

CCI Barrier & Solution Analysis Autonomous Region Friuli Venezia Giulia

Barrier & Solution Matrix

Barrier title	Brief barrier description <i>(up to 25 words per each barrier)</i>	Identified solutions, if any <i>(up to 40 words per each solution)</i>	Where to find it in the document <i>(e.g. page No., or Table No.)</i>
Awareness & Promotion			
<i>No Trust & No Valuation</i>	Low “traditional” business confidence on CC firms' ability to bring economic benefits in common projects. Even the assessment / valuation by the regional government of the economic value of ICC activities is often missing.	1) Structures and / or events (Bar-Camp, Start-up Weekend) connecting in a free & informal way businesses, artists, designers, culture and entertainment, public administrators, potential funders, etc. The events must be inter-sectoral and / or intergenerational. 2) Three-pillars Communication Strategy for the ICCs (coordination tables; informational events, twitter); the general public (information events, seminars and other Public Initiatives, Spot / Ads on local press) and potential beneficiaries (information events; Video; Newsletter)	SWOT Analysis Stakeholders consultation* Communication Strategy – National OP. "Culture & Development" Erdf 2014-2020 Decision C (2015) 925 Of 12/02/ 2015
	A part of businesses, particularly craft	-Census of activities that actually companies are	

	businesses, is unaware of their cultural and creative potential and related opportunities for business expansion / evolution.	carrying out, overcoming the classificatory logic of NACE -Inform companies on operational and social promotion tools (practical examples demonstrating the usefulness)	
<i>Events Sustainability</i>	Uncertain Sustainability of promotional events businesses / talent in different sectors CC (economic cycle; fund-raising results)	Expanding the pool of funders thanks to cross-border promotional events with a regional marketing approach (Local Cultural and Creative brands, e.g. "Brained in Alpe-Adria")	SWOT Analysis
<i>Accessibility and visibility</i>	Accessibility and visibility of both the Cultural Heritage that the Creative Activities	1) Segmentation of CC target sectors of the promotional initiatives, in order to avoid mixing SMEs, non-profit entities, public foundations, professionals. 2) Creation of a Regional Platform encouraging matching between ICC and traditional businesses and capable to give visibility and appreciation to CC businesses.	Stakeholder consultations*
<i>Administrative & Technical</i>			
<i>Unfamiliarity with fiscal and administrative</i>	Lack of expertise and dedicated resources. In particular the transition	1) Service Centres offering also possibilities for networking and the search	SWOT Analysis Stakeholders Consultation*

<i>regulation</i>	from self-employment to business creation is very difficult even for bureaucratic and tax compliances	for complementary skills. 2)Monitoring activities; organization/management support 3)Expertise’s horizontal and intergenerational mobility (from established institutions to start-ups) 4) Temporary managers 5) Reforms of VET system in order to strengthen the link between education and business sector	SWOT Analysis Stakeholders Consultation* Stakeholders Consultation* Stakeholders Consultation*
<i>Skills & Capacity Building</i>			
<i>Weak entrepreneurial skills</i>	Inadequate managerial skills; inadequate business models (The most common legal form: non-recognized association) Insufficient ability to network	1)Hands-on training and workshops for SMEs and potential start-upper, as well as for local institutions 2)Training for the Audience Development approach and audience-centred sustainability 3) (Skills) Needs Analysis implemented by Sector businesses associations 1) Development of facilities (Innovation and cultural experimentations centres, fab-labs, Web platforms of co-creation and collaboration) to develop the chain education / training / third sector / institutions / Artists	SWOT Analysis Stakeholders Consultation* Stakeholders Consultation* Stakeholders Consultation* SWOT Analysis Stakeholders Consultation*

		/ ICC 2) B2B	
<i>Financial & Economic</i>			
<i>Insufficient appreciation of entrepreneurial projects</i>	<p>Insufficient investments attraction due to inadequate promotion and valorisation capabilities (marketing) of the entrepreneurial projects towards financial institutions and consequent recourse to bootstrapping</p> <p>The banking sector lacks adequate businesses valuation models for CC businesses, both for fixed assets (intangible assets) and revenues (provided services quantification)</p>	<p>1) Use of complimentary financing tools and services, as the crowdfunding platforms (32 "reward based" operating in Italy to date)</p> <p>2) Public guarantees for credit, but conditioned to training courses for business management</p> <p>Accession to the Protocol between the Italian Banking Association and Funder35 for the provision of banking services tailored specifically for the cultural and creative enterprises.</p>	<p>SWOT Analysis Stakeholders Consultation*</p> <p>Stakeholders Consultation*</p> <p>SWOT Analysis Stakeholders Consultation*</p>
<i>Credit Access & Sustainability</i>	<p>Access to credit is hampered by: a) information asymmetry, procedural intricacies and inadequate targeting</p>	<p>1) Strengthen (and fund) the informative role of sector businesses associations</p> <p>2) Simplify the existing financing instruments and extend the eligibility to CCIIs</p>	
<i>Policy Issues</i>			

<p><i>Public funding is not sufficiently calibrated</i></p>	<p>Public funding, if it is not tied to structural and performance parameters, could inhibit entrepreneurial skills and the supported entities development of.</p> <p>The administrative-fiscal framework for non-profit organizations (prevalent form for ICC) is poorly structured and allows practices that discourage transition to more suitable legal forms for business activities, with effects on employment (job insecurity, casual work, etc.).</p>	<p>Introducing new conditionality criteria in public funding (minimum of skills mix)</p> <p>Administrative and fiscal reforms at national level; FVG region should use its autonomy to better segment the activities to support.</p>	<p>Stakeholders Consultation*</p> <p>Stakeholders Consultation*</p>
<p><i>Lack of a systemic approach/tool</i></p>	<p>An approach/tool able to address systemically the diverse needs (weaknesses) and peculiarities of the CCI is missing</p>	<p>The meta-district approach promotes cross-sectoral synergies and the combination of needed services and resources</p>	<p>Stakeholders Consultation*</p>
<p><i>Poor promotion of bottom-up mechanisms in policies implementation</i></p>	<p>Little rewarding resulting from the realization (by businesses, stakeholders, etc.) of the tools required by policies</p>	<p>Policies and programs should encourage and reward the ability of stakeholders to implement "bottom" solutions as: profit that supports the non-profit; manufacturing</p>	<p>Stakeholders Consultation*</p>

		that supports the creative; large enterprises that adopt SMEs; enterprise networks; etc.	
<i>Internationalization</i>			
<i>Size, info & internal resources constraints</i>	CC business are dependent on local relational network and also do not have the size and / or internal expertise and / or information about potential foreign markets	<p>1)Internationalization paths and services designed for CCIs. Sector businesses associations could play a relevant role in this respect if adequately supported.</p> <p>2)Stimulate by targeted EU programs' calls (e.g. Interreg) the CCI participation in the internationalization processes by transnational networking</p> <p>3)</p>	<p>Stakeholders Consultation*</p> <p>Stakeholders Consultation*</p>

(*) The Stakeholder Consultation was held in Trieste on 23 February 2017