

COCO4CCI ACTION PLANS

Integrating COCO4CCI services in the regional business support infrastructure in Italy

D.T4.1.3

COUNTRY: Italy

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Prepared by: UNIVE and SIAV





Introduction

The purpose of this action plan is to exploit the outputs and experiences built up thanks to the Interreg COCO4CCI Project in order to define the sustainability of the project also at the end of the funded programme.

Therefore, the main tools, lessons learnt and outputs of the project and their transformation into a new service for enterprises will be presented. The format includes: value proposition; key partners; key activities; main costs; revenues streams; local and transnational network.

The service proposed as a new offer for cross-sectoral collaboration between manufacturing and CCI is established in the context of open innovation. According to the results of the Osservatorio Digital Transformation Academy of the Politecnico di Milano, 33% of companies states they are consciously adopting open innovation for the management of digital, product and services innovation in their companies, while 24% of companies that have not yet consciously adopted it say they plan to do so. However, especially for SMEs, it is still difficult to understand the methods and structures to make these processes effective and efficient.

In this context the connection with Cultural and Creative Industries represents a great opportunity to structuring forms of innovation based on broader socio-economic considerations, by rethinking entire business models, or products, services and forms of communication in unexplored but extremely valuable ways.

As demonstrated by the coco4cci project, the CCI sector has enormous potential for change and innovation in society and businesses, but there are still many difficulties in establishing a real, continuous, and effective dialogue and collaboration with Italian manufacturing.

COCO4CCI explored and tested many methods and tools to make this collaboration sustainable over time in order to build more sustainable enterprises and societies.

The continuous collaboration and exchange between the partners from the countries involved in the project made this learning phase even richer and more effective. On this basis, therefore, the following action plan intends to enhance the future of cross-sector collaboration, offering a new service for manufacturing companies but also building new and solid ecosystem relationships between universities, business support organisations, professionals, companies and innovators.



Status - short outline of the COCO4CCI results

Short presentation of the tandem partners

Ca' Foscari and Confindustria Veneto SIAV are the Italian partners of the COCO4CCI project.

CA' FOSCARI UNIVERSITY OF VENICE, founded in 1868, is the first Italian University devoted to Commerce and Economics. It has developed new relevant research fields currently structured along 4 major areas: Economics & Management, Humanities, Foreign Languages & Literatures, and Mathematical, Physical & Natural Sciences. It has 8 Departments. Department of Management has built up an international reputation for its research and its innovative teaching methods. Themes of innovation, entrepreneurship, internationalism and creativity run through the teaching strategy as part of a continuous exchange of ideas and experiences within the academic, industrial, professional and institutional worlds. It promotes interdisciplinary link with other national and international research realities and collaboration with different institutional actors and organizations committed to cultural growth intended as a driver of social and economic evolution. **CONFINDUSTRIA VENETO SIAV** is the service company of Confindustria Veneto, the main trade association for companies in Veneto; it represents c.a. 12,000 companies (both traditional manufacturing and new technology-based firms). It has been operating for almost 40 years and offers integrated services to businesses in terms of innovation, sustainability, technology and knowledge transfer, creativity and culture, and continue training. The SIAV training proposals, based primarily on action research and action learning methods (accompanying small groups within SMEs) are based on studies and research carried out constantly in collaboration with universities and applied in more than 500 action learning projects, primarily in SMEs. SIAV "Factory of Knowledge" Unit has been working for more than 30 years in European Programmes and Projects related to Research, Innovation, Training, Creativity and Culture fields.

SIAV is also a key player for the Regional Innovation Clusters in the field of smart manufacturing and creative industries.



The COCO4CCI main results

One of main project result is the **Roadmap** for linking CCI to Advanced Manufacturing, which derives from a careful analysis of the current status of CCI in the six partners territories. The analysis confirmed that CCI represents an extensive economic asset and it is a valuable source of creativity and innovation in linking up with technology-oriented industry sectors (AVM), revealing interesting patterns of innovation and cooperation from regional CCI. However, CCIs are facing great challenges in terms of digital revolution and acceleration of competitiveness that drives a re-organisation of the entire sector and its cooperation dynamics.

Accordingly, we develop a wide range of **tools to initiate and facilitate cross-sectoral links** between CCI and AVM. The tools developed can be ranged in four categories:

1. **Tools for awareness (to raise new opportunities among CCI and AVM).** The Toolset, with focus on technology, future trends & mindset in AVM, includes *best practices* of cross-sectorial cooperation and a *checklist* to identify CCI and AVM companies with a potential to cooperate.
2. **Tools for sector analysis.** It is a set of **Training Tools** providing the methodology of a training program for CCI with focus on technology, future trends & mindset in AVM, concepts for the realization of workshops on related fields and, finally, guided company visits to AVMs.
3. **Collaboration Tools.** It is a set of tools to support, in the long run, new collaboration between creative (CCI) and advanced manufacturing sector. Concepts developed are related to: online matchmaking; match-making workshops supported by pitch workshop and Idea pitch workshop; individual match-making meetings; follow-up activities about established successful cooperations.

These tools were tested and implemented through Piloting activities, implemented in the six partners territories, aimed at training CCIs on technology, future trends & mindset in AVM and at developing cross-sectoral collaborations between CCIs and AVMs.

The piloting process has foreseen 3 main phases and related activities.

As first Tool - **AWARENESS** among CCI for cooperation opportunities - SIAY and UNIVE realized:
- 3 **Info Days**, respectively 1 for CCIs (16.06.2020) and 2 AVMs (11.09 and 02.12.2020), aimed at sharing the training and collaboration opportunities, offered by the COCO4CCI project and at launching the three dimensions of technology, future trends & mindset in AVM.

In total were informed and reached about **65 participants among CCIs and AVMs.**



- 18 Company Visits to CCIS and AVMs, supported by the Checklist, to identify a real needs and check their readiness level in the three main areas: new technologies and art/creativity; communication and product design.

About **TRAINING** and **MATCHMAKING** SIAV and UNIVE, planned and implemented 3 Piloting rounds to facilitate the collaboration among CCIs and AVMs:

- Round #1: “Rethinking International Business Meetings”
- Round #2: “Virtual reality for supply chain communication”
- Round #3: “Sustainable innovation: communicating and enhancing companies' sustainability”





The main goal of above (piloting) rounds has been to durably link up CCIs and AVMs, encouraging cross-sectoral collaborations for innovation.

Each round consisted in a CALL FOR IDEAS addressed to CCIs to support specific manufacturing company needs. These needs have been at the core of each piloting round: an AVMs' challenge pitch is at the basis of this activity. Then, to further develop this idea AVM and CCIs are invited to cooperate each other.

Each round, including match-making and training activities, is summarised in the table below. Training activities were specifically addressed to CCIs to boost their competitiveness and help them to understand AVMs operations and their value system.

Training	3 Dimensions Workshops targeted to CCIs: Mindset, Technology and Trends aimed at providing knowledge and insights to better understand the AVM sector, training the CCIs on each dimension and supporting them to prepare business proposals for AVM according to the launched challenges
	Virtual Guided Company Visits of CCIs to AVM companies: realized as learning experience to better understand the specific context in which AVM operate and acquire relevant elements to respond to AVM challenge
Matchmaking	2 Matchmaking WS: - an AVMs pitch WK during which the AVMs companies launched a specific challenge as base for potential collaboration; - a CCIs solution pitch WK in which they present a concept of customised ideas in response to the AVMs challenges.
	1 Specialized training WK: to deepen and provide further materials and knowledge on one of the three dimensions according to CCIs needs
	Individual Visits among CCIs and AVMs: aimed at supporting the collaboration process

A further Specialization Matchmaking Workshop was realized after the conclusion of the three piloting rounds, to enable and initialise new collaborations with AVM.

All Training and Matchmaking activities were realized online and conducted by a coach or facilitator with **creative and hybrid formats** and **methodologies** (icebreaking techniques,



working groups, online exercise etc.) to realise an effective and active involvement of participants. These methodologies were based primarily on:

- the **Business Meeting Design approach**: the art of matching the form or format of a meeting to its aims;
- the **Design Thinking technique**: a systematic, human-centered approach to solving complex problems in which participant needs and requirements are central to the process.

We also adopted new and interactive formats aimed at encouraging the exchange of ideas and perspective as **Lego Serious Play methodology**, which allowed the introduction of a practical simulation about the engagement of CCI and AVM.

Guided Company Visits were realized in an experimental virtual format, reproducing the **Go&Learn methodology**, where the AVM owners “opened the doors” of their company, accompanying the creative professionals to discover the company’s premises and production facilities.

As result during the three rounds between April and October 2021, 7 AVMs were involved: 2 Serigraphs (MCA Digital and SAC Serigrafia); a Food Processing company (ORVED Spa); Metalworking company (F.lli Poli); an agri-food company, specialized in the poultry sector (AMADORI); a manufacturing electric motors and drain pumps for washing machines, heating systems and other domestic appliance (Askoll group); a leader in the design and manufacture of garment racks and other clothing accessories (Mainetti Italy). On the CCI side, during training three rounds piloting activities, 59 CCI representatives were involved - ranging from professionals, freelancers and agencies with expertise on communication and marketing; social media communication and digital marketing; media, film and video production; consulting and training services. About 32 of these CCI attended also to the virtual Guided company visits related to 7 participating AVMs. In specific each visit was attended by 4-5 participants (1 or 2 AVM representatives plus 3 or 4 CCI).

Regarding the match-making piloting activities, the Challenge and Solution Pitch Workshop involved all AVMs representatives and 44 CCI, whom presented creative solution's ideas in response to AVM challenges (more than 1-2 idea for each AVM challenge). About 20 of these CCI participated also to the Specialization Training Workshops.



These piloting led to signed 3 cross-sectoral collaborations among an AVM (SAC SERIGRAFIA) and 3 CCI (1. MB Multimedia, 2. Niederdorf Italia 3. PUNTOVENTI SNC) who attended to the 1st round piloting on “Rethinking International Business Meetings”. In addition, further 13 CCIs declared as status of collaboration with AVMs: “successful pitch to AVM company”.

Along with the piloting activities SIAV and Ca’ Foscari also developed the followings Online training materials on the three dimensions:

- a) Case studies inherent to the “Go&Learn” methodology and its effectiveness as a learning methodology and training drive towards applied research;
- b) a video explaining the new virtual and online format used to realise the Guided Company Visits;
- c) a video-interview with three key players of the successful experimentation of concrete collaboration between AVM and CCIs, based on new technologies. The goal of the video is to address virtual reality;
- d) 2 case study video interviews respectively on “Technology -Industrial Automation: Creativity & Artificial Intelligence” and on “Artificial intelligence and art - how to create new meaning for advanced manufacturing companies”
- e) 6 web tutorial video pills, 2 for each dimension. 3 video-pills were carried out with an expert for each dimension and main challenge, the competencies requested in the labour market and future scenarios. Other 3 video-pills present the opinion of three experts of the collaboration between CCI and AVM.

These Online materials are available on regional COCO4CCI websites.

Objective

We targeted Advertising, Architecture, Arts and Culture, Crafts, Design, Fashion, Games, Music, Publishing, TV and Film to support the commercial mindset in relation to other industries. We plan to develop trainings the emergence of new technologies as well as of innovative consumption styles. Therefore, business models in the creative industries are becoming one of the most dynamic battlefields. The design and the successful implementation of innovative business models for these industries may become a credible model for commercialization and a viable avenue for revenue generation. Conversely, we aim to provide theoretical and practical



understanding of the specific characteristics of different creative industries in terms of how they are organized, the nature of the companies in them, their business models.

We plan to commercialise these training courses at Ca' Foscari Foundation jointly with Confindustria SIAV.

Moreover, we would promote a permanent forum of government, creative businesses and other creative organisations. This ecosystem should help removing some barriers to growth of creative sectors such as access to finance, skills, and infrastructure, and on promoting opportunities such diversity and inclusion.

Actions

The Italian tandem partners propose the implementation of a private service for companies in the advanced manufacturing sector named "The Challenge". The service aims to offer to companies a structured, robust, secure and guided pathway to facilitate open innovation processes in the creative and cultural field.

Open Innovation is a paradigm that states that companies can and should make use of external ideas, as well as internal ones, and access markets both internally and externally if they want to advance their technological competence and innovation processes. COCO4CCI projects and the related research projects, shown that innovation today is strongly marked not only by technological assets, but also and above all by the ability to find new social meanings and new functionalities of products and services in a rapidly changing context. Sustainability and social innovation play key roles in this approach to innovation. In this specific context cultural and creative professionals, and the CCI sector as a whole, prove they have all the skills, tools and methodologies needed to make innovation and new design processes a real value for businesses, but also for society as a whole.

According to the results of the Osservatorio Digital Transformation Academy of the Politecnico di Milano, 33% of companies states they are consciously adopting open innovation for the management of digital innovation in their companies, while 24% of companies that have not yet consciously adopted it say they plan to do so. However, especially for SMEs, it is still difficult to understand the methods and structures to make these processes effective and efficient.



In order to support the collaboration process required by open innovation practices, in the field of creativity and cultural domain, “The challenge” combines some elements of the best-known existing tools, including

- Collaborations with universities and research centres
- Call4ideas
- Call4startup
- Contest
- Hackathon, datathon, appathon

In concrete terms, the following service is proposed to support collaboration between CCI and AVM in an Open Innovation perspective:

“The Challenge” consist in 2-month structured cycles built ad hoc for one AVM company and aims to bring together AVM and CCI to collaborate together on the solution to a concrete challenge.

The key factors of the “Challenge” are:

- 2 months duration
- 1 AVM Involved who present one or more “challenges” on specific needs
- 5 to 10 CCI per each challenge
- 1 Facilitator/mediator for cross-sectoral collaboration
- 1 or more experts in the challenge main topic

The proposed format can make the collaboration and open innovation process more objective, manageable and valuable for both targets.

Below, the steps foreseen in the “Challenge” cycle:

PHASE	ACTIVITY	RESP.	TIMING
Preparation	Assess the AVM company to find and formulate a specific and innovative need to define the challenge of the route	UNIVE and SIAV	1 month 2 or 3 meeting
Mindset Workshop	Workshop to present the cycle and objectives; Participants meet and know each other’s; Best practices of collaboration between AVM and CCIs are presented	Facilitator	Week 1 3 hours
Company Visit	CCIs visit (online or offline) the AVM company to better know the organizational company and production	UNIVE and SIAV	Week 2 2 hours



		processes inherent to the challenge context		
	Challenge Pitch	AVM pitch the challenge. CCI's make questions and a first design thinking process	Facilitator	Week 2 2 ore
	Individual match-making visits	Individual meeting to go in depth in the challenge	Facilitator	Week 3/4 1 hour each
	Meet the expert	3 workshop/training to for technical insights into the challenge for cultural and creative professionals and the AVM (if needed)	Experts	Week 5/6
	Solution Pitch	CCI pitch solutions	Facilitator	Week 7 2 hours
	Collaboration	AVM select the best proposal in order to continue the collaboration until the prototyping and application phase of the solution	UNIVE and SIAV	

In order to be able to offer this service to AVM and CCI's companies UNIVE and SIAV propose the following **Key Activities**:

- Build a partnership with Ca' Foscari Challenge School, the Executive School for recent graduates, professionals, companies and public administrations. Duration: 1st month
- Propose and align the service "The Challenge" with Ca' Foscari Challenge Schools to become part of its the official programmes. Duration: 2nd and 3rd month
- Structuring a network of professionals, facilitators and experts in the fields of the programme. Duration: 2nd and 3rd month
- Expand the programme through existing communication systems and through ad-hoc marketing to target audiences. Duration: 4th month
- Build an online platform where AVMs and CCI's can register and indicate their intentions to participate in the programmes offered by Challenge. The platform will then also be a tool for communicating pathways and success stories. Duration: 4th month
- Launch of the programme through an "open innovation" event. 5th month.
- Start of the programme. 5th month.



The target groups are:

- Small and medium-sized enterprises in the advanced manufacturing sector that need to promote innovation and open innovation with the support of creative professionals.
- Small and medium enterprises, professionals, start-ups, researchers in the cultural and creative sector who want to develop paths and new business models in the field of open innovation with the manufacturing sector.

Resources

Integration

Ca' Foscari Challenge School supports the growth of public and private sector professionals and entrepreneurs who want to invest in the development of their skills and imagine new scenarios for their future.

The courses offered by Ca' Foscari Challenge School analyse all those innovations and changes that organisations and people must be able to govern today. The community of teachers and partners of Ca' Foscari Challenge School allows you to meet talent, innovation and tenacity,



which are fundamental to create an educational experience that is absolutely strategic for your career.

The entire educational proposal is structured in four Schools: Environment, Government, Humanities, Management. The traditional areas of study at Ca' Foscari find in Challenge School a dynamic enhancement to face the world of work prepared.

The existing structure represents the perfect field for the new service “The Challenge”.

Costs:

The important costs for the preparing activities for delivering the services are:

- Organizational activities: 5.000 euros
- Delivering of the panflet/brochure and communication programme: 5.000 euros
- The launch event: 2.000 euros
- Build the platform: 3.000 euros

The important costs for delivering the services are:

- Facilitator: 2-days-activities per challenge - around 1.200 euros
- Expert: 1-day activity per challenge - around 800 euros
- Organizational activities and promoter UNIVE & SIAV - around 3.000 euros

Revenues streams:

- Usage Fee - AVM Company x 1 challenge - 5.000 euros
- Subscription Fee - AVM Companies to access to multiple services related to challenges - 10.000 euros per year

Regional and transnational context

The challenge service works from a local perspective and offers the opportunity to connect and create innovation ecosystems in the Veneto region, thanks to the connection between universities (UNIVE- Challenge School), business support organisations (SIAV), AVMs companies and CCIs companies.

However, there is also an interesting opportunity to extend some areas of Challenge's service to international networks built up through the COCO4CCI project, which includes 12 partners from



six Central European countries. Within the asset built to provide the service, to the AVM company can be given the option to open the CCIs network contest to other countries, increasing the possibilities for diversity, breadth and effectiveness of innovation and by testing different markets perspectives.