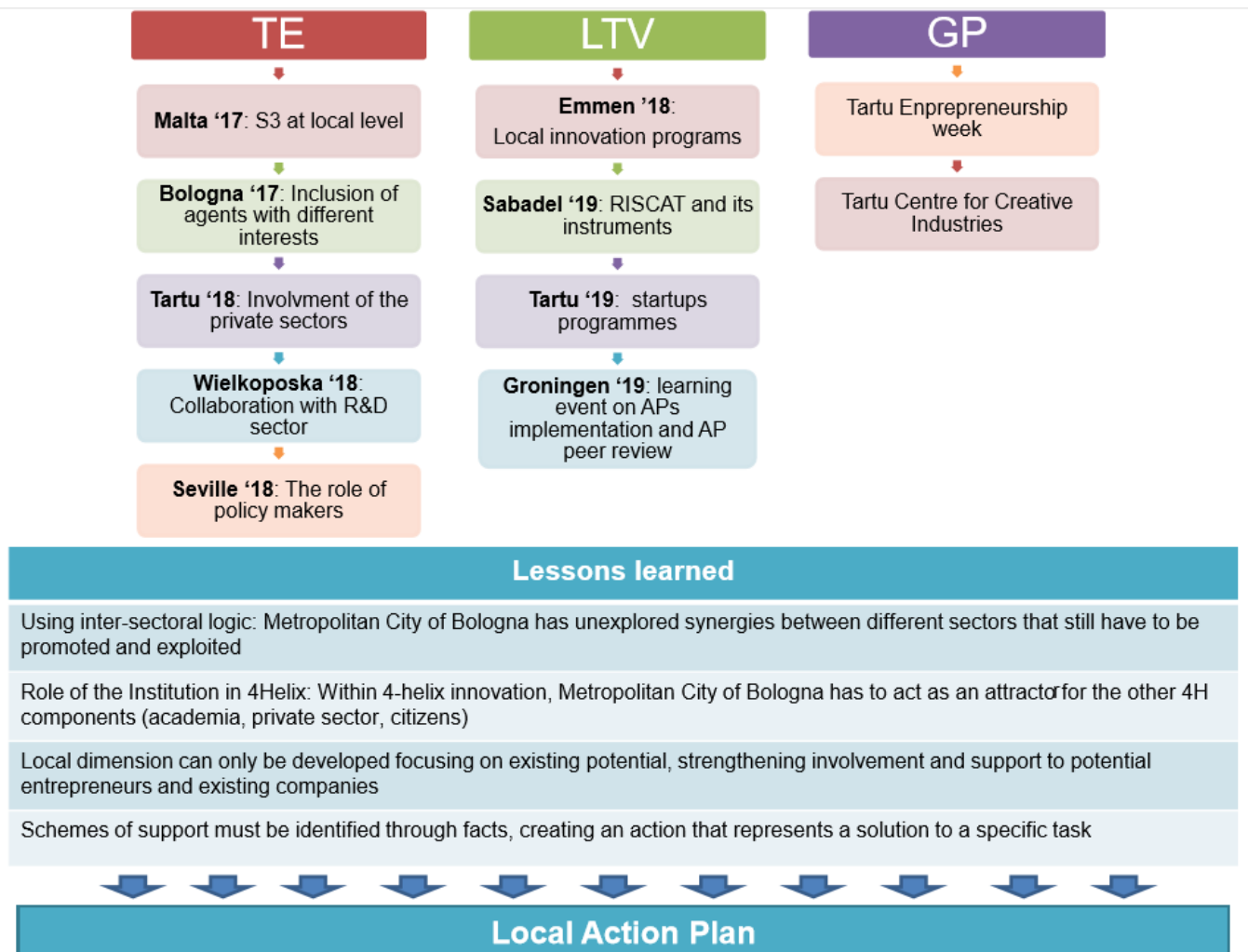
2. Key Outputs & Target

Sector to innovate	Outputs	Targets
A. Social enterprises B. Cultural and Creative Industries	<ul style="list-style-type: none"> • Coaching and acceleration tools • Workshops / events 	<ul style="list-style-type: none"> • social entrepreneurs ; • cultural and creative industries; • aspiring new entrepreneurs; • artists and students; • interest groups including NGOs.

3. Lessons incorporated thanks to Relos3

During Phase 1 of the project we had the chance to learn from various good practices and collect stimulus to improve our local policies. During the several interregional learning events of the

project, we developed a shared knowledge regarding several critical issues. The figure below shows the different events taken in place and the long term visits in which we participated, involving also local stakeholders linked with the main issues discussed:



1. RELOS3 inspirations for Bologna Local Action Plan

One of the inspiration ideas for this action plan was born during the third Thematic Event of the RELOS3 project that took place in Tartu (EE) during the days 21st and 22nd November 2017. In this occasion, "[Tartu Centre for Creative Industries](#)" was presented by its own Manager. The Tartu Centre for Creative Industries is a centre created with the goal to promote entrepreneurship among young creative people as a way to generate new economic opportunities for them in the City; it offers services as consulting, mentoring, networking and training for young entrepreneurs that have trouble in transforming their ideas into business and that do not find incentives to make it grow. One of the staff tasks is to promote networking among "people with ideas and people

with business skills”.

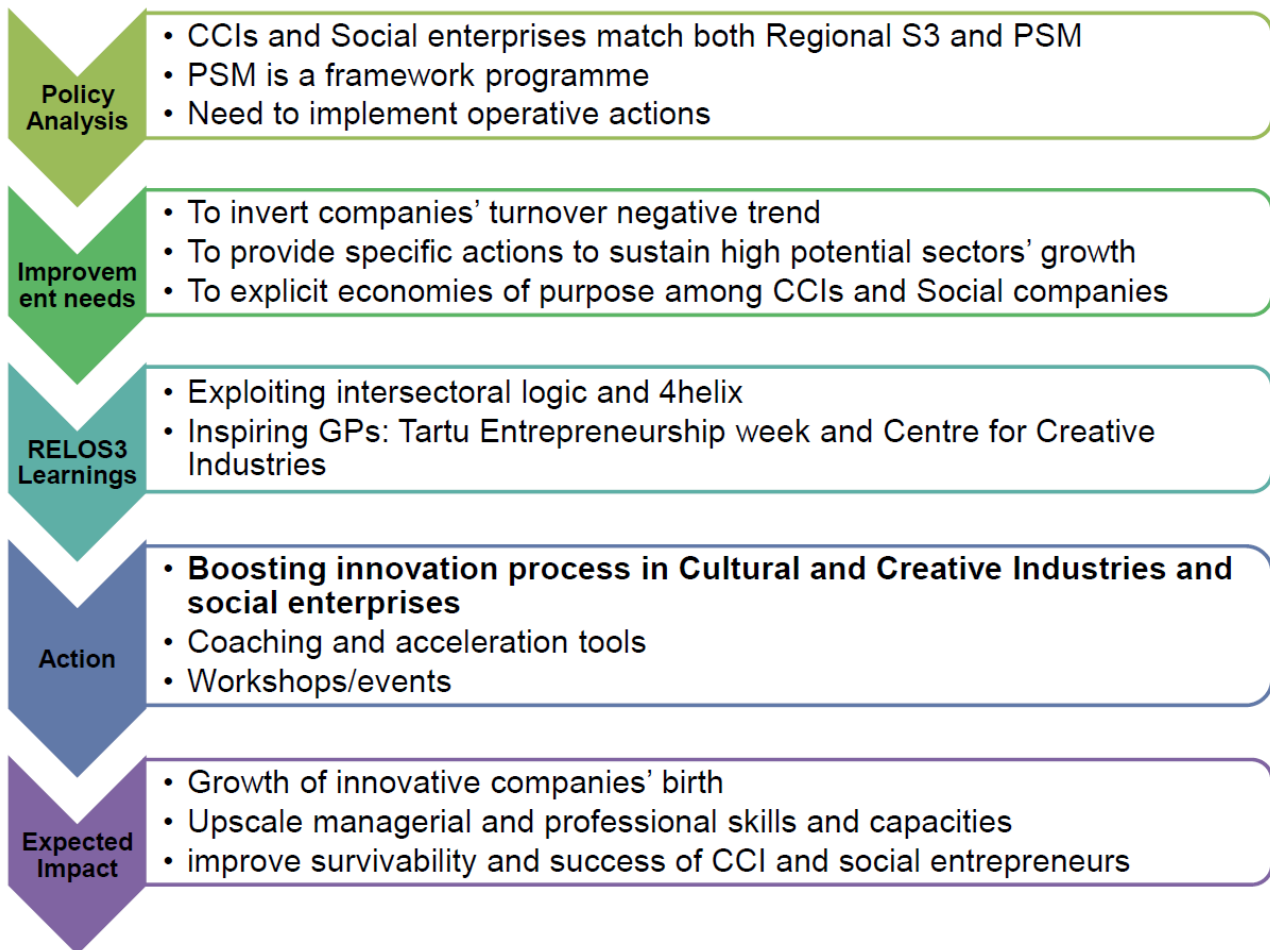
On the basis of this idea, Metropolitan city of Bologna considered the option and identified the potential of offering a similar service to social entrepreneurs. According to the final publication of the Relos3 project “Smart specialisation: reappraising the local dimension”²⁶, policy learning has been used to consider the transfer of some of the solutions in a different context, such as «visions, ideas, strategies that may be source of inspiration for the same or different policies and help to consider or re-consider the policy objectives».

Still according to the research, the transfer of a good practice may concern «specific aspects and technicalities of policies and institutions that may be assimilated into the other policies through hybridization». In this way metropolitan city of Bologna was inspired by Tartu’s (EE) good practice “[Tartu Entrepreneurship Week](#)”, a big event with a strong organisation that aims to develop people’s business sense and a favourable attitude towards entrepreneurship, as well as to inspire entrepreneurs with growth potential to take more action. Everyone – students, entrepreneurs, companies – is welcome to attend the various and numerous events taking place during the week Tartu Entrepreneurship Week.

Following this model, Metropolitan city of Bologna considered that the social and cultural and creative sectors in Bologna need to find opportunities to build strong relationships with all the actors in the metropolitan area. Furthermore, it has to deepen relations with different industrial sectors, to both build new market-attractive services and improve our society in terms of economic, environmental and social sustainability. To do this we need strong skills and a solid foundation of training.

The planned actions, in relation to the Metropolitan’s needs and to Relos3 inspiration, are designed following the logic presented below:

²⁶ Edited by Nicola Bellini, Marino Cavallo, Giulia Lazzeri, published by FrancoAngeli, Copyright 2019 by RELOS3 project.



2. Logic of the action implementation

4. Preparation activities

Metropolitan city of Bologna started the action implementation in 2019, during the draft of this action plan, in order to do a preliminary assessment and prior evaluation of envisaged actions.

From July to December 2019, in order to map the current situation and potentials of social enterprises in Emilia-Romagna region, Metropolitan city of Bologna implemented the following actions:

1. Preparation of a **database** of social and creative-cultural enterprises (including both SEs and CCIs), selected on a preliminary list of identified criteria and characteristics as: kind of activities, social mission/strategy, social and environmental positive impact, societal and environmental responsibility, innovative business model, social innovation. Other considered

criteria, in order to have a varied and more representative list, have been the organization's dimension (micro, medium and wider).

Currently the two fields of the database consist of more than 30 social enterprises and as many companies operating in the creative, cultural, artistic and social field (mapped thanks to the collaboration of the University of Bologna in this preparation activity), and include the most representative associations and support organizations of the Social Enterprise category (comprising CCIs). A core group of these are part of our stakeholder group and will be involved in subsequent activities. Regarding this, it is also intended to consider the subjects in the database as a "third party" contribution in the good practices adapt and transfer process²⁷, in a 4Helix model to involvement of those who are not usually involved in decision-making.

2. Identification of **social entrepreneurs' needs**, gaps and development barriers of social entrepreneurship. This research was carried out together with the University of Bologna, involving social enterprises identified with the database in providing input information through a survey. With the survey we asked them some important aspects to know in order to build a support coaching service. Some of the questions were:
 - legislation governing the social business and legal Incentives for social business granted by national law;
 - access to finance and funding of social entrepreneurship;
 - needs expressed by social entrepreneurs;
 - capacity gaps identified (in terms of knowledge, skills, access to finance, public awareness);
 - negative effect on development (the common obstacles that social businesses encounter and what de-motivates social business to prosecute in business).

The results of this research are reported on the following **SWOT analysis of existing situation of Social Entrepreneurs in Emilia Romagna region**:

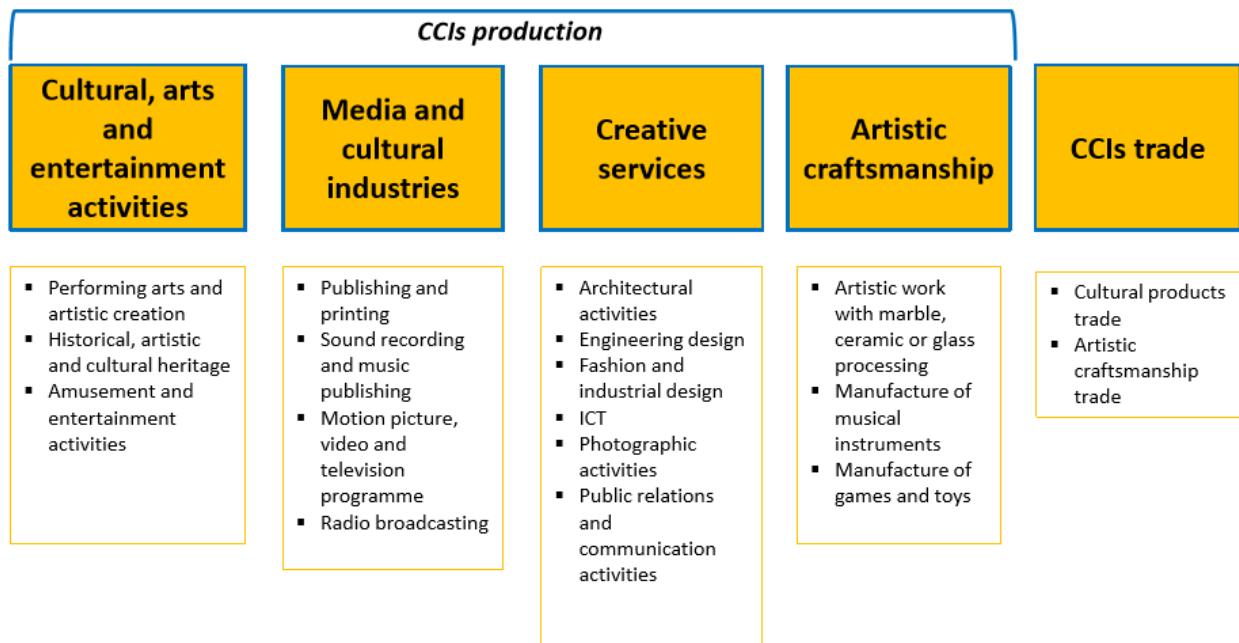
²⁷ In other words, according to the final book "Smart specialisation: reappraising the local dimension" (see above) «the use of learned results present several critical aspects» including «an underestimation of the weight of contextual variables, which are often the result of unique institutions and modes of social and cultural interaction, that are historically and geographically determined and not reproducible in other contexts. Getting the essence of the local experience and separating it from the context-specific features requires an often difficult balance between local knowledge and cognitive distance. In other words, this requires that locals are involved but it is difficult to do without a "third party" contribution».

Strengths	Weaknesses
<p>Emilia-Romagna Region has long been engaged in a process of revising the concept of development of integrated instruments aimed at promoting Social Economy in its geographical area.</p> <p>Emilia-Romagna is also a territorial community with high quality social services and a strong presence and tradition of cooperative and social economy.</p> <p>Density of entrepreneurs and special balance between competition and cooperation.</p> <p>The basis of the Emilia-Romagna industrial model success lays in the way market and non-market forces and communities combine. The model of economic and social development is based on progressive government, social integration, and entrepreneurial success, which led to the stability and efficiency of local policies. The tendency to aggregate interests, create interconnections among different actors and hybridize competences has always been a peculiarity of Emilia-Romagna. In this cluster-oriented approach, universities and research centres play a decisive role in supporting social enterprises by introducing specific courses dedicated to social economy.</p>	<p>Bureaucratic issues: the cost for the management of administrative and fiscal compliance and regulatory adjustments in recent years has greatly increased.</p> <p>Change in culture and practice of public policy institutions its needed towards a more participatory system of governance.</p> <p>Legislative changes in progress: many and recent changes and implementation of the law brought to a transitional lack of clarity with regard to civil and fiscal obligations.</p> <p>Networking opportunities are available at European, national and regional levels but not sufficiently promoted or easy to access.</p>
Opportunities	Threads
<p>Encourage the adoption of hybrid models capable of paying back the investments of the shareholders of such organizations, thus bringing together patient investors and new shareholders who are no longer the workers who have traditionally controlled social enterprises. This orientation was also promoted at national level by the Reform of the Third Sector, which introduced the guarantee of a minimum return for those who invest in social enterprises, including those incorporated as joint-stock companies (art. 3, paragraph 3 of Legislative Decree 112/2017).</p> <p>New networking to cooperate with the Public Administration, universities, research centres and with new stakeholders.</p> <p>Upgrade managerial and project knowledge to increase the quality of the offer and internal skills.</p> <p>Civiness, the role of social economy, heritage and reuse of the land, in Emilia Romagna Region constitute important assets to transform social problems in a positive opportunity for the local economy and community.</p> <p>Legislative changes in progress: the process to a new legislation will hopefully bring to new opportunities.</p>	<p>High dependence on public funds, grants and tenders that are not regularly published → work on emergency based doesn't allow SE to plan a long-term strategic plan.</p> <p>One of the main issues is the capacity to find new forms of financing: projects and activities are always partly uncovered, and the costs are on the cooperative and on the investment of individual workers (in terms of overtime and non-cash productivity).</p> <p>Even if the Reform of the Third Sector is a good opportunity to foster the entrepreneurship dimension of social organizations, the small associations could have difficulties in adapting to this new legal scenario and without being able to scaling up their social business, thus being demotivated to keep on.</p>

Source: study analysis carried out by the Metropolitan City and the University of Bologna, December 2019.

Social enterprise category includes of course CCI from a legal, financial and administrative points of view. Anyway it is possible to detect some essential specific references.

Mapping CCIs: the Emilia-Romagna (standard) Framework²⁸



3. The CCIs framework: the Emilia-Romagna experience. Source: research and publication by Ervet – Emilia-Romagna Region “Orange Economy in Emilia-Romagna. Culture, Creativity, Industry” (2018).

This specific regional setting is slightly more inclusive than the main European reference: the ESS (European Statistical System) net-culture framework (2011-12)²⁹. Basically the mapping has taken into consideration three additional areas of activity:

- ICT services: in fact, these are increasingly more pervasive activities in the whole economy.
- Artistic craftsmanship: these activities still maintain in Emilia-Romagna their economic consistency linked to tradition.
- Commercial distribution/Trade: this approach tries to highlight the dimension of supply chain within the CCIs. In the last decades the systems of the commercial distribution has

²⁸ Source: research and publication by Ervet – Emilia-Romagna Region “Orange Economy in Emilia-Romagna. Culture, Creativity, Industry” (2018).

²⁹ http://ec.europa.eu/assets/eac/culture/library/reports/ess-net-report_en.pdf

grown a lot in terms of employment often to the detriment of manufacturing. It is therefore interesting to observe how this “commercial revolution” has retro-acted on the organization of the productive component, producing phenomena of territorial concentration that modify the traditional structure of these industries.

The research (see note n. 31) to which reference is made shows some positive trends on which the choice of actions is based. In less than ten years the CCI's have assumed a place and a distinct physiognomy among the other main value-chains of the economic system of Emilia-Romagna. At the same time the budget of the regional department for culture has more than doubled.

- Compared to 2008, CCI's total employees grew by 1.8%, more than four times as recorded for the overall E-R economy.
- The growth of CCI's production employees (+ 3.5%) is even more intense.
- From 2015 to 2017 the increase in employees strengthened: + 4.6% for the total CCI's; + 5.0% for the production CCI's.
- Compared to 2008, with regard to production CCI's, employees have been increasing above the sector average (+ 3.5%), in Cultural, arts and entertainment activities (+ 7.7%) and in Creative services (+ 15.7%).
- Compared 2008, with regard to trade CCI's, against a negative change (-10.9%), the number of employees in the Artistic craftsmanship sector increased (+ 6.0%).

The Metropolitan City of Bologna is working together with key local stakeholders to exploit CCI potentials. In particular, during last year we strengthen collaboration with [Clust-ER CREATE](#), and the [DAMSLab](#) and its network.

The Cultural and Creative Clust-ER is an association of public and private bodies that share skills, ideas and resources to support the CCI competitiveness, aiming at multiply innovation opportunities through a collaborative approach. The Cluster counts about 70 members: more than half of the members are SMEs and large companies; the other members are the most important public and private laboratories and research centers, training centers, and other entities like foundations, academies and municipalities particularly active in supporting Cultural and Creative industries. The mission of the cluster is to support the competitiveness of the Creative and Cultural business sectors. It has been funded by the Emilia-Romagna Region; together with the Technopoles and the High Technology Network laboratories, they are one of the key players in the regional innovation ecosystem coordinated by ASTER, the Emilia-Romagna consortium for innovation and technology transfer.

DAMSLab is a laboratory aimed at promoting culture at a urban level. Designed and managed by the Department of Arts of the University of Bologna, DAMSLab's goal is to enhance projects and foster synergies that find in cultural and artistic production and participation the key factor for territorial growth, and a focal point for contemporary and future citizenship. It is open to the territory and brings different areas of knowledge into dialogue. DAMSLab activates and facilitates

synergies and collaborations with other Departments and with the city, its cultural institutions, foundations, businesses, museums and associations, favouring social outcomes in terms of awareness-raising, participation and cultural mobilization of the urban fabric. The activities of DAMSLab aim to facilitate the circulation of cultural and social capital and the development of an idea of active, creative, reflective cultural citizenship, based on discussion and on the construction of a shared sense of belonging to a culturally dynamic, open and cohesive community.

5. Detailed description of the action

In 2020 Metropolitan city of Bologna is going to work, on the basis of preliminary analysis and research explained above, on the following actions implementation:

1. Preparation of **coaching material** including also ICT and communication tools for skills improvement.

The toolbox will be address the following topics:

Social enterprises Coaching materials topics	
Innovation process	Innovation lifecycle principles cooperation in open-innovation systems how to engage local communities and co-create
Fundraising, risk management	New fundraising models managing risk approaches and tools-databases long-term sustainability strategies
ICT and communication tools	Introduction to new ITC communication tools and their use learning from good practices

These materials will mainly address social entrepreneurs. During the implementation phase, the needs and consequently the topics to be explored will be deepened, therefore this is to be considered a first proposal to be verified.

2. The Metropolitan city of Bologna is also going to strengthen 4-helix collaboration, exchanging with CCIs and its regional cluster, tourism and cultural promotion organizations, the University, NGOs and civil society organization. A **workshop** will be organized with the objective to co-develop a SWOT analysis of the local context, highlighting the opportunities and needs of the CCIs in relation to cultural and sustainable tourism.
3. A **dissemination event** will be organized at the end of 2020 at the DAMSLab. This event will focus on the cultural dimension of the cultural approach to regeneration process, and how the arts and culture could affect neighbourhood conditions and community.

In 2021, the Metropolitan city of Bologna will finish the implementation actions working on:

- In the first half of the year, we will work to set-up acceleration materials more targeted to CCI. The specific objective is to support CCI and startups, raising their knowledge, accelerating their capacities and enhancing their involvement in cultural heritage valorisation and in developing new sustainable and experiential tourism models.

The topics addressed will be the following:

Social enterprises Coaching materials topics	
Sustainable and experiential tourism	What is sustainable tourism and which are the objectives Good practices: results and lesson learned Support services, networks and funding opportunities
Marketing Innovation	How to develop new products and new services How to promote them, also through ICT tools

- Realization of 2 **coaching events/workshops** to transfer the information and knowledge using coaching materials previously prepared. This action is imagined as an intensive and highly interactive, experiential workshop where the targeted audience will have the opportunity to use coaching tools and test them on some real case examples.

Workshops are open and will address both social and creative-cultural enterprises, with the aim of promoting the meet and the exchange of potential matching between these two innovative sectors. Events will offer mutual benefits to the participants, thanks to tailored activities that will allow skills exchanges and also common problems identification, trying to bridge them through peer support and cooperation paths.

6. Stakeholders involved

Actions are being and will be implemented by the Metropolitan City of Bologna's Department of Economic development whose main fields of activity are:

- stimulating local economic development by its programming power;
- enforcing and creating networks and synergies between the main local actors;
- encouraging creation of new enterprises;
- promote energy efficiency policies.

Metropolitan city of Bologna has a deep knowledge of the entrepreneurial and innovation system, moreover it has a closed linkage with the main local actors. Public authority has also capacity of addressing mainstreaming and public policies towards innovation, cooperation, sustainable development, attraction of investments and promotion of the territory.

For the implementation of this action, Metropolitan city of Bologna is working and will work closely with the University of Bologna (UNIBO). Other stakeholders involved are:

- Local, regional and national public authorities, regional clusters for S3 implementation and in particular Clust-ER CREATE – the CCIs cluster.
- NGOs, SMEs, business support organizations, associations and social enterprise present on the database.

7. Timeframe

The action will be implemented within August 2021 with focus on preparatory activities (analysis, research on existing situation, needs, gaps) in 2019 and in 2020, and main outputs on 2021.

Activities	2019	2020		2021	
	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
A. Social Enterprises					
1. Preliminary analysis and mapping					
2. Coaching/Acceleration materials preparation					
3. Workshops and events					

8. Indicative costs and funding sources

The Metropolitan City of Bologna will make available its own resources, covering:

- Staff costs: time dedicated by internal staff to the activities.
- Organizational costs for events realization: rooms, materials, speakers involvement, communication costs.

9. Monitoring

The Metropolitan City of Bologna will steadily monitor the implementation of the Action Plan. Every semester check will be carried, in order to ensure compliance with timetable and achievement of set outputs and results. Local stakeholders will be informed about progress reached at least once a year.

Indicator		Target
Output	n. of events organized	4
	n. of tools	2
Result	n. of people participating in events	20 per event
	% of satisfied participants	75,00%

The previous version of the Action Plan was discussed and formally approved by the metropolitan delegates councillors during the formal meeting on the 11th December 2019.

Date: 11th December 2019

Name of the organization: Metropolitan city of Bologna

Approval protocol number: PG 73323.

Virginio Merola

Metropolitan Mayor

Digitally signed