



Past - Present - Future



CONCEPT “CREATIVES MEET INDUSTRY”

Thematic - Concept

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Abstract

The concept developed by the Chamber of Commerce of Padova (P6) focuses on the interaction between traditional industry and innovative/creative communities. According to the focus group's suggestions and the analysis of the regional state of the art, the concept selects the value chain paper-printing industry and links this industrial chain with the creative/digital technologies. Particularly, the concept highlights the potentialities coming from the establishment of strong commercial relationships between paper industry, printing industry and digital technologies applied to both of them, particularly the recovery of old printing characters to produce well customized printing products.

The concept identifies the roadmap to strengthen the relationships among the actors of the whole value chain in view to achieve the objective defined.

1. Project Context

[InduCult2.0 project](#), financed by the Interreg Central Europe cooperation programme, establishes the idea of Living an Industrial Culture in Central Europe and reveals, strengthens and utilizes the unique cultural spirit of industrial regions.

The underlying basic concept is innovative in itself: Living Industrial Culture goes far beyond heritage preservation and utilization. Instead, past, present and future cultural and creative assets related to industries are combined into one powerful package. This is achieved by cross-sectoral cooperation set up by the partners, bringing together their museums, companies, schools, and creative communities. In this way, Industrial Culture becomes a living and dynamic concept, mirroring the ongoing transformations of the industrial economy and shaping the cultural sphere of affected communities.

The Thematic Work Package T4 "Fostering creativity and innovation in the environment of industry and its remains", moves from the need to introduce significant innovation in the industrial processes, mainly linked to the digitisation processes and the strong approach to the marketing innovation and the user-oriented strategies. The traditional industrial sectors, that often are located in well established clusters, building, etc, need to create new relationships with emerging sectors, like Cultural and Creative sectors, to be able to support the competition and give new strength to their products.

Particularly, looking at the recent innovation processes implemented, two kinds of processes need to be encouraged:

- a) Cross-fertilization processes, that aims at creating strong and durable relationships between enterprises coming from traditional sectors and professionals dealing with media, creative, cultural and others emerging sectors
- b) Spill-over processes, where the relationships between staff and employees coming from enterprises are enriched by the contacts and the sharing of information with others experts and technicians.

In this sense, the concept of Industrial Culture is tested in this WP in its contextual capability to create new opportunities coming from durable relationships between traditional

industrial sectors and Cultural&Creative sectors (CCIs). The industrial culture will be enriched by the cooperation with new labour forces much more oriented to no-technological innovation, to the creativity and to the new emerging digital technologies (robotics, internet of things, big and open data exploitation, advanced manufacturing, etc). The change of vision and approach is clear: from traditional innovation processes, where the “technology” is at the core of the process, to much more user-oriented and design innovation.

As relevant EU studies are highlighting, the economic growth (both in terms of competitiveness and employment) will come from the strong introduction of “creativity” and “digitisation” within existing – and sometime – old industrial processes. To give evidence to this approach, specific financial instruments (Creative Europe and Factory of the Future, for example) have been set-up by the EU to support the processes and the collaboration of the actors.

As main WP T4 output, regions draft action plans for strengthening the relationship and the collaboration between Traditional Industrial sectors and Cultural and Creativity sectors. The collaboration will be both at the level of “products design innovation” (task 4.2) and locations (task 4.4). For the latter, specific experiences, like co-working, fab-lab, innovation and service centres, etc will be encouraged, defined and tested.

In particular:

- a) Regions will elaborate action plans that will promote the collaboration between industry and CCIs through competitions, living labs, work camps, etc
- b) Regions will elaborate plans to create innovative spaces connected with Creativity, social innovation and new services to be offered to SMEs and employees from traditional industrial sectors within old-industrial sites.

The concept developed with this document will define the action by PP6 focused on the former approach (task T4.3.1&T4.3.2: Concept “Creativity meets Industry” and the following testing measures.

2. Introduction

Within the InduCult2.0 project, Industrial Culture is proposed to be open to new inputs coming from emerging sectors, like Cultural and Creative sectors. The industrial culture will benefit from the meeting with professionals and companies that usually are very far from the old/traditional industrial sectors and will receive new inputs to become attractive to youths and professionals and more competitive on the markets.

The collaboration between Industrial Sectors and CCIs will enriched the industrial culture, opening to new suggestions, attracting youths, limiting the brain drain from some areas. The collaboration between the two sectors could be:

- a) To create synergies and new collaboration (cross-fertilization and spill-over effects)

- b) To set-up innovative centres in old industrial sites.

3. Objective

In the framework of InduCult 2.0 thematic workpackage 4, task 3, Padova Chamber of commerce identified the industrial sector to be involved in the process described above and the Cultural and Creative sectors that should be better involved.

Going into detail, the objective of this concept is to design the plan for the collaboration between the paper-printing industrial sector and the creative/digital sub-sector. The result of this collaboration should have the following aspects:

- a) To strengthen the value-chain, from the paper to the customers, with the introduction of creativity and digital technologies to approach new target of customers (youths, professionals, etc)
- b) To valorize the traditional knowledge connected of the printing sector (that has in Veneto Region a tradition coming from XVI century) with the collaboration with creativity and digital-media professionals
- c) To identify new marketing models to be suggested and supported

The focus group organized in Padova have shown the interest of some old industrial sites, clusters and enterprises operating in the paper-printing sectors, to strengthen (or start in many cases) the collaboration with Creatives and Digital-Media experts. Specific experiences have been presented (Lyno's type and the franchising proposal connected) to show a possible direction of the collaboration, that is still fully to be explored.

4. Applied Approach

4.1. General

In Padova the focus groups on industrial culture connected with "creativity and cultural sector" was established in Autumn 2016. One of the topics they have been working on is how to promote Industrial Culture strengthening the cooperation between traditional industrial sectors and emerging technologies (digital technologies) and design (user-oriented approach; no-technological approach, etc). The input of the focus groups has been the base for this concept paper. The idea to promote cross-innovation, setting up new value-chain and opening to new marketing processes have been presented at the Working Group of Leoben and Padova and supported by peering activities with the partners.

The industrial sector selected in cooperation with the Focus group is the value-chain paper printing that is significant for the region for the following reasons:

- a) Strong tradition both for the production and fine-tuning of the paper and the printing.
The Republic of Venice (particularly with the printing locations of Venice, Padova and Verona) has a long tradition of producing papers and printing books. The knowledge and the competence for these procedures are assets for the region and thousands of workers are still involved in the sector
- b) Many industrial sites are still operating in these sectors and others have been recently restored and adapted to new uses. Industrial locations are still well visible in the region and represent a point of reference to spread the industrial culture often linked to very interesting building (several of them coming from past centuries)
- c) Need to increase the cultural and economic attractiveness of this sector that in recent years decreased its interest particularly for new generation. Brand new experiences in Veneto regions are going on two directions:
 - Increase the attractiveness and competitiveness of the value-chain introducing innovative processes more linked to digital technologies and creativity
 - Increase the presence of youths into the sector not only to continue producing paper and printing books, but even to enlarge the application and the list of products restoring past traditions and approaching new target of customers and markets
 - Connect the valorization of the paper-printing sector with the collaboration with weak categories (disadvantaged peoples, migrants, etc) according to a concept of social innovation that will be further investigated by the Chamber (see task D.T4.4.1).

4.2 Cross-Innovation, cross-fertilization and co-creation concepts

At the basis of the actual concept developed by the Chamber of Padova there is the need to support the collaboration processes between traditional industrial sectors and CCIs with well-structured actions.

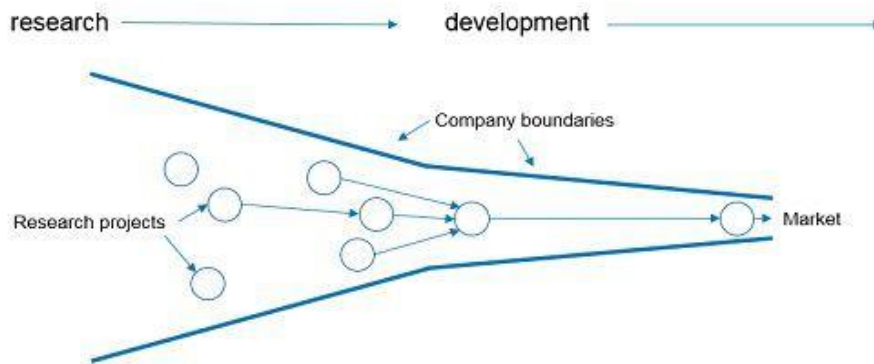
As anticipated, several approaches should be taken into consideration, but all of them need to be planned looking at the following concepts:

- Cross-innovation
- Cross-fertilization
- Co-creation

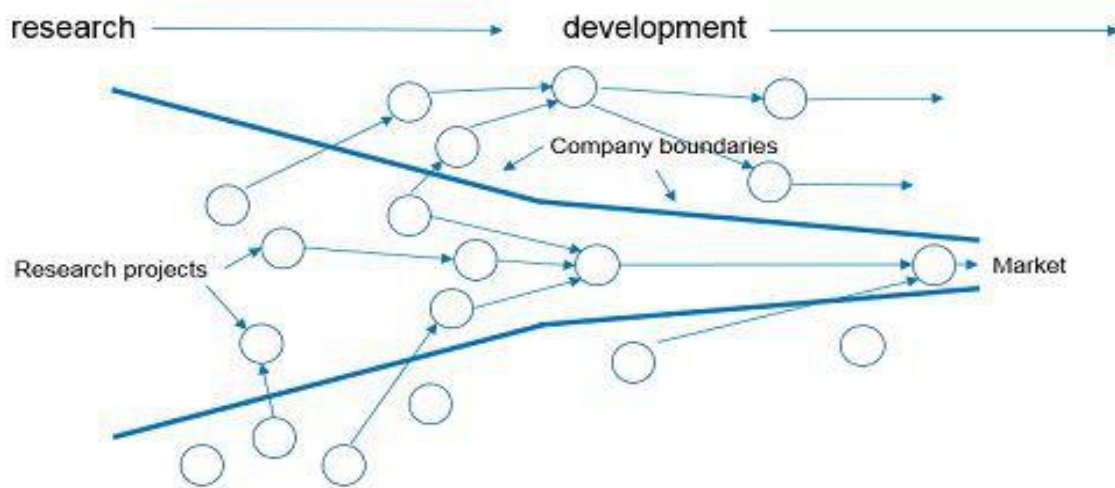
4.2.1 Cross-innovation actions

- **Cross-innovation** is a specific form of open innovation which means that in order to benefit from this approach companies need to revisit their innovation processes to make sure that both internal and external ideas are considered when developing new products, services and processes.
- **Cross Innovation promotes** collaborative and user-driven innovation that happens across sectoral, organisational, technological and geographic boundaries.
- **Cross- innovation** is a clever way to jump-start innovation efforts by drawing analogies and transferring approaches between contexts, beyond the borders of own industry, sector, area or domain. These analogies can be drawn at various levels, from products to services, to processes, to strategies, to business models, to culture and leadership.

from closed innovation...

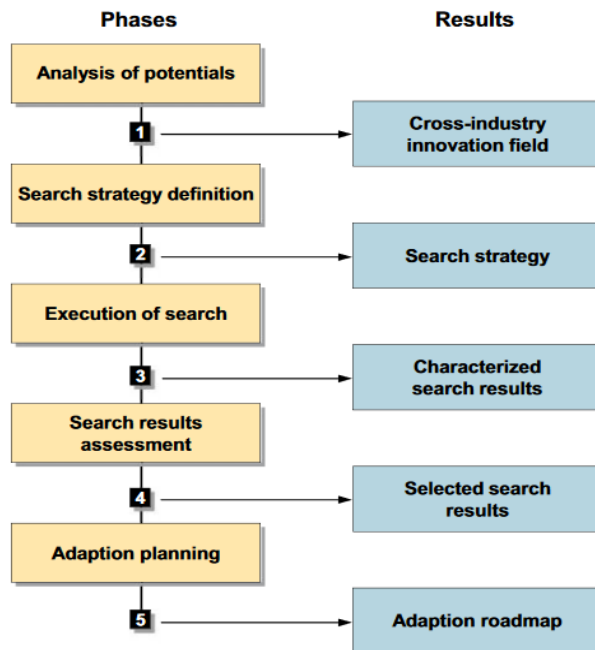


... to open innovation



- **Cross-innovation process** facilitates interdisciplinary entanglement of products, services and trends. The process transfers existing technologies, systems, concepts or general principles from one industry to another industry in order to solve problems or answer questions experienced in that industry.
- There are two forms of cross innovation each linked to a specific process:
 - 1) **Outside-in process:** transfer of solutions or ideas from outside the industry;
 - 2) **Inside-out process:** search for novel applications of own ideas and solutions in other industries

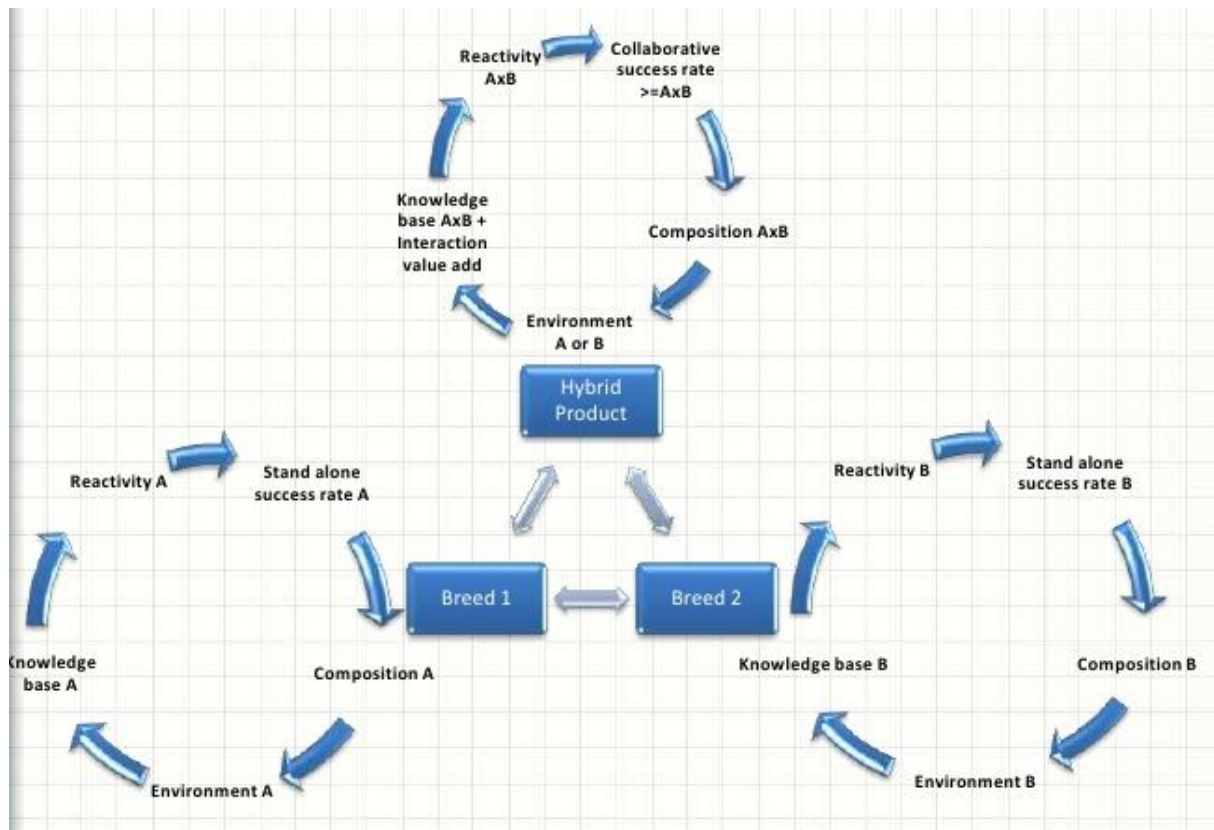
Method for Cross-Innovation



4.2.2 Cross-fertilization

- **Cross-fertilizations** is the ability to search and build new relationship by importing and mixing ideas from different places, markets or people to produce better products and services. Importing a technology from another industry, or hiring people from a different company are examples of this.

Cross-fertilization is a new way to search for market opportunities, especially when there are already regional clusters present. In this case it could be of advantage to bundle the management activities under one umbrella organization, to foster cross-fertilization in day-to-day routine. The result of successful implemented cross-fertilization/cross-cooperation is the generation of new products or services that answer societal challenges and boost innovation and economic growth



The outcome of this action can be summarized as follows:

- Beyond simply transferring technologies or insights from one industry to another, cross-fertilization is also about **connecting industries**, especially around usage and experience.
- If we use user-centric approach and create relevant market value cross-fertilization can be a powerful platform for innovation, especially when targeting adjacent or even disruptive innovation

4.2.4 Co-creation

- **Co-creation** is a two-way, open and dialectical process of interaction, collaboration and knowledge sharing between an organization and its stakeholders, whereby the participating parties engage in a dialogue to jointly define and solve problems in shared distributive environment.
- **Co-creation** is essentially the process of involving a third-party in the processes and ideation segment of product development. Before co-creation, organisations handled all of these responsibilities in-house, which led to a more narrow idea pattern and less customer-facing innovation. Co-creation allows suppliers, customers and third-party dealers and companies to become more involved in the development process, which contributes to more user-friendly products, more innovative design and a more approachable business model.

Using Co-creation organizations can decide what they wish to collaborate on, they agree on topics, implement it and benefit on it. Main directions are well jointly defined. Movements

in defined directions are organized, planned and communicated. Therefore planned results are more relevant and more probable

4.3. Synergies with existing actions at regional level

To contribute to the Industry culture by the collaboration between traditional industrial sectors and Creative/cultural sectors is a pretty new topic in the region. However, several experiences can be listed and will be taken into consideration:

a) DESALPS project.

The project – funded under ALPINE SPACE Programme – aims at promoting the application of Design Thinking concepts and tools to promote innovation and competitiveness by SMEs in Alpine Space regions. The project – started past November 2016, sees the Chamber of Padova as partner and will be capitalised within the frame of the INDUCULT T4 actions

b) CO-CREATE project(partners are Veneto Region and Chamber of Venice)

The project – funded under MED Programme – aims at promoting the collaboration between traditional industrial sectors and CCIs with the introduction of gamification, design thinking and creative-camps. The project – started past November 2016 – will give tools and training contents that could be used with Inducult 2.0 for the implementation of the actions envisaged with this concept.

c) ERDF 2014-2020 Programme.

At Veneto region level, two actions have been implemented in the past and will be taken into account:

- A call for proposals past 2015 that brought to the setting up of a network of FABLAB in Veneto region, able to support the digitisation processes by SMEs
- A call for Creative Industries, particularly multimedia professionals, to strengthen their cooperation with the industry sector.

d) Industry 4.0 National Plan

The National plan (with several others in EU) will strengthen the impact of digital technologies on the enterprise system, supporting investments and innovation from the adoption of digital technologies (particularly internet of things, robotics, advanced manufacturing, etc) by traditional industrial sectors. In this plan, the collaboration of the Industry with the CCIs' sub-sector of the ICT/Multimedia is clear and will have an impact for the culture, the innovation processes and the use of the industrial sites.

4.4. Possible intervention paths:

One **possible path** is under discussion with the focus group and consists of the following steps: this path requires a commitment of the involved companies belonging to the paper and printing sector from one side and the CCIs' representative from the other.

The possible steps are:

- Define the framework conditions: geographical covering, subjects, dedicated team, Industrial Culture related events and fairs where the paper-printing sectors from the Region is presented;

- Identify the Creative and Cultural professionals interested to cooperate with the sectors
- Define the procedure (pitching events? Matching events? Coaching methodologies) to support the meeting between the two parties
- Promote the collaboration and the elaboration of new joint-projects, possibly to achieve the objectives indicated
- Monitor the collaboration between the actors
- Get a feedback/evaluation

According to the discussion in the focus group and the stakeholders involved, the following plan is under further definition

		Objective
Step 1	<p>Main Actors identified to be involved:</p> <ul style="list-style-type: none"> - LYNO's stype (start-up of the printing sector: https://www.linosandco.com/) - printing factory(ies) to be selected: - Cartiera di VAS: old industrial paper industry under restoration and that need to be reused (https://archeologiaindustriale.net/3780-la-cartiera-di-vas-passato-presente-e-futuro-studi-casi-e-progetti-tra-archeologia-industriale-e-valorizzazione-del-territorio/) - Designer and graphic professionals networks - Entrepreneurial Association - Handcraft Association - University of Padova - No-profit actors involved with social inclusion 	<p>Start the cooperation with the main actors of the value-chain:</p> <ul style="list-style-type: none"> a) Paper producers b) Printing SMEs c) Innovative/digital technologies applied to Printing (experts; professionals) d) Social Inclusion/Social Enteriprses e) Learning and teaching actors (University and other training actors) <p>Actors will be invited to discuss a proposal of cooperation and to identify a possible agreement of cooperation to promote new products that will valorize the ancient tradition of paper production-printing according to new users expectations and needs</p> <ul style="list-style-type: none"> a) Meeting to promote the cooperation b) Meeting to define the project and identify the target of reference

		c) Meeting to define the commitment
Step 2	Within the “Cartiera di Vas”, Lyno’s type will set-up a new showroom of products (traditional paper products produced with digital technologies and traditional paper materials) that will highlight the specific tradition of producing papers and printing together with the innovative digital technologies applied and the graphic improvement according to the users’ needs.	<p>Cartiera di VAS will sign a franchising contract with Lyno’s type to open the showroom</p> <ul style="list-style-type: none"> • Elaboration of a model of agreement • Analysis of the franchising contract proposed by Lyno’s type • 1to1 meeting to define the agreement
Step 3	The printing/editing company(ies) will strengthen the marketing approach of the new products and will promote the catalogue using their own marketing channel	<p>SMEs will define a marketing strategy to promote innovative products and will support the transferring of knowledge to young technicians</p> <p>a) Internal Thematic workshop promoted by UniPD and Digital/Designer experts to promote innovative printing techniques will be addressed to SMEs’ and other interested SMEs of the sector.</p>
Step 4	Non-profit organizations will involve disadvantaged people to support the production of paper/products to be sell through Lyno’s type showroom	Non-profit organization’s members (not yet defined) will be addressed by training actions to contribute to the finalisation of the product
Step 5	Entrepreneurial and handcraft association will disseminate the model of cooperation and the business model among their members to favourite new start-ups and new Lyno’s type showroom in other Veneto’s locations	1 workshop open to all members to present the agreement of cooperation; the opportunities of innovate the traditional sector with digital technologies and the marketing opportunities
Step 6	Analysis of the results: a) Added value of the cooperation	1 questionnaire and 1 report of analysis

	between CCI and Paper/Printing sector b) Innovation of products and users' expectations c) Marketing model d) Training and promotional actions addressed to new entrepreneur and handcraft.	1 event to present the result.
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5. Results

The results of actions foreseen in Veneto will be an increased awareness of the value of industrial culture by Creative and Cultural operators, the promotion of durable collaboration between these categories of economic actors.

In particular, the Chamber of Commerce of Padova aims at promoting new collaboration and new project between the Paper/Printing industry and the Creative sectors that could take the form of new entrepreneurial initiatives aiming at reaching new target of customers, support social inclusion and promote the competitiveness into new markets.

6. Evaluation/transnational added value/Outlook

The actions will be developed in parallel with other partners that are working on the same topic (task T4.3.2) and will gave valuable input and inspiration for their individual planned measures. In addition the experience of Veneto region will lead to the elaboration of a model of cross-innovation that will be proposed for other economic sectors and to other geographical areas.

In the coming year, the conceptional approach will be further developed and exploited in the region. This will lead to a broader understanding of what works well and what is difficult to achieve in practice.

The companies involved in the processes will be invited to summarise their experience in some "story telling" format to be then used for promoting similar initiatives.

Inducult2.0 partnership will benefit from this local experience, being the connection between traditional sectors and high-tech/digital technology providers one of the main interested topics included in several National Innovation strategies. Moreover, the all activity will be in the frame of innovative forms of cooperation between public and private actors (Public and Private Partnership) and it will be of benefit for all institutions participating in Inducult 2.0 project.

