

FINAL REPORT ON PILOT ACTION IMPLEMENTATION: MARKETING, PROMOTION & NETWORKING AT FABBRICA DEL VAPORE

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1. INTRODUCTION

Fabbrica del Vapore is a former industrial area owned by the City of Milan based in a central area that recently has undergone a strong process of transformation, started since 2002, to be dedicated to Youth and creativity.

The whole surface is about 30.000 m², the usable part 14.000 m².

Part of this space is addressed to CCI activities, another part to events, exhibitions and shows. To render the place more attractive and popular, the Municipality hosted last year some important international events and exhibitions, creating a programme addressed to different target groups, to attract more visitors with a calendar of different initiatives. This decision also continued within the pilot implementation, where important events related to anniversaries and world celebrations that took place this year (i.e. moon landing, Leonardo 500 years after his death).

With this initiatives, the Municipality of Milan, owner of the premises, wanted to boost the development of the pilot project by facilitating the marketing and networking activities of the CCIs hosted in the pilot site, facilitating their meeting with the general public.

The Pilot Manager for the coordination of activities was identified in Mr. Andrea Tripaldi who, together with another consultant who coordinates the promotion and communication activities, was responsible for the planning of events and coordinated initiatives that included collaboration between the CCIs.

2. RESULTS ACHIEVED

Result indicator	Measurement unit	Final target (set in PIP)	Progress achieved	Explanations (please shortly explain your progress)
Number of meetings with CCI for activities planning	Meeting	10	12	By the end of June the schedule of 2 meetings per month between the CCIs has been achieved; they had the opportunity to know better each other and to plan joint activities. This activity will continue until the end of 2019
Number of common projects developed	Project	2	2	Two joint projects have been realized:



				<ol style="list-style-type: none"> 1. “Leave the mark2” with BJCEM (international association of young artists) and two art schools; 2. “For whom creates” involving CCIs to get funds from the Italian Ministry of Culture
Number of joint events organized by CCIs	Events	4	4	<p>Organization of the following initiatives where at least 2 CCIs are involved:</p> <ul style="list-style-type: none"> - Design Week 2019 - Book Pride 2019 - Contaminafro 2019 - Frame by frame <p>The programme of these events mainly consist in workshops, guided visits, exhibitions</p>

Initiatives realized together by the CCIs allowed them to integrate new activities in their programmes and to approach new challenges. A concrete example of this has been the event CONTAMINAFRO, dedicated to African contemporary art, consisting in twelve days dedicated to music, culture, dance and art with concerts, theater and dance performances, contemporary art exhibitions and installations, conferences, international laboratories and documentary films, with artists from Africa, from Europe and for the first time also from Asia.

The interest of stakeholders in such type of integrated projects, involving different target groups is growing more and more. Especially the municipality of Milan is interested in



continuing what has been done this year and to enforce cooperation and involvement of different associations, also enlarging to other sites with the same needs.

3. CRITICALITIES AND RECOMMENDATIONS

a) Vision/purpose of the pilot project

The implementation of the pilot action has capitalized the already positive experience gained through the initiative “Talent Spaces”, dedicated to the promotion of youth creativity in the field of visual and performing arts, multimedia.

The most important recommendation is to be organized in activities planning, especially when the range of stakeholders to be involved is so wide and the needs to be satisfied so numerous; to be noticed as well the relevance of scheduling regularly meetings to share ideas and monitoring activities progress.

b) Objectives (goals) of the pilot project?

The communication strategy has played a key role in pilot project development and first results have already been noticed, especially concerning citizens interest and involvement through social media.

The investment made on the creation of a community brand has been successful; the CCIs involved have seen their popularity increased and benefited from the general promotion of Fabbrica del Vapore.

c) Stakeholders

A stakeholder analysis by IED, European Design Institute is currently undergoing, through focus groups with CCIs, young artists and citizens, interviews and surveys with competitors and possible interest groups. The main focus is Fabbrica del Vapore brand, its perception by external environment and community; the first results will be available in early September.

d) Services/products/activities

The main results of the pilot action in terms of products and services realized were the organization of projects and common events.

In particular, a project was presented on a national call for proposals (promoted by MIBAC - Ministry of Cultural Heritage and Activities and SIAE - Italian Society of Authors and Publishers) to



support the activity of young Italian artists under 35 through the creation of a residence of artists that will be hosted in Fabbrica del Vapore. Another project "Leave the mark" saw the collaboration between two high schools (Liceo Scientifico Volta and Liceo Artistico Brera) and BJCEM, international association of young artists from Europe and the Mediterranean with the CCI in Fabbrica del Vapore, for the realization of workshops and initiatives aimed at promoting intercultural dialogue through forms of art such as, for example, among the new generations, the comics.

In addition, important events and exhibitions were held (most of which have become a fixed annual event), such as Design Week, Book Pride, Contaminafro 2019 and Frame by Frame, which saw the active participation and collaboration of all the CCIs. This strengthened the networking and marketing activity, giving them the opportunity to get in touch with other stakeholders and to make themselves known to new audiences and target groups.

e) Resources

All the resources have been made available by the PA to PM and CCIs, according a specific regulation establishing the terms of use.

Technical equipment has been purchased by PP after a close exchange with associations and CCIs hosted in Fabbrica del Vapore, who expressed their needs and suggestions on the material necessary to improve their activity and promote their services and products.

f) Financial plan

First year financial plan is feasible, since FH resources are sufficient to cover the planned activities and programme.

For the following two years, since both CCIs and PA intend to pursue the collaboration, there is a common agreement on implementing and capitalizing contacts developed, as well as continuing to find additional private and public resources (mainly through the participation to call for proposals).

The main recommendation on the financial plan development is to set clear and concrete objectives, feasible and adapted to available resources.

g) Project implementation

The coordination guaranteed by the pilot manager has been essential to organize the spaces in Fabbrica del Vapore and to distribute the events during the whole week period, avoiding activities overlapping.

Also the communication strategy has performed concrete results, in terms of visibility and increase in audience response; CCIs improved their competences in promoting their activities and to reach new target groups.



Project output indicators	Measurement unit	Final target (set in PIP)	Progress achieved	Explanations
Number of visitors to 2019 programme events	Number	10.000	9.000	FDV events in which CCIs are involved
Number of days of use of spaces by CCIs	Number	100	80	Verifying spaces exploitability
Number of contacts/ visualisations in social media	Number	50.000	45.000	Improvement of the brand reputation and awareness of FDV

* Please insert the number of months passed from the start of your pilot project until the final report.

4. MANAGEMENT MANUAL TOOLS

In the table below, the tools suggested in the Management Manual are listed. Please provide information about which tools you have used. Please also provide a short comment/feedback about each tool - was it useful, is it appropriate or not, do you perhaps use/suggest some other tool....

Chapter in the Management Manual	Tools - Deliverables	Used/not used	Comment
Goals	“Goals Workshop” Template	Used	
	“Goals - Added Value” Table	used	
Stakeholders	Stakeholder Map	used	
	Stakeholder Table	used	
Activities, content, offers	“Activities Workshop” Template	Used	
	Activities-Processes-Blueprint		
	Typical Site Usage	Used	
	“Activities Evaluation” Table		
Infrastructure and processes	Outcomes of filled out “Activities-Processes-Blueprint”		
	Prototype Schedule		
	Fields of Activities		
	Process Planning		
	Responsibilities Facility Management		
	Management Tasks		
Business concept	Business Model Canvas	Used	
	Basic Financial Plan	used	



Implementation planning	Project Timeline	used	
Project Based Implementation	Best practices of heritage valorization projects		

5. CITIZENS/STAKEHOLDERS CONTRIBUTIONS

The organization of open events and exhibitions (i.e. local info day, regular events such as the Land market every first and third Saturday of the month) was particular useful to attract new stakeholders and increase the interest of citizens to the Pilot project and CCI's scheduled activities.

6. PUBLIC-PRIVATE COOPERATION

From the private partner point of view, the experience has been positive, since the Pilot manager figure has been important to collect the needs expressed by the CCI's and bring them to the attention of the PA. For this reason it is recommended to clearly set up a person/entity having a mediation role between private partners and PA, with the function of facilitating the dialogue and exchange of ideas/proposals between them.

From the public partner point of view, this has been a successful example of public/private cooperation that could be brought to other similar situations where there's a need to revitalize public owned empty spaces. They recommend to invest in communication and promotion, and to schedule regularly meetings to overcome problems and find possible solutions.

7. FH MANAGEMENT MODEL AND PILOT'S SPECIFIC FOCUS

The citizens involvement, as foreseen in FH management model, has not been easily applicable, since the range of stakeholders and possible communities to be involved is very wide. In some cases it has been necessary to select specific target groups.

Do you consider the FH management model to be adequate (in general, not only for your specific focus/context)?

	YES	NO	Partially
Private partner view:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public partner view:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Is the FH management model appropriate for your pilot's focus?



	YES	NO	Partially
Private partner view:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public partner view:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

The pilot manager couldn't be a CCI representative as recommended in the FH management model, but an external figure knowing the pilot site situation and organizational needs, but not having a direct involvement, in order to avoid possible conflict of interest.

8. EXTERNAL ENVIRONMENT

Surely the location of the pilot site, both in general terms (Milan is considered the capital of innovation, fashion and design, a place of great cultural vivacity and experimentation reflected in its skyscrapers) and in the specific district where Fabbrica del Vapore is based (an area interested in the last years by a strong process of renovation) boosted the development of the pilot activities where a strong perception and opening towards the regeneration of spaces and disused neighborhoods is felt.

9. POLICY RECOMMENDATIONS

PRIVATE PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communication: awareness raising of public and private partners, citizens, general public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Strategic and holistic approach: integration of cultural heritage into development policies and other strategic documents at the level of local self-government	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Financial sources: available financial funds and public investment strategy for the rehabilitation of cultural heritage	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Capacity building: increasing the capacity of local and regional authorities in the management of their heritage resources	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Participatory approach: empowering communities and citizens as the main actors in carrying out their heritage-led development processes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public-private cooperation: use of the Forget Heritage project approach in other projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Networking: events, platform, national and transnational cooperation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>



PUBLIC PARTNER VIEW	Not very relevant	Relevant	Very relevant
Information provision: better information available to enable insight into measures and regime of protection and use and insight into the legal status and ownership of CH buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication: awareness raising of public and private partners, citizens, general public	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Public-private cooperation: use of the Forget Heritage project approach in other projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Networking: events, platform, national and transnational cooperation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

10. OTHER COMMENTS OR RECOMMENDATIONS REGARDING THE PREPARATION OR IMPLEMENTATION OF YOUR PILOT PROJECT

Please insert below any other comments, recommendations, etc. that you might have regarding the preparation or execution of your pilot project and were not already included in other sections of this report.

Please insert your text here...