

# Clusters Meet Culture

## NEWSLETTER

april 2014



editorial

### PPC – A Creative Solution

Until 2007 we were still imagining that the economic theory, mathematic modelling and “scientific economy” could provide solutions at least for the great challenges of the more and more becoming global economy.

The economic crisis has taught us an important lesson: previous “networks” have largely failed and we find ourselves rather at a beginning of the world than into a “post” era, which could allow us to predict the future based upon the past regularities.

New situations require new approaches and new, creative solutions, more specific than global and rather local than national or international.

In this context, the interaction public-private needs new dimensions, besides the classic PPP of English inspiration, especially for a fluid domain like creative industries and related to these, culture and tourism. Public-private cooperation might be that new dimension to ensure a creative and dynamic approach related to sustainable development and especially connected to the economic integration of culture and human and material European heritage.

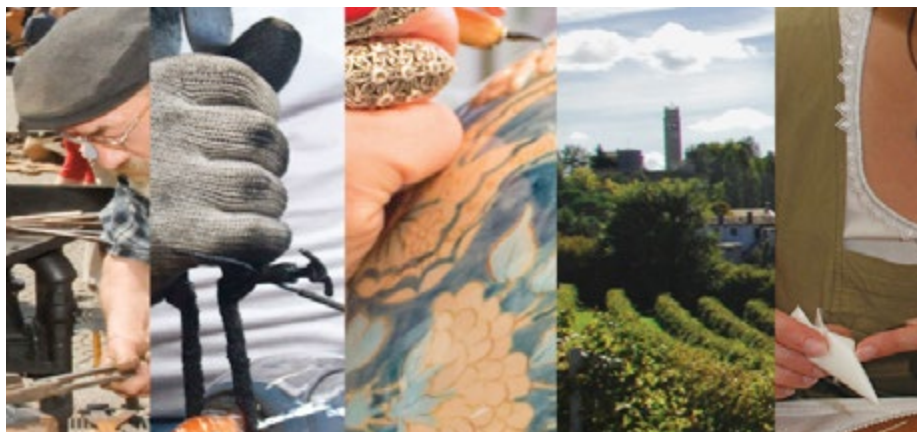
Within such a cooperation, public partners have the intricate mission to ensure by public policies an attractive and motivating framework for creative actions, and rather of social and cultural economy for the private actors from the field of creative industries. Sibiu – European Capital of Culture 2007, together with the Grand Duchy of Luxembourg is a model of best practices in this domain. Public – Private Cooperation for animating cultural events was initiated and financially supported by the Sibiu City Hall and Sibiu County Council, starting with the year 2007. It has been continued as a priority public policy and has significantly contributed to making out of Sibiu the main Romanian destination for cultural and event tourism and award of the 3 Michelin stars in the year 2012.

Keeping an open and flexible framework for Public-Private Cooperation has determined a significant increase of investments and private involvement into the domain of creative industries in general.

Today in Sibiu, the public-private cooperation in the domain of culture and creative industries has become a win-win investment.

On focus

### The CMC PPC - Practical Handbook: A case-studies overview



One of the most innovative peculiarity of the CMC Handbook's approach is given by the number of case-studies analysed. Although the great diversity inside the different CMC case studies, all of them have been

selected because they specifically represent initiatives connecting industry, tourism and culture in which municipalities, local or regional governments play or played a crucial role in the PPC process.

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the News of the Month

### 80 new Territorial Product Managers trained by the Veneto Region!

The Territorial Product Manager training course has been organised by the Veneto Region in February and March 2014 at the prestigious premises of the ancient Villa Valmarana Morosini, seats of

the CUOA Training Foundation in Vicenza. It has involved more than 80 participants representing tourism, culture and industrial sectors.

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Stakeholder's point of view

the player, an interview with **Ion Valeriu**



*Ion Valeriu Olaru, Manager ASTRA Museum*  
<http://www.muzeulastra.ro/>

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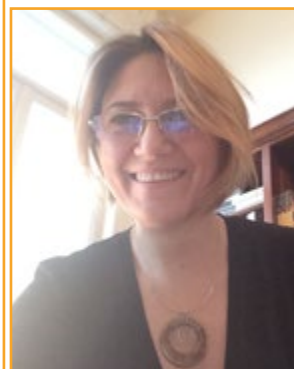
the player, an interview with **Constantin Chiriac**



*Constantin Chiriac, Director of National Theatre Radu Stanca Sibiu*  
<http://www.tnrs.ro/>

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the player, an interview with **Stela Matic**



*Stela Matic, Head of Culture, Sport Tourism Department, Sibiu City Hall*  
[www.sibiu.ro](http://www.sibiu.ro)

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# The CMC PPC - Practical Handbook: a case-studies overview

Therefore the project has gathered some empirical data on existing cooperative efforts among culture, tourism and industry (organized as cooperative efforts in the form of clusters or similar) in the SEE region.

Partners provided data on several cases of private public cooperation and/or partnerships implying synergies between culture, industry and tourism. To be able to identify the content of existing PPC model methodology, three steps have been developed for deeper study of the existing best practices in the project countries.

A schematic overview regarding the analysis of the best practices of synergies between industry, culture and tourism (about these 14 case studies) is shown below.

## 1) "Self-Starting" Program - Hungary

The aim of the "Self-Starting" program was to increase local craftsmen and artists' income and entrepreneurial activity, leveraging trained craftsmen, trained artists, local business services, education and consultants. The program organised a training dedicated to craftsmen and artists giving them new entrepreneurial skills.

*Results: Low motivation to apply the newly learned entrepreneurial skills.*

## 2) KOHÓ Co-working Space - Hungary

The aim of the KOHÓ project was to increase the activity/networking of local entrepreneurs capitalising on local business services, local "neo-nomadic" entrepreneurs and an unoccupied building. During the project a building was transformed into a co-working service space for entrepreneurs, trainers and consultants.

*Results: Low entrepreneurial activity occupied the co-working space*

## 3) Archeological Multimedia Exhibition Centre

The aim of "Archeological Multimedia Exhibition Centre" was to promote archaeological areas of the local territory to attract potential tourists to the shopping centre. The project took advantage of an existent Archeological site, of several local multimedia skills and activity and of a famous shopping outlet situated in a trafficked corridor (highway). The main action of the project was the creation (by multimedia companies and the public sector) of a multimedia-intensive archeological exhibition area.

*Results: High interest from clients in the museum; now museums begin to attract new tourists.*

## 4) Villa Foscari Rossi Footwear Cluster

The aim of the project "Villa Foscari Rossi Footwear Cluster" was to give added value to products by increasing visibility of local industry and capitalising on a local shoe industry cluster and some heritage buildings (Venetian villas). The cluster organized local theatre pieces in international show rooms and arranged a heritage building for the shoe industry museum.

*Results: Increased visibility of the products in the international market generated both a satisfying magnitude of growth in value added and more attraction of tourists in the territory.*

## 5) Venissa Project

The aim of "Venissa Project" was to improve an economically effective usage of the lagoon using a

unoccupied municipal island estate and leveraging the food and wine industry of the region. Within the framework of the project, a local entrepreneur funded a wine and food research centre with accommodations for tourists and a typical restaurant.

*Results: Required return on investment with good business results.*

## 6) Industrial Tourism Vicenza Website

The aim of the Website was to increase incomes of the involved local businesses capitalising on a great variety of local industrial activity and promoting cooperation between entrepreneurs (chamber of commerce).

*Results: Entrepreneurs established a common website to communicate with each other and potential partners*

## 7) Sportsystem Cluster of Montebelluna

The aim of the "Sportsystem Cluster of Montebelluna" was to gain global importance for the Sportsystem cluster and to represent local products and culture worldwide. Leveraging on Sportsystems cluster and an existent museum of boot and sport, the cluster supported the museum with financial resources and training programs (international research pole) in order to represent their local cultural and industrial values.

*Results: Long term revenue surplus on tourist/visitors/purchasers of the museum.*

## 8) Motterle Experience Villa Zileri

The aim of "Motterle Experience Villa Zileri" was to finance restoration of patrimonial heritage (Venetian villas) through private funds and renting offices to enterprises. A private firm ventured into the renovation and re-use of a prestigious venetian villa. The renovated spaces were made available primarily to creative and service firms.

*Results: Excellent return on investment with high level of occupancy*

## 9) Wine and Taste Road of the Rimini Hills

The aim of the "Wine and Taste Road of the Rimini Hills" was to affirm the historical, cultural, environmental, economic and social identity of the Rimini Province area, through the valorisation of the food and wine industries of the area. Capitalising an existent food and wine industries of excellence and a great Tourism network, the "Wine and Taste Road of the Rimini Hills" implemented itineraries in order to link culture and tourism with the food and wine district. It began also to organize promotional and cultural-based events and to participate at international fairs or exhibition.

*Results: spreading knowledge and improving visibility for the excellence of food and wine products of the area. Increase in number of visitors to the industries.*

## 10) Peasants Market "Transylvania" Sibiu

The aim of Peasants Market "Transylvania" was to promote local producers of organic produce, leveraging the variety of local organic products and the Transylvania Hall outer platform. In the framework of the project the local producers came together by free will through the free logistics provided by the County Council of Sibiu and began to promote healthy food for better and healthier living.

*Results: High interest of consumers to enjoy local organic produce and slow food*

## 11) The Cultural Embassy of Sibiu

The aim of „The Cultural Embassy“ was to create communication outpost in Bucharest to attract cultural tourists to Sibiu. Fit for the purpose was a library coffee shop dedicated to creative people in Bucharest (Institute, the Café). This café became an atypical space that began to invite its guests to stroll in the world of innovation (art, design, branding, publicity and architecture) also organizing cultural events and educational workshops.

*Results: Private partner "Ambient" supported and still supports the main cultural and educational events of the city of Sibiu because they believe in relationships built to last and investment in the future of the community*

## 12) The Tourism Association of Sibiu County

The aim of that project was to regroup operators in local tourism, to encourage harmonious development and than to effectively promote Sibiu as a tourist destination. The Tourism Association of Sibiu County began to be an important player in order to promote regional and local cluster networking, to improve media platforms, to organize meetings or tourism promotion events and to develop an active website with a monthly newsletters.

*Results: Improving of dissemination of promotion materials, participation in national and international tourism fairs, dialogue with media established, networking with tourist agencies and travel guides. Finally the Association began to be a reference point in order to promote good practices in tourism.*

## 13) Košice–Turizmus - Slovakia

The aim of the "Košice–Turizmus" project was to promote a mutual promotion and propagation of tourist destination of the city of Košice as a touristic cluster. Košice–Turizmus was founded by the municipality of the city of Košice and 27 entities operating in the city of Košice. Un to now the public sector is covered by the city of Košice, museums and galleries while the private sector includes many hotels, restaurants, travel agencies, carriers and operators of various tourist attractions.

*Results: Increasing of numbers of visitors and tourists coming to Košice, especially in 2013 when Košice was officially the ECoC, increasing of members of the cluster to 38. One of the member hotels received the award for Best Hotel 2011 in the category Programs of Excellence at the Hotel Performance Awards. A cook from a Košice restaurant won the Best Cook in Slovakia Award, 2012.*

## 14) Verzej Art & Craft Centre - Slovenia

The aim of the "Verzej Art & Craft Centre" was to increase income and visibility of handicraft producers, capitalizing on the regional craftsmanship, on an existent exhibition area and on an organization of training programs and events. In the framework of the project, the local community began to be a player in order to help craftsmen organizing and financing exhibitions and presentations of traditional industry.

*Results: Satisfying number of visitors and revenues on sale.*

## the player, an interview with Ion Valeriu

### **A short description of Museum's activity.**

Astra Museum is a cultural institution whose main objectives are to rescue, preserve and recover heritage objects of traditional culture and civilization. The heritages we house in the museum capitalize by many exhibitions and cultural events that offer an easy way to get accustomed with the authenticity of real life.

### **What has meant for you the 2007 year-Sibiu European Capital for Culture?**

2007 has brought a significant impact for the region around Sibiu, both for the culture and the economy. All the events have been organized under the auspices of ECC and thanks to this brand the audience and multicultural diversity have grown considerably. We can speak of increasing quantitative indicators. The visitors, many of them foreigners, are coming here looking for authentic experiences, happy to get acquainted to local culture and traditional way of living.

### **Are there private entities involved with sponsorships in your activity?**

In the last time, part of our projects has been sponsored by private local entities that understood the importance of being involved. The very progress of our community of Sibiu depends on all of us and consequently on private sector too. But we have to mention that Astra Museum is financed mainly by the Local Council.

### **Can Astra Museum benefit from cooperation within a cluster creative industries/culture/tourism?**

Astra Museum of Traditional Folk Civilization itself could be considered a kind of cluster. Inside special units are masters that restore, create and recreate artifacts which are the same activities of a creative industry. The museum acts as a tourism operator: certain exhibits inside museum are still living their original live and mission; original chariots carried by horses take tourists for a drive throughout open air museum; a few houses and a small inn, also original pieces that were moved from their initial location to our open air museum, are ready to answer tourists' requests for accommodation; a nice inn moved here from a tiny village is ready 7 days a week to offer a traditional meal within its original

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## the player, an interview with Constantin Chiriac

### **What has meant 2007, Sibiu-European Capital of Culture (ECC) for the National Theater Radu Stanca (TNRS)?**

The new projects aimed to enhance the activity of our TNRS have a history that began long before 2007. It's the case of 2004, when TNRS was assigned an institution of national importance by the Ministry of Culture, or the great projects including well known directors and actors, co productions and international performances. School of theatre, School of cultural management, Performances 'exchange, Advanced Researches Center and stuff like that have been conceived in direct convergence with The International Theater Festival and acted as key cultural tools to develop the synergic agenda for 2007 ECC and for the next years.

### **What other projects you were involved in beside The International Festival?**

After the very crowded 10-day period of the International Theatre Festival with 350 shows and more than 60000 spectators per day we came to the autumn with a show each 3, 4 days. An horizontal period of about 3 months of theater, dance, music, choreography, experimental performances.

### **How do you cooperate with the local authorities?**

I am involved in the European entity empowered to award the capital of culture title, many European and international projects were directed by me, I travel a lot. I rely on all this experience to say that our cooperation with the local authorities is very efficient. Long before say International Theater Festival the mayor and local council set up a commission to deal with all the matters related to the festival. Just doing like this the full success is guaranteed. By this good cooperation with the local entities there is built an agenda of events that generate visible economic, cultural, touristic, educational, social outputs.

### **Are there links with private sector to foster your projects?**

Yes, there are. I would only mention Ambient company which understood the huge promotional potential of TNRS and International Theater Festival. The company sponsor different stages of our cultural life and

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## the player, an interview with Stela Matic

### **Do you think a cluster should be formalized?**

I would only mention our partnership with Ambient Construction Company which is not formalized because it does not suppose a strict accountable service exchange. We decided to follow a common direction, parallel but coordinated so that each of us fulfills its goals. I agree the lack of formalization could lead to a discontinuous path of cooperation.

### **Is there the tourism industry in Sibiu shaped by culture and creative industry?**

The two domains are strongly relevant for tourism in Sibiu. The Cultural Agenda issued by municipality is a mix of cultural projects involving music, theater, film, traditional crafts, fashion and heritage. The Cultural Agenda is well promoted through the Cultural Embassy open in Bucharest.

### **Can you mention a PPP that provides support to cultural and tourist activities of the city of Sibiu?**

I've already spoken of The Cultural Embassy of Sibiu, suggested and promoted by Ambient, a local producer and distributor of building materials and interior design. During the last 10 years the company has frequently supported culture, being a constant sponsor of Radu Stanca National Theater and of the International Theater Festival in Sibiu.

### **How is this private entity participating to PPP?**

It offers the municipality of Sibiu the location for the promotion of the Cultural Agenda, the location called The Cultural Embassy. The Embassy is living its activity inside The Institute Café, on a street with high trade move. Many events are taking place here and also meetings of mass media and advertising professionals. The aim of the city of Sibiu is to attract as many tourists as possible from Bucharest through constant information regarding the cultural events and for Ambient this proves to be a great image exercise. The company creates itself an image associated to culture.

### **Can you give some outcomes of this partnership?**

Until now four press conferences have been successfully organized and 4000 tourist and

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Stakeholder's point of view

restaurant. a church built in the 17th century is still organizing religious service during certain feast. We can find here traditional culture, creative industries and tourism altogether. Clustering activities are of great benefit. The museum can help our partner travel agencies passing easier through the off season by offering smaller fares or organizing special events and the agencies will strive to include us in their itineraries.

we perform in cities where the company has showrooms. Within the other project, called "The young conquers the city", our students and young actors perform in bars, discos, and clubs.

**How do you see a PPP in culture?**

PPP is very important nowadays. It's the formula that assures good returns according to each partner's expectations. Beside the aforementioned cooperation with the local authorities, we must speak about banks, hotels, travel agencies, other cultural entities that could profit from large emulation our events create.

cultural brochures and flyers that promote the city of Sibiu have been distributed. The Cultural Embassy in Bucharest generated great sympathy for Sibiu, so that by simply searching on Google the phrase "The Cultural Embassy of Sibiu" there will be more than 300 000 results.

the News of the Month

# 80 new Territorial Product Managers trained by the Veneto Region!



A successful action appreciated by all participants! 30 hours of high qualified training, open discussions and exchange of ideas put the basis for a new integrated cooperation among different stakeholders in the involved project areas.

During the course the participants have been interviewed and had the chance to express their expectations, ideas, feelings in relation to the potentialities and opportunities given by the CMC project in terms of support to the creation of new synergies on the concerned territories.

The contributions have been recorded and integrated in a brief video, financed by Unioncamere del Veneto, soon available on the project website.

# Lucian Blaga University of Sibiu (LBUS)



Lucian Blaga University of Sibiu is a public institution, **established in 1990**. The origin of LBUS as an academic institution is recorded in the first months of 1990, immediately after the overturn of the political regime in Romania – therefore **LBUS is a young university**.

LBUS encompasses **nine faculties** organized in departments, **with 1012 academic and non-academic staff** working with a total number of **17,000 students** for bachelor and master degree programs, for the academic year 2012-2013. These faculties are: the Faculty of Theology, the Faculty of Law, the Faculty of Letters and Arts, the Faculty of Social and Human Sciences, the Faculty of Engineering, the Faculty of Sciences, the Faculty of Medicine, the Faculty of Agricultural Studies, Food Industry and Environmental Protection, the Faculty of Economics. Moreover, we should also mention: the Doctoral School, the Department of Consultancy and Continuous Training, as well as the Department of Lifelong Learning and Distance Education.

LBUS academic structure is a pyramidal one, based on the **bachelor, master and doctoral degree programs**, as components of the three-tier Bologna system, in addition to **postdoctoral and postgraduate training programs** offered

to those interested in **Life Long Learning**.

“Lucian Blaga” University of Sibiu assumes the role of promoter of social progress and contributes to shaping the future by expanding the boundaries of knowledge for the benefit of individuals and society. The objective of “Lucian Blaga” University of Sibiu is to promote excellence in training specialists and in scientific research in a wide range of disciplines.

LBUS started to institutionally develop by assuming an open cooperation with the economic, social and cultural environment. It aimed at being an active member of the local community, involved and responsible for the well-functioning and well-being of the city (town and gown). It is worth mentioning at least several accomplishments in this respect:

- Important partnerships with the business community that can be considered an added-value of LBUS. Some of the concrete results of these partnerships:
  - *the endowment of several modern laboratories in the university, student hostels, and other facilities*
  - *the development of some study programmes as a result of the community needs (as for example: the newly created*

*Pharmacy specialization is a result of the need of a private medical clinic Polissano Sibiu, that developed also a Pharma production unit, to have trained experts. The private company covered the tuition fee for 23 first year students in 2011/2012; the graduates will have the possibility to be hired within this clinic upon completion of academic studies; a similar cooperation is developed by the Engineering Faculty where some study programmes are jointly developed by LBUS and major companies that operate in Sibiu – i.e. Atlassib, Continental. These are some illustrations of win-win partnerships. That is why we aim to extend this successful model also to other specializations.*

- *Internships for the students*
- *Applied research projects*
- Partnership with the local authorities: City Hall and County Council. Mention should be made here of the major partnership between the City Hall and LBUS in 2007 in organizing the European Capital of Culture. Throughout 2007, LBUS was involved with its academic staff and students in important events. In this context LBUS designed a well defined strategy to be involved in the cultural life of the community mostly through its Department of Dramatic Arts with significant impact.

LBUS aims to become an active platform for transferring knowledge, skills and attitudes towards the community in which it operates. Several steps have already been undertaken in order to increase the communication inside and outside the university in accordance with the principle of transparency adopted through the managerial program and to intensify the cooperation between LBUS and the community, such as:

- the Rector initiated a series of events under the logo of LBUS Dialogues. These are not only external but also internal dialogues.
- the Rector and the Mayor of Sibiu decided to place the year 2013 under the aegis of education and research, so that there is partnership signed for 2013 SIBIU SMART and a bunch of activities and projects were developed over the whole year.