

# PP3 - Friuli Venezia Giulia AR

## *Executive Summary for training activities*

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D.T2.3.2 Implementation of a Formal training for cultural operators

Number #1

Topic: "The Digital Management of Culture"

Date: 20/01/2021

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**Deliverable:** D.T2.3.2 - Implementation of Formal training for cultural operators

**Date:** 20/01/2021

**Place:** ZOOM Platform

**List and number of participants:**

112 participants joined the event. Representative of local museums, Artists, Universities, sectoral agencies, SMEs and other organizations operating in the cultural and creative sector attended the event. Moreover, representatives of local authorities and policy makers, as part of the regional cultural and creative ecosystem, joined the event

**Target groups reached:**

- Local public authority: X
- Regional Public authority: X
- Sectoral Agency: X
- SMEs: X
- Business Support organizations: X
- General public: X
- Others: Artists; Cultural Festivals and Cultural Foundations-

**Summary of the event**

*Please specify the key aspects of the activity: applied methodology, duration, targets involved, number of participants, content, objectives and results (Maximum 2000 characters)*

The training event was conceived as a workshop on digital innovation in the field of Cultural Heritage enhancement. Significant case histories have been analyzed, with the aim of enhancing the skills of the managers of cultural institutions, gathering their needs and inspiring the matching with business partners. The training event involved 112 participants and lasted 3 hours. The targets involved were mainly representative of Museums, Cultural Festivals and other cultural operators, but also local public authorities representatives; regional Public authority representatives; sectoral agencies; SMEs; business support organizations and general public. The training has been split in three parts:

-an informative module concerning the new technologies applied to cultural enjoyment and tourism (macro-trends, 4.0 revolution, impact of the COVID 19);

-another module focused on Augmented Reality, Virtual Reality and Mixed Reality , with the introduction of a Theoretical framework and a presentation of national and international case histories.

**Topics tackled and linked deliverables:**

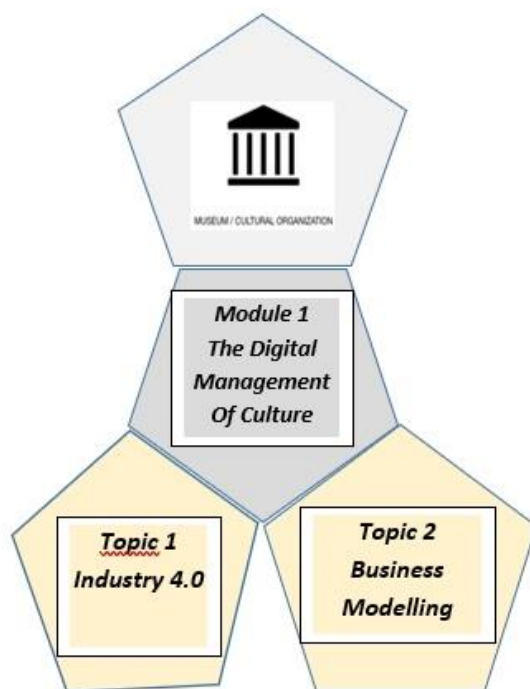
*Please indicate to which other activities the action is related to: i.e. Services Portfolio or DT.2.3.1 Training contents proposed by the WPT leader. (Maximum 2000 characters)*

The action is related to the deliverable DT.2.3.1 "Training contents development addressed to Cultural and Creative Operators; Public Authorities, SMEs", .

The main topics of the training event were proposed in Section 1 of this document ("Training contents addressed to cultural institutions"), namely Industry 4.0 and Business Modeling.

The action design has been inspired by the Section 4 of the DT.2.3.1 document »SUGGESTIONS ON HOW TO DESIGN THE TRAINING SESSIONS", sent by the PP2 responsible partner ("The approach and the building of the community of practice") as the training foresaw two modules structured as follows:

- an initial learning phase in which a basis of knowledge has been delivered and national and international case histories have been illustrated
- a phase of debate and verification, during which questions were raised and observations, and feedbacks, have been made.



#### **Lessons learnt and main outcomes/data emerged during the training activity:**

*Please report the main lessons learnt, outcomes, but also feedbacks received from the participants, please specify how the feedbacks have been collected (questionnaires?)*

The main lessons learned were related to cultural innovation 4.0 and business modeling:

- Technologies functional to the strategic objectives and the vocations of museums and of other cultural operators must be selected. (The demand rule, not the offer).

- Precise objectives must be defined at the basis of digital innovation; SMART and measurable objectives with precise KPI's.
- In the creation of joint ventures or other forms of cooperation, innovation partners and CCI's who know the cultural sector of the territory should be preferred, in order to create sustainable local networks.
- Scalable and easy to use solutions should be selected. Better to start with a minimum viable product than with a monster project.
- Intermediaries and facilitators / consultants with multiple skills must be selected: cultural enterprise + industrial enterprise.
- Accurately define business models and economic cooperation with business partners, adopting a win-win strategy.
- The Canvas Business Model should be used to set the vision, execution and sustainability model of the partnership.
- A SWOT matrix should be used and updated to maintain a self-critical view and remain flexible to changes.
- Design Thinking and competition maps should be used for comparisons with competitors and to maintain the uniqueness of the proposal.
- Mutualistic relationship and mutual contamination with business partners must be defined, since the (traditional) client-supplier relationship does not work in the digital and model innovation sector.

The Feedbacks received from the participants were collected in several moments: i in the training event, during the discussion, and through the. and through the chat available to the participants.

The Feedbacks received from the participants were the following ones:

- a. The necessity to identify criteria (e.g.: price-sensitiveness analysis for a new product) for monetizing the contents and the price level (ex: the price of a theatrical event in streaming), of a market born following the Covid-19 pandemic. The pricing model on cultural products need to be highly adaptive;
- b. The potential role of new national players, such as the new multimedia platform "Netflix of culture" (initiative of the Ministry of Culture);
- c. The importance of the cost structure and of the Business Model in determining whether the cultural content should pay the public directly or whether the user base is gathered through potential sponsors. Better to have a balance between users of the digital cultural product and sponsors as partners;
- d. The evaluation of the role and the level of flexibility of legislation and contracts in administrative matters (artists, releases for the publication of digital content on the web), copyright etc., is allowing partnerships between producers of web interfaces, agencies advertising and in general service providers for the development of events on the web (PPP; Direct assignments in tenders). Contractualization and rights management is essential;

- e. The role of the digital innovator in the cultural sector and his ability to understand the core product and not distort its nature, avoiding the spectacularization of some artistic work that takes the "stage" away from the work itself;
- f. The new cultural tourism and the role of tourist guides in virtual tours;
- g. The possibility of combining rural and agri-food tourism with Augmented Reality

**Expected effects & Follow-up:**

*Please summarise the key aspects emerged from the follow up survey and the potential effects with specific reference on the impact for the WPT3 activities: involvement in the pilot actions.*

No follow-up surveys were carried out.

**Difficulties / obstacles:**

*Please report the main difficulties and obstacles in organising the activity, also related to the COVID-19 emergency, but also feedbacks received from the participants, please specify how the feedbacks have been collected (questionnaires?)*

The organization of the training activity did not show or encounter particular difficulties, as the participants have already been involved in project activities and, since the start of the pandemic in the spring of 2020, -FVGAR refined methods and tools for the organization of online workshops. Participants did not make suggestions or feedback on this issue. Otherwise, the COVID-19 emergency as factor of acceleration of new technologies dissemination and Culture 4.0 transition process, was part of the scenario referred to during the event.