

# CCI Barrier & Solution Analysis Autonomous Region Friuli Venezia Giulia





## **Barrier & Solution Matrix**

Barrier title	Brief barrier description  (up to 25 words per each barrier)	Identified solutions, if any (up to 40 words per each solution)	Where to find it in the document (e.g. page No., or Table No.)
	Awarene	ess & Promotion	
No Trust & No Valuation	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)Thre-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)  -Census of activities that	SWOT Analysis Stakeholders consultation*  Communication Strategy – National OP. "Culture & Developmemt" Erdf 2014-2020 Decision C (2015) 925 Of 12/02/ 2015
	particularly craft	actually companies are	





### Barrier & Solution Analysis – AR FVG

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	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)	
Events Sustainability	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
Accessibility and visibility	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*
Administrative & Technical			
Unfamiliarity with fiscal and administrative	Lack of expertise and dedicated resources. In particular the transition	<b>F</b>	Stakeholders





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regulation	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*		
	Skills & Capacity Building				
Weak entrepreneurial skills	Inadequate managerial skills; inadequate business models (The most common legal form: non-recognized association)	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	SWOT Analysis Stakeholders Consultation* Stakeholders Consultation* Stakeholders Consultation*		
	Insufficient ability to network	1) Development of facilities (Innovation and cultural experimentations centres, fab-labs, Web platforms of co-creation and collabora- tion) to develop the chain education / training / third sector / institutions / Artists	SWOT Analysis Stakeholders Consultation*		

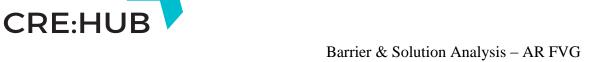




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		/ ICC	
		2) B2B	
		ial & Economic	
Insufficient	<b>Insufficient</b> investments	1)Use of complimentary	<b>SWOT Analysis</b>
appreciation of	attraction due to	financing tools and services,	Stakeholders
entrepreneurial	inadequate promotion	as the crowdfunding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





Public funding is not sufficiently calibrated	Public funding, if it is not tied to structural and performance parameters, could inhibit entrepreneurial skills and the supported entities development of.	Introducing new conditionality criteria in public funding (minimum of skills mix)	Stakeholders Consultation*
	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.).	Administrative and fiscal reforms at national level; FVG region should use its autonomy to better segment the activities to support.	Stakeholders Consultation*
Lack of a systemic approach/tool	An approach/tool able to address systemically the diverse needs (weaknesses) and peculiarities of the CCI is missing	The meta-district approach promotes cross-sectoral synergies and the combination of needed services and resources	Stakeholders Consultation*
Poor promotion of bottom-up mechanisms in policies implementation	Little rewarding resulting from the realization (by businesses, stakeholders, etc.) of the tools required by policies	Policies and programs should encourage and reward the ability of stakeholders to implement "bottom" solutions as: profit that supports the non-profit; manufacturing	Stakeholders Consultation*





#### Barrier & Solution Analysis - AR FVG

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

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

