



**CRAFTS CODE** Action Plan for  
Municipality of Florence  
School of Business Sciences and Industrial  
Technologies “Piero Baldesi”  
Resolvo, Italy

CALLforCRAFT - Fast-track mentorship programme to boost  
innovation in craft sector SMEs, in the COVID recovery period



## Contents

Part II – Policy context .....	3
Part III – Details of the actions envisaged .....	7
ACTION 1 – Pilot Action.....	7
1. Action description .....	7
2. The background.....	10
3. Activities & Timing .....	12
4. Players involved .....	14
5. Costs and Funding .....	14
6. Target Amount influenced .....	15
7. Monitoring .....	15
ACTION 2 .....	16
1. Action 2 description .....	16
2. The background.....	19
3. Activities & Timing .....	21
4. Players involved .....	21
5. Costs and Funding .....	21
6. Target Amount to be influenced .....	22
7. Monitoring .....	22
Part IV – Official Signature(s) .....	22

## Part I – General information

Project	CRAFTS CODE
Partner organisation	Municipality of Florence
Other partner organisations involved	P10 – SSATI (for Action 1 - Pilot Action)
Country	Italy
NUTS2 region	IT11
Contact person	Carlotta Viviani
Email address	<a href="mailto:carlotta.viviani@comune.fi.it">carlotta.viviani@comune.fi.it</a>
Phone number	+39 055 261 6083

## Part II – Policy context

### The Action Plan aims to impact:

- ✓ Other regional development policy instrument

### Policy instrument addressed:

- ❖ *Documento Unico di Programmazione – DUP” (Consolidated Programming Document), 2021-2023*

The policy instrument that the Action Plan aims to impact is part of a local policy of the municipality of Florence

The policy instrument addressed by the Municipality of Florence for both Actions is “Documento Unico di Programmazione – DUP” (Consolidated Programming Document), 2021-2023. This is a new policy instrument for the Crafts Code project.

The DUP is the main programming document of municipality of Florence. It is divided into strategies, missions and objectives. The current DUP is approved up to 2023 by the local government and derives from the elected government’s political and strategic priorities.

Within the DUP, Action 1 contributes to Strategic Asset 7 – Economic Development, competitiveness and High Education - Mission 14 - economic development and competitiveness, Strategic Objective

*7.2: Enhance Florence as an excellence in the economy, crafts, research and high-quality "Made in Florence" products. While Action 2 focuses on Specific Objectives of the DUP, as follows: 7.2.05 - Support and develop crafts through direct measures (e.g. development of the Firenze Creativa & Officina Creativa projects at the former Conventino) and indirect (e.g. Unesco Regulations), and 7.2.06: Consolidate the existing quality artisan presence and develop further artisan entrepreneurship.*

This mission can feed directly into the operational objective to protect and support the development of the artistic and traditional crafts sector through direct and indirect measures.

On one side, the document highlights the importance of establishing an effective training system for the transmission of knowledge and integration between technological and traditional knowledge, with particular attention to training and transfer of skills for a new generation of innovative artisans (Action 1 – Pilot Action). On the other side, it aims at consolidating the existing quality artisan presence and develop further artisan entrepreneurship, such as mapping of artisanal realities, creating a “living” digital platform for the networking and promotion of artisan activities, promoting crafts related to the development of quality tourism, enhancing the city's districts as identifying places (Action 2).

The DUP is funded by the Municipality Multiannual budget for the period 2021-2023 (approved on 22.02.2021 by the Municipal Council). The operational document that allows the DUP operational planning to be described in greater detail (i.e. resources and activities needed) is the Executive Management Plan (PEG). Every year, each Direction of the Municipality updates the PEG, in order to allocate specific budget to the DUP strategic objectives. PEG is approved each year within the month of April.

Among the initiatives funded within the PEG (on the basis of DUP directives and objectives), two are the foundations of this action plan:

1) School for Business Sciences and Industrial Technologies “Piero Baldesi” (SSATI – as introduced above). SSATI is partly owned by the Municipality of Florence, one of the founding members, and supported by its founders with annual contributions. Murate Idea Park (MIP) is one of the initiatives supported and run by SSATI and is an incubator supporting development of the Florentine innovation ecosystem. In collaboration with SSATI, MIP carries out training, mentorship and support services to enterprises and start-ups to develop their business ideas. The incubator MIP is officially recognised by Regional Government of Tuscany and services provided are included in the Regional Catalogue for advanced services (co-financed by structural funds ROP ERDF). As yet, they have not provided specific support services to the craft sector.

2) Grants for the economic, cultural and/ or artistic promotion for the enhancement of the Florentine territory. These are allocated every year to support initiatives proposed by local associations and involving SMEs from the crafts sector, among others.

Action 1 is based on the test (Pilot Action) run during phase 1 of Crafts Code project for possible activities to be funded within the DUP Municipality Multiannual budget and as part of the strategic priorities for economic development in Florence, while Action 2 will be directly supported among the initiatives financed by DUP.

With a longer-term outlook, the actions could be fully integrated into the future DUP and as such in the Municipality Multiannual budget (2024-2026). It could be given greater strategic focus (and potentially greater budget) in this new programming document. The new DUP will be linked to the new political commitments (Elections for the new mayor will be run on 2024), where a strategic Asset dedicated to the economic development and especially to crafts sector will be certainly included. The Municipality of Florence, pursuant to art. 13 of Legislative Decree 267/2000, is the holder of powers over administrative functions that concern, among others, economic development of its territory which includes trade, tourism, crafts and the cultural and social promotion of the city. This means that measures to support crafts sector in different ways must be included in the institutional mission of the Municipality, and as such in the DUP.

The policy instrument selected is not the same one included in the Application Form of the Crafts Code project, namely ERDF ROP 2014-2020. The decision to shift to a different policy instrument has been matured over the last year, strongly influenced by COVID-19 crisis affecting the regional situation. All the resources for the ERDF ROP 2014/2020 of Tuscany Region have been redirected to face the health emergency. The continuous and open dialogue with the Tuscany managing Authority has allowed to have a clear knowledge and understanding of the regional situation. Although the willing to proceed with the initial agreements established at the time of the proposal submission remains strong, the overall framework has highly limited the field of actions.

The Tuscany Region remains a key interlocutor for the Municipality of Florence and looks with high interest to the proposed Pilot Action as something that could be potentially replicated at regional level in the future. But they remain highly cautious on committing to any action in the short-medium term.

---

#### Need addressed

From the project learning activities and SWOT analysis carried out during phase 1, some specific territorial needs have been identified and the LP has worked throughout the whole learning phase to tackle those specific aspects and identify possible actions to improve the situation and have tangible impacts at local level.

Of course, the COVID-19 crisis has exacerbated problems already faced by the crafts sector. Fast action is required to provide concrete support to the many artisans struggling to survive.

Micro SMEs are suffering the fast evolution of the time: they find difficulties in adapting to changes (slow digitization), and in enlarge their business strategy in a multi-channelling view. Moreover, the strategies adopted so far by public administration and other business support actors in the territory, proposing the enterprise itself to different markets are not well understood and developed; micro and small enterprises are still sceptical on investments in digital strategies, even if these can open up to new markets.

A strong political push is needed to assist them in this key yet difficult transition to new digital opportunities for them.

The political will to apply possible fast and working solutions learned within the Crafts Code is, thus, very high in Florence. However, they also need to see evidence of the potential impact of such schemes in the Florentine context.

For this reason, the Municipality of Florence has decided to target the DUP policy instrument on two different levels: on one side, working side by side with a tailored mentorship programme for



artisans, guiding them step by step in the essential jump towards digitalisation and a new way of making business by using new and innovative tools (see action 1 – Pilot Action). Results from the Irish GP “Optimise” are very promising: sales have grown on average by 21%, and companies that are growing are employing 1.4 more people to manage their online presence, 3 in 5 are exporting for the first time.

On the other side, they have targeted the need for reinforcing the online presence of the crafts SMEs with a strong link with the territory itself and the city as a well known artistic destination, using online platforms and digital tools to approach and catch real visitors/ customers (see action 2).

Assuming that these actions are successful, there will be strong data and testimonies to support a further roll out of the schemes. It would prepare the ground for well planned investment through the Municipality budget in upcoming years.

The present document is the result of the work carried out during the 3 years of CRAFTS CODE project development (phase 1).

## Part III – Details of the actions envisaged

### ACTION 1 – Pilot Action

*CALLforCRAFT - Fast-track mentorship programme to boost innovation in craft sector SMEs, in the COVID recovery period.*



### 1. Action description

<p><b>Overall Topic</b></p>	<p>Fast-track mentorship programme to boost innovation in craft sector SMEs in the COVID recovery period.</p>
<p><b>Specific Description</b></p>	<p>The fast-track mentorship programme is a 5-month programme that offers a series of support services to SMEs, selected through an open call. After the evaluation process a number SMEs are selected to participate to the fast-track mentorship programme, which includes a series of workshops involving all selected SMEs and laboratories intended for small groups of artisans. A range of practical one-to-one sessions are also foreseen. A panel of mentors is set-up to carry out the programme (generalist and specialised mentors assisting 2 SMEs each).The overall aim of the mentorship programme is to help SMEs in the crafts sector to:</p> <ul style="list-style-type: none"> <li>• improve their online presence, hone their digital capabilities and grow their e-commerce sales;</li> </ul>

- adopt tools to analyse and develop new innovative business models integrating digital skills and technological solutions, in order to innovate their products or processes;
- adopt new tools and strategy for an effective communication and promotion, following new needs due to the economic crisis and be ready to seek and meet new targets and markets.

The programme has been firstly tested through a Pilot Action carried out during phase 1 of project activities, as this is the first time that a call for such a tailor-made mentorship programme for the crafts sector is tested in Florence. Previous initiatives for other sectors (e.g. the fashion sector) ran for a total duration of 15 months. In the current period of economic crisis caused by the pandemic, we need to act faster. Therefore, we tested a fast-track programme: an intensive mentoring programme over a 5 month period, with over 100 hours of training and individual vertical mentorship sessions. After an evaluation process, 12 artisan SMEs (from jewellery to leather goods and fashion sectors, as well as manufacturing) were selected to take part in the programme, active participating in daily lectures, practical sessions and workshops. Selected artisans had the opportunity to participate in a path that led them to the concrete improvement of their online presence by optimising the use of ecommerce, social media, and all the digital tools that can support business development.

The pilot action was run by the Municipality of Florence and PP10 - SSATI (*Scuola di Scienze Aziendali e Tecnologie Industriali*).

Municipality of Florence is a member of the board of SSATI, which is the local actor in charge of Murate Idea Park (start up support and incubation in the Florence business ecosystem). Within this long-standing, institutional agreement, SSATI was involved to run the fast-track mentorship programme within this pilot action. SSATI had the responsibility for running the pilot: publishing the call for SMEs, developing the mentorship programme content, providing the mentorship services to the SMEs.

Considering the great results obtained from the Pilot Action tested during phase 1, the Municipality of Florence has decided to invest more on the mentorship programme, ensuring a continuous support to different and periodical thematic calls addressed to the crafts sector, innovation, digitalisation and to other specific target that could emerge during the future programming period. Moreover the community created through the Crafts Code project and its stakeholder will represent an important source of expertise and even possibility in terms of added value services and awards. Within the specific budget allocated every year to give new impulse to the Murate Idea Park activities, the support to the craft sector will be underlined and improved, in order to build a yearly initiative among those already run by SSATI and MIP.

The main features of the programme are:

- The programme is run with the involvement of mentors, experts in craft and experts on transversal themes (digital skills, e-commerce, digital marketing, social media for business and search engine optimisation).



- All mentoring support is adapted to the specific needs of the SME, in this particular moment, and on the basis of their business development level (an initial assessment diagnosis assesses the maturity the business, in terms of digital skills and tools).
- The focus is on how to add value to a business idea in the craft sector, by linking it to online presence and digital technologies.
- The content of the training not only includes overall support for an online business trade (from notions of marketing techniques to branding development, visual and narrative communication tools such as video storytelling and product photo book), but also targeted mentoring for the definition of a new business model matching innovation needs with possible technological solutions.

Future editions of the mentorship programme will involve beneficiaries selected on the basis of the following criteria:

- dimension: can be micro and small enterprises (Regulation (EC) 651/2014) duly constituted
- geographical area: companies with head office or at least a local unit located in the municipal area of Florence,
- sector: registered in the Chamber of Commerce with an annotation in the special section of the register of companies (provincial register of craft enterprises), specified: Applications submitted by companies operating in the economic sectors listed in Annex A of Article 13 of the Implementation Regulation of Regional Law 22 October 2008 n. 53, with the exception of selected ATECO codes.
- Covid impact (to be evaluated on the basis of pandemic progression).
- other requirements: limited or no e-commerce presence (less than 10 transactions per day), demonstrating the need for digitalisation improvement measures.

The Action does not provide direct funding to SMEs (no money is transferred to the SMEs). Instead, they benefit from the tailor made support services provided as part of the mentoring programme. It is a service provided to increase their competitiveness.

In fact, by the end of the programme they will have:

- elaborated a new and necessary communication strategy, matching tradition, know how, expertise and new storytelling methodology and approach
- developed an own virtual shop with an initial set of products already available for the online market, to be expanded after the programme, on the basis of the tools and lessons learnt during the mentorship sessions; the e-commerce platform ([Firenze Creativa Shop](#)) has been already prepared and implemented within the Crafts Code project, starting from a set of artisans belonging to the “officina Creativa” project
- elaborated a new business model matching innovation needs with possible technological solutions available. The model will be an important basis for SMEs to

target future investments and work on effective improvements needed for their business to take off.

## 2. The background

*Description of the lessons learnt from the project that constitute the basis for the development of the present Action Plan*

### 1) Good Practice from Ireland “OPTIMISE”

Inspiration for this action comes both from the needs identified in the region with the SWOT analysis carried out within the project, as well as from interregional exchange.

In particular, we transfer elements of the GP from Ireland “OPTIMISE”. The GP OPTIMISE was first shared with the Crafts Code partnership at the 1<sup>st</sup> Interregional Thematic Seminar (ITS), held online on 12-13 May 2020. This ITS confirmed that digitalisation, innovation and mentorship will be crucial to address the uncertainty of the COVID recovery period and OPTIMISE was considered as a practical example of how to support SMEs.

This inspired the Municipality of Florence to ascertain the feasibility of a mentoring programme, through exchange with local stakeholders: internally to ensure political support and with SSATI and Murate Idea Park representatives. Having found that the programme was possible in theory, this was followed up by bilateral exchange between the Municipality of Florence and the Design & Crafts Council Ireland (DCCI). This included a series of email exchanges during the second half of 2020. One to one meetings were carried out, in order to better understand the practice. Starting from January 2021, during monthly partners’ meetings, time was set aside for partners to ask specific questions about GPs. Moreover as Web Administrator, LP is responsible, together with DCCI of the GPs publication. This means working with partners to finalise GPs presentation, answer to policy experts and dig deep into the GP. Finally, an online meeting with the DCCI colleague in charge of the programme was held on 06/05/2021 to share the Pilot Action application and fine-tune some aspects of the proposal.

This Good Practice brings Irish design and craft to a global online audience, empowering innovative Irish brands to improve their online presence. Each participating business benefits from an extensive digital audit, a website health check, by an expert digital marketing agency before taking part in a series of mentoring days and a masterclass.

OPTIMISE has four main phases. 1. Selection of companies; 2. Digital audit, 3. Mentoring; 4. Implementation, Trading Online Voucher Scheme. The Action in Florence transfers elements from phases 1-3. The fast-track mentorship programme in Florence ends with the mentoring phase, after which companies are free to take forward the learnings as best suits their situation.

The elements being transferred from phases 1 and 3 are summarised here.

### *1. Selection of companies.*

OPTIMISE is run in synergy with the Trading Online Voucher Scheme. SMEs that have participated in OPTIMISE have special access to the Voucher Scheme. Participants in the voucher scheme are selected on the basis of the following criteria: Limited or no e-commerce presence; 10 or less employees; Turnover less than €2m; Applicant business must be trading for at least 6 Months; Business must be located in the area covered by the programme. The OPTIMISE scheme has less restrictive criteria and requests: 1. That beneficiaries have a website; 2. That they have some form of e-commerce they wanted to increase; 3. That they want to engage in business as a full time capacity. Applications can come from different disciplines.

Bilateral exchange considered all criteria in detail, in order to understand reasoning behind all criteria and ensure their suitability in the Florentine context (ensuring that the call remains sufficiently open). In addition to the focus on the craft sector, some criteria were adopted and others adapted as summarised here:

- The size and turnover will be set according to the Regulation (EC) 651/2014, ensuring that participants are not just micro enterprises, as in OPTIMISE, but also small ones. This is in-line with the DUP objectives for SME competitiveness and will be applied in the call.
- The limited or no e-commerce presence will be replicated, as the pilot is designed to support craft SMEs in real need of public support, as will the website and commitment to increased digitalisation.
- The SMEs must be located in Florence, as per the mandate of the Municipality.
- The criteria on the trading period is extended to two years, targeting existing enterprises.

Concerning the selection procedure, the first OPTIMISE call was organised on a first come, first service basis. In latter calls, it was decided to add more criteria and evaluate applications (with an internal commission), in order to be sure that applicants are willing to invest in the programme. The application process is on-line, with a simple format. The Action follows this approach. It requests applicants to submit on-line a brief description of the company's digitalisation objectives, a SWOT of their business and marketing approach and their vision for company innovation. This helps to show company willingness to invest. The evaluation commission includes Municipality of Florence and SSATI representatives, but they may also involve external experts.

### *2. Digital audit.*

The digital audit measures the performance of a participant's business under the headings of Branding; Design; UX Usability; Content; E-commerce; Coding; Mobile; SEO/AdWords; Social Media and Email Marketing. This is carried out through an interview with an expert, lasting around 2 hours. A detailed report (digital health-check report) outlines recommendations, so that participants have a roadmap for improving their online presence and e-commerce capability. The Action in Florence transfers this digital audit directly and confirms it as the first activity to be carried out to launch the

mentoring programme for each SME. The report was also of interest, as it is a straightforward and well organised document, with a simple yet effective visual impact that could be of great help for participating SMEs, providing “scores” for the different areas of check. Layout and translated content of the report is transferred and applied in Florence.

### *3. Mentoring*

OPTIMISE proposes a series of workshops and a masterclass. It starts with a kick off meeting, engaging all participants, to discuss the needs and requirements of businesses involved. The training sessions then cover various topics, including developing a website, digital marketing, social media for business and search engine optimisation. There are also one-to-one sessions with experts, addressing specific topics on the basis of company needs. The Action in Florence transfers this overall mentoring programme directly, running the kick-off, workshops and master class and one-to-one sessions. Full details are provided in the work-plan.

### **3. Activities & Timing**

During phase 1, a Pilot Action for Action 1 was carried out in Florence by LP and PP10, with the aim of testing this innovative support scheme to boost innovation in SMEs in the Crafts sector through a fast-track mentorship programme.

The following activities were carried out during semester 5 of the project (August 2021 – January 2022):

- Definition of the mentorship programme: experts (mentors and members of evaluation committee) in digital / online topics and business planning were confirmed; application procedure documents were set-up (online application); SMEs applied to the call through an on-line procedure, with a simple application form; mentorship programme package was developed.
- Launch of the Call4Crafts: open procedure targeting SMEs in the crafts sector, accessible on the Murate Idea Park website and remained open for minimum 1 month.
- Closure of Call4Crafts and evaluation of applications: evaluation of proposals and selection of 12 companies performed through an evaluation grid. Companies sign a bilateral dedicated agreement.
- Running of Call4Crafts mentoring programme, including: Digital audit (individual interviews), to assess SMEs digital maturity and the specific technological needs; Workshops on social media management, digital identity and story-telling, content for online pages, ecommerce and digital marketing strategies, branding and operational marketing; small group laboratories for the creation and implementation of websites, digital materials (videos, photos, graphics, etc.); practical one-to-one sessions on business needs (actual start-up costs, fixed costs, revenues, study of the specific market, launch of one or more products, partnerships, etc.); final event to present the mentoring programme to all members of the local ecosystem, with a chance for the involved SMEs to share their learning.

<b>ACTION 1 MAIN ACTIVITIES</b>	
<b>Activity Description</b>	<b>Timing</b>
Evaluation of budget allocation for SSATI for future activities and Calls dedicated to the crafts sector, innovation, applied digital technologies	February 2022
Approval of DUP annual plans	February 2022
Presentation of Call4Crafts results during MIDA 2022 (International Artisan Fair, 23rd April – 1st May in Florence), thus ensuring a long term overview of the Action.	23rd April – 1st May 2022
Preparation of the new Call (with SSATI involvement)	June-July 2022
Launching of of the new Call (with SSATI involvement)	Autumn 2022
Approval and payment of the allocated budget to SSATI for activities programme run in 2022	December 2022
Monitoring of the new Call (with SSATI involvement)	Jan – March 2023

#### 4. Players involved

<i>Name of Organisation</i>	<i>Role in Action Plan Implementation</i>
<i>Municipality of Florence</i>	Coordination, projects surveys, monitoring  Municipality of Florence, as the Managing Authority of the addressed policy instrument, has the role of supervision and coordination, as well as monitoring of results and replication of future Call4Crafts.
<i>SSATI and MIP</i>	Pilot Action coordinator during phase 1 and practical executor of Call4Crafts also during phase 2.
<i>ARTEX - Centre for Artistic and Traditional Craftsmanship in Tuscany</i>	As the contact point with craft workers in the territory and intermediary between the Crafts sector and the business support services, ARTEX will offer support in terms of visibility of the call and dissemination among their network of artisans.
<i>The Florence Innovation Ecosystem composed of: Region of Tuscany, Metropolitan City of Florence, University of Florence, Chamber of Commerce of Florence, Foundation for Research and Innovation</i>	As public bodies and private stakeholders managing accelerator programmes, co-working activities and business angel financial support, the members of the ecosystem will offer support according to their institutional role.

#### 5. Costs and Funding

Description of the identified costs	Cost (estimated amount)	Funding source
Running of new edition of dedicated Call (costs for mentors, organisation of 1 final event, dissemination material, etc.)	€ 20.000	DUP Municipality Multiannual budget

## 6. Target Amount influenced

Local funds allocated for all SSATI activities will be € 240.000 in 2022 and 2023.

On the basis of previous experiences, other activities promoted by MIP, the success due to the Call4Crafts (not only for the crafts industry, but also for all the community, schools of design, graphic, digital makers etc involved in the project), the budget dedicated to the new edition of the call for Crafts is not estimated yet. € 20.000 per year could be an initial amount to give new impulse to the call. Moreover, some budget will be transferred from the total annual instalment. Thanks to the improvement of the MIP Community and the overall Mentors management systems, further edition of the Call could be jointly promoted and supported.

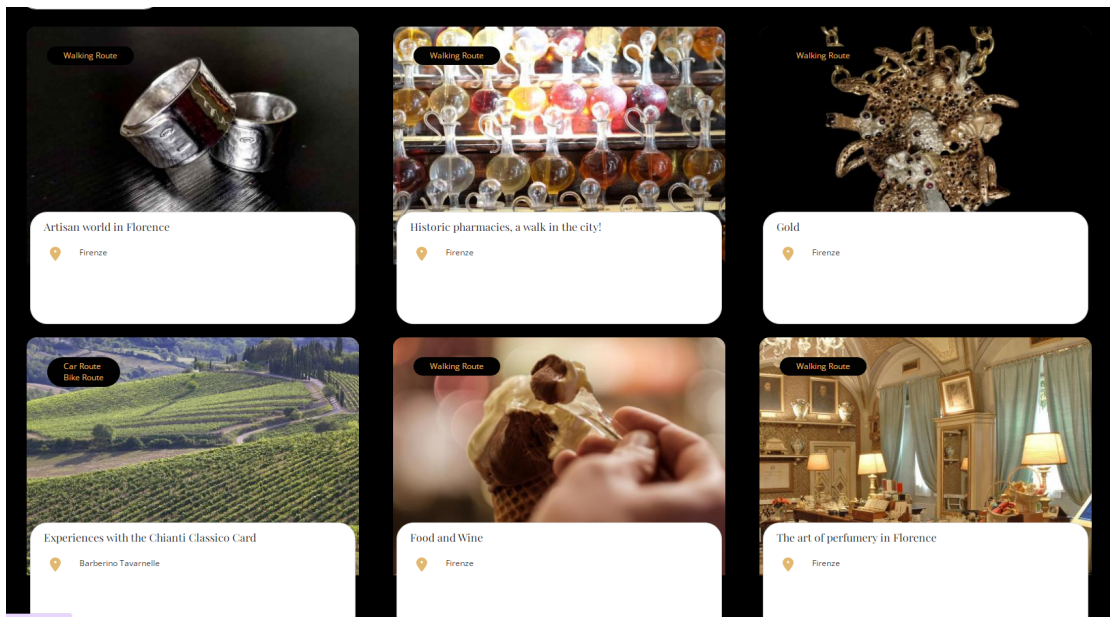
## 7. Monitoring

**Monitoring tools** Monitoring report (excel file) to be drafted at the beginning of phase 2 and periodically updated with results from CALLforCRAFTS

Indicators	target amounts	Means of Verification
1 <i>Artisans SME involved in the mentorship programme (pilot action)</i>	12	Selected SMEs and participants to the mentorship programme
2 <i>Number of editions of new call</i>	1 end of 2022- beginning of 2023	Official call published on SSATI-MIP websites
3 <i>Additional artisans SMEs involved in future calls</i>	4	Selected SMEs and participants to the mentorship programme

## ACTION 2

*“WALKING’inCRAFT” or “CRAFTOUR” – Selected guided tour around workshops and laboratories of craftspeople, available on the official app of Municipality of Florence Feel Florence.*



### 1. Action 2 description

<p><b>Overall Topic</b></p>	<p>This second action aims to create Crafts Tours in the City of Florence available directly with an app on the phone to stimulate new routes in the visitors planning and get them to the hidden craft shops in Florence.</p> <p>The topic addressed is mainly <b>How to access new markets and targets</b>. The opportunity and need to link into market opportunities, at home and provided by other countries, have become more important than ever, especially due to COVID-19. Internationalisation opens up new markets for SMEs and has the potential to boost SME competitiveness and growth considerably. A direct link can be established between internationalisation and increased SME performance. For SMEs, including those in the craft sector, activity in the international market can promote growth and employment, enhance competitiveness and support the long-term sustainability and reputation of a brand or company.. The Craft sector needs new contamination, that is why we consider fundamental to link it with new opportunities created by tourist flows in a worldwide well known city as Florence is.</p>
-----------------------------	---



**Specific  
Description**

We want to adapt the concept of “TALLERES ABIERTOS” to a hybrid version of the promotion of the artisan based on the map of the Municipality of Florence. The result could be the definition of tours around the City of Florence to discover a specific crafts skill, a certain “street of craft” in a particular area of the city, a dedicated happening or event of “open laboratories”. We are going to do that starting by studying the ArTour website of Artex, that is developing crafts tour by decades, then we approach the Firenze Creativa website and we select crafts people from that platform to create new itineraries to be inserted to the official Feel Florence portal of the Municipality of Florence (both the website and the app) in order to promote them and structure an editorial plan for social media to valorise these tours, both in English and Italian languages.

Thanks to the technology improved with the Institutional Website FeelFlorence, it’s possible to create geo-localised itineraries on the basis of the crafts shops already censused in the Firenze Creativa experience. It means to create a Crafts Interactive Map, able to drive people around the city following the artistic or traditional inspiration. Each craft experience will be realised on a thematic or geographical aspect, it means we will address the offer both to a specific target of crafts lovers, as well as to a more general tourist target. All points of interest will be implemented with specific details, internet website and direct contacts, etc. The open selection already made through Firenze Creativa project will allow to manage those crafts shops or atelier open to a wider selected public and with specific characteristics.

Itineraries will be made of singular stops (each one well described), geo-localised and insert in Open Data, in order to make data open and available even for commercial use.

Moreover, the new function “Skip the Crowd” will be able to suggest Crafts Itineraries as alternatives to the most crowded areas.

This action will improve a double virtuous impact, matching the craft sector and the business development with the tourist management strategy already improved by the Municipality of Florence.

**Aims:**

- To promote hidden crafts shops and laboratories of the Metropolitan City of Florence by creating attractive routes for tourists;
- To offer a complete profile of crafts places with a full description of the activity, opening hours and services this place can provide to the wider audience;

- To design new touristic itineraries not only related with the main streets of the City of Florence, but also with peripheral zone and unknown areas.

**Policy instrument:**

The policy instrument addressed by the Municipality of Florence for Action 2 is “Documento Unico di Programmazione – DUP” (Consolidated Programming Document), 2021-2023. The DUP is the main programming document of municipality of Florence. It is divided into strategies, missions and objectives. The current DUP is approved up to 2023 by the local government and derives from the elected government’s political and strategic priorities.

Within the DUP, the action contributes to Strategic Asset 7 – Economic Development, competitiveness and High Education - Mission 14 - economic development and competitiveness, Strategic Objective 7.2: *Enhance Florence as an excellence in the economy, crafts, research and high-quality "Made in Florence" products. Specific Objectives: 7.2.05 - Support and develop crafts through direct measures (e.g. development of the Firenze Creativa & Officina Creativa projects at the former Conventino) and indirect (e.g. Unesco Regulations), and 7.2.06: Consolidate the existing quality artisan presence and develop further artisan entrepreneurship:*

- mapping artisanal realities;
- combine artisan businesses with creative designers;
- create a competition between schools and universities of creative cities on crafts;
- create a “living” digital platform for the networking and promotion of artisan activities.
- Promote crafts related to the development of quality tourism, enhancing the city's districts as identifying places (Oltrarno, San Lorenzo, Santa Croce, Santa Maria Novella).

This mission can feed directly into the operational objective and the specific objectives to protect and support the development of the artistic and traditional crafts sector through direct and indirect measures. The aim of Action 2 is that of impacting directly the DUP through the financing of new projects/activities that will allow the creation of Crafts Tours in the City of Florence available online.

**Main phases of the Action:**

1. Studying the ArTour model for crafts tour in Florence;

2. Defining which are the main benefits that we can get from Talleros Abiertos' experiences and list them to be included in the new Florentine experience;
3. Create the work team with resources from Artex, Firenze Creativa and Feel Florence;
4. Studying the structure and functionality of Feel Florence platform and how to implement technically the tours;
5. Select the artisans and laboratories from Firenze Creativa platform, and create the itineraries;
6. Implement the itineraries into the Feel Florence platform, both in Italian and English languages;
7. Disseminate the action by promoting and advertising through traditional and new media.

This is just the beginning of a process that during the launch phase (2022-2023) could be implemented with a number of itineraries between 5 and 10. Once the structure and the method is defined (how to select crafts spot, how to generate a new route, how to promote it) than this action could be constantly improved and enlarged with new itineraries. Moreover, the Feel Florence platform could be implemented not only in a bilingual system, but has the possibility to generate resources in other languages (e.g. French and Spanish).

**Budget:** the implementation of Action 2 will be supported by internal staff belonging to the LP and Artex and will benefit of the IT System FeelFlorence already developed by the Municipality of Florence and the Metropolitan City of Florence

**References:**

ArTour: <http://toscana.artour.it/en/the-project/>

Firenze Creativa: <https://www.firenzecreativa.it/en/firenze-creativa/>

Feel Florence: <https://www.feelflorence.it/en>

## 2. The background

*Description of the lessons learnt from the project that constitute the basis for the development of the present Action Plan*

---

### Good Practice from Spain “Talleres Abiertos”

“Talleres Abiertos” is an APP made to locate the open atelier around the Country. “TALLERES ABIERTOS” (Open Workshop), developed by Oficio y Arte and supported by Fundesarte, gives users information on the status of crafts’ stores around them: working hours, photos and contacts.

The Open Workshops mobile application allows locating in real time, workshops and points of interest related to handicraft throughout the Spanish territory.

This free tool offers the traveller the opportunity to get closer to the culture of each region, opening the door to cutting-edge crafts and exclusivity. These are artisan workshops where the public can come to learn their secrets, see the production processes, and even purchase products. For this, the APP shows contact information, social networks, images, etc. Among the artisanal points of interest are museums, artisan centres, artisanal interest areas, craft fairs, etc.

The APP also includes augmented reality functionality, in such a way that any user can lift their mobile and look around them through the screen to find out and see where these spaces are located. Images are available in each location tag that can be shared by email and the route can be traced at any time from the place where the application is consulted to each of the points of interest. In addition, with its new data management system it is possible to access the basic information of the application in places where the internet connection or coverage may be more inaccessible.

The APP developed by OficioyArte was renewed and promoted by Fundesarte during the summer 2020 when COVID-19 impeded that many tourists visited Spain and Spaniards choose to travel around their own country.

We heard about the APP during the 2nd project Interregional Thematic Seminar, and then it was also included among the GP available on the project website. Moreover, we had the chance to discuss about details of the practice during the matchmaking session event organised on the 30th of September online.

The main features of the APP that we want to transfer/adapt are the following:

- geolocalise the artisans shop around the city, and made them available on an already existing webportal for tourism. The idea of gathering all existing crafts shop in the city and provide them with a unique show window within a portal already visited by many tourists, seems for us a great solution for enhancing the visibility of artisans and connecting them in the city tours proposed for visitors.

We have decided not to develop it as a free standing APP solution, as there are already too many apps proliferating in Florence about the city and many activities available for tourists. While, matching it with an established online portal, as an additional features offered to visitors could be a more efficient way to promote the craft sector by using digitally advanced tools.

3. Activities & Timing	
Activity Description	Timing
Preliminary studying the ArTour model for crafts tour in Florence	February 2022
Matching with the Firenze Creativa Database	March 2022
Selecting and creating itineraries	April 2022
Operational implementation of itineraries (from 5 to 10) in the FeelFlorence System	April 2022
Promotion and dissemination (newsletter, website, social media, IG stories and reels, nudging activities)	April 2022 – July 2022
Monitoring of results	Starting from August 2022 until July 2023
Updating Itineraries on the basis of results and tourist flows seasonality	Starting from September 2022 and ongoing ( <i>also after the end of phase 2</i> )

4. Players involved	
Name of Organisation	Role in Action Plan Implementation
<i>Municipality of Florence</i>	Overall coordination, monitoring, promotion and dissemination
<i>ARTEX Centre for Artistic and Traditional Craftsmanship in Tuscany</i>	As the contact point with craft workers in the territory and intermediary between the Crafts sector and the business support services, will be in charge of the operational implementation, itineraries selection, It creation and development and dissemination
<i>Metropolitan City of Florence</i>	promotion and dissemination
<i>40 Municipalities belonging to theFeelFlorence System</i>	promotion and dissemination

5. Costs and Funding		
Description of the identified costs	Cost (estimated amount)	Funding source

Implementation including human resources and IT services	€ 20.000	DUP Municipality Multiannual budget
--	----------	--

## 6. Target Amount to be influenced

The target amount to be influenced is not yet defined. Action 2 in fact is linked both to economic development and tourist promotion, that is why the combination of the 2 elements could improve the impact on the territory and on the beneficiaries as well. Having integrated the action into the DUP allows the Municipality of Florence to employ human resources (both from tourist and economic promotion) to work on the creation of geo-localised itineraries on the basis of the crafts shops already censused in the Firenze Creativa experience. The IT technology will be improved within the upgrade of the FeelFlorence website and APP. That is why it is difficult at this stage to calculate the targeted amount to be influenced and dedicated to the itineraries.

## 7. Monitoring

<b>Monitoring tools</b>	Monitoring report (excel file) to be drafted at the beginning of phase 2 and periodically updated with results from projects involved in the action	
<b>Indicators</b>	<b>target amounts</b>	<b>Means of verification</b>
1 <i>Number of Crafts Itineraries</i>	5	Periodically check on the website/APP
2 <i>Number of specific dissemination Campaigns</i>	5	Periodically check on social media
3 <i>Number of crafts shops- atelier involved</i>	50	Periodically check on the website/APP
4 <i>Customer satisfaction</i>	50	Periodically survey among stakeholders and final users/beneficiaries

## Part IV – Official Signature(s)

Date	11.07.2022
------	------------

Name	<b>Lucia De Siervo – Director Economic Development and Tourism Department Municipality of Florence</b>
Signature and stamp <i>(if available)</i>	