

FINAL REPORT ON PILOT 1 : QUADRUPLE HELIX IN STRADA NUOVA THEATER

D.T3.2.10

PP1 Municipality of Genoa August 2019

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1. INTRODUCTION

The pilot project entitled *Teatro Strada Nuova* aims to develop a new CCI in theatre shows market, a new and different “cultural corner” in Genoa, and the reinforcement of a network logic in a particular part of the ancient town. The main focusing of the theatrical approach is the humour. Around this topic Teatro 19, the CCI involved in the project, developed a large proposal, with shows, music and courses, also for disadvantage people.

Currently, the pilot action is fully in operation. The first season of spectacles is concluded and is near to start the autumn and winter season.

2. RESULTS ACHIEVED

| Result indicator | Measurement unit | Final target (set in PIP) | Progress achieved | Explanations |
|--|------------------|---------------------------|-------------------|---|
| Number of jobs created (FTE) based on project achievements | FTE | 1 | 06/2019 | The job made official in June 2019. There are also a professional job part time for a technician. |
| Amount of funds leveraged based on project achievements | Euros | c. 84.000 | 11/2019 | The funds were used to purchase the instruments for implement the theatre prospective. Funds are 35.000 from FH and 15.000 from Community of Genoa. There are also additional euro c.a 34.000 by Community for the Theatre structure, and there are now the revision of B.Plan on the basis of effective incomes. |



An important aspect of the experience is to obtain a new significant proposal in a “hidden corner” that is very close to the most noble street of the town, that could become a “door” to visit the popular neighbourhood of Maddalena. In the theatre space have been set up exhibition and the presence of visible activities that can lead the tourists to check also this “corner”.

The implementation of the pilot action involves the Genoa’s City Marketing, Promotion and Cultural Activities Dept. This partnership supports the business plan of the Teatro Strada Nuova and continues to establish a close cooperation also to promote the activities of the theatre.

3. CRITICALITIES AND RECOMMENDATIONS

a) Vision/purpose of the pilot project

The vision of the pilot is too pointed to the CCI core business in comic theatre and persists the typical difficulties in determining a really economical approach to the “business” by a CCI. There is a possible continuous mismatch from cultural aspects of the experience and sustainability of the “enterprise”. The difficulty is “typical” because the management is an expression of actors and not really focused on the development of a CCI that takes the experience to create a bigger enterprise not only for the town. This is a very delicate aspect of managerial culture in this kind of business and requires a very long and strong training and mentoring to have a positive change.

The City department is highly involved in this mentoring process and is preparing a document for this in addition to a continuous series of technical meetings with Teatro 19 .

b) Objectives (goals) of the pilot project?

The objectives/goals set for the pilot action are achieved. The CCI and the theatre works, seasons have been a good success. Funds are adequate to the start up action and now the effort is to have a first break even point with the normal business of the theatre.

c) Stakeholders



The experience with involving stakeholders is rather positive. The best effort to increase now is to develop a strong network of social and cultural enterprise to link indeed the theatre to the cultural, social and touristic development of the area. This is a critical and very important asset of the experience, because could allow to have a strong work about the heritage defence and enhanced and to have a new “develop engine” for the Maddalena’s area.

The City’s Departement is high involved in this aspect and is available to help the CCI to introduce new and different stakeholders in the network.

d) Services/products/activities

The pilot action 1 activities are performed as planned.
Season was a good success, and the Theatre is now a well defined proposal in the cultural offer of the town.

There are from now different aspects to manage for the future: the promotion, the enlargement of services and products, the differentiation of products for different publics and target groups. Training and sessions of educational training for disabled people and schools also, for instance, will be an important aspect to develop in next months

The theatre have to enlarge his direct marketing to different target groups respect of neighbourhood of the town. The proposals of Teatro 19 have to be clarified also for schools and educational theatre

e) Resources

At the start of the pilot action the projector and street furniture delivery was delayed. To manufacture the street furniture, selection procedure had to be announced repeatedly. A projector from the local university had to be borrowed for the first public screening.

f) Financial plan



The financial plan of the pilot action 1 was set correctly, no adjustments had to be made. In the first year of the pilot action implementation, the financing from the Forget Heritage project was flanked by a direct funds intervention by the Genoa's City Department

The training for pilot manager strongly contribute to prepare an efficient financial plan for the first year

g) Project implementation

The scheduled progress was respected. The theatre was deeply renovated and all investments have been make. From now all the efforts are to enlarge products/sevices and publics and to enlarge the stakeholders network.

| Project output indicators | Measurement unit | Target | Delivery Date (09/2019) | Explanations |
|---|------------------|------------|-------------------------|--|
| Number of paying people | Body count | 2200 | 09/2019 | |
| Number of show/workshops conducted | pcs | 55 | 09/2019 | |
| Number of public events | pcs | 45 | 09/2019 | |
| Number of different target groups reached by different communication channels | % | 60% 40% | 09/2019 | Through social, news letters and direct e-mail marketing Newspapers, working association and posters & fliers |
| Number of Newsletter registration | Number | 12.000 | 09/2019 | Counting of enrolled insights |
| Social Media follower (Facebook + Instagram) | Number | 6.000 | 09/2019 | Counting of followers |



4. MANAGEMENT MANUAL TOOLS

| 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 | Not used | |
| | Activities-Processes-Blueprint | Not used | |
| | Typical Site Usage | Used | |
| | “Activities Evaluation” Table | Not Used | |
| Infrastructure and processes | Outcomes of filled out “Activities-Processes-Blueprint” | Not Used | |
| | Prototype Schedule | Not Used | |
| | Fields of Activities | Used | |
| | Process Planning | Used | |
| | Responsibilities Facility Management | Used | |
| Business concept | Management Tasks | Used | |
| | Business Model Canvas | Used | |
| Implementation planning | Basic Financial Plan | Used | Very useful tool |
| | Project Timeline | Used | Very useful tool |
| Project Based Implementation | Best practices of heritage valorization projects | Not used | |

5. CITIZENS/STAKEHOLDERS CONTRIBUTIONS

The feedback from spectators and media was very important and positive. The CCI analysed the informal and also formal (interviews and questionnaires) informations

6. PUBLIC-PRIVATE COOPERATION

Private partner view:

The public cooperation to the action is essential. The “Palazzo Rosso” palace is one of most important historical museum in the town, and the theatre is in his basemet. This fact implicate

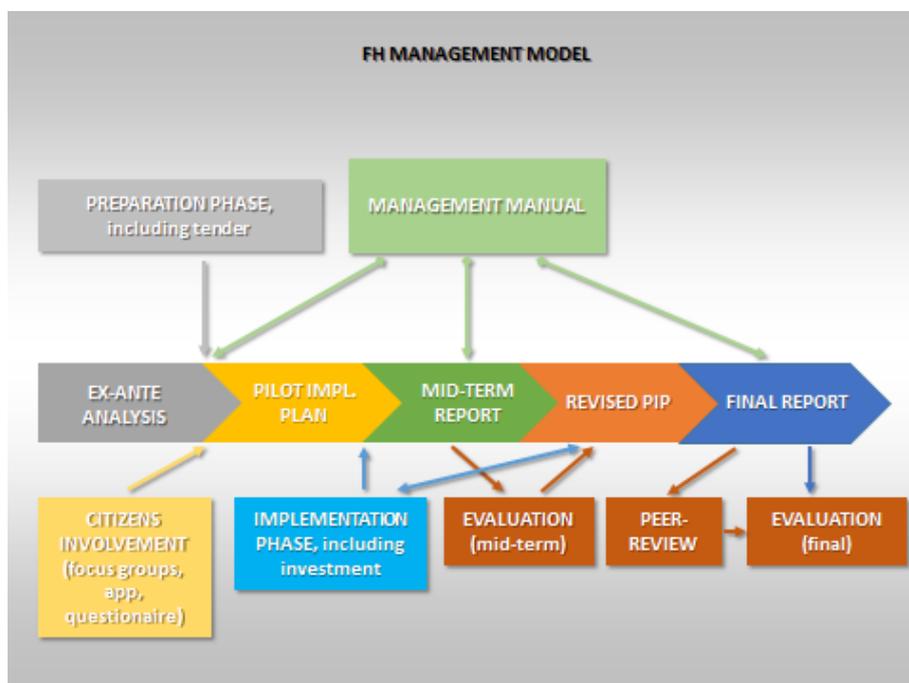


a strong series of critical administrative and technical passages that cannot be eluded. Also for the “business approach” the public role is very important in view of the requirement to create and support the networking by different political and interested subjects of the town. The CCI and the Department have scheduled meetings during all the agreement’s duration to assure a continuous support for the pilot in the 3 years.

Public partner view:

By the public, the capability of a CCI to create events and other smart use of the theatre is important to have a real use of an important part of cultural heritage and his maintenance. This confrontation is also be useful to learn the focus points to develop in the future about this kind of actions

7. FH MANAGEMENT MODEL AND PILOT’S SPECIFIC FOCUS



The project is based on “four elix” and the Pilot 1 include the point of view of stakeholders from ex-ante analysis. In the next period of the agreement this point will be reinforced and the



City Department will capitalize the experience also for other projects (also derivated for Wp1 “app” use).

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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Public partner view: | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. EXTERNAL ENVIRONMENT

External conditions are important for the pilot, but also are a limit. The theatre is insert in Palazzo Rosso Museum and all the Strada Nuova road is one of most important street in the town due for the high presence of “Palazzi dei Rolli”, a series of ancient buildings that are visited for many thousands of visitors. So the situation is very useful for communication, but also there is a different dynamics of touristic flows from a theatre and touristic experiences. Also to mix touristic flows with scholastic groups is a non simple “problem” to solve.

It will be important to define a system of daytime events to take advantage to the touristic flows or event in the night but with no the “language gap” that is typical of comic theatre.

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 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"/> |



| | | | |
|---|-------------------------------------|-------------------------------------|-------------------------------------|
| 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 checked="" type="checkbox"/> | <input 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 checked="" type="checkbox"/> | <input type="checkbox"/> |
| Public-private cooperation: use of the Forget Heritage project approach in other projects | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Networking: events, platform, national and transnational cooperation | <input checked="" type="checkbox"/> | <input 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 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"/> |
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| Networking: events, platform, national and transnational cooperation | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

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



In this peculiar field of action of CCI's, will be very important to define from the beginning an "open mind" strategy that could be efficient to round up the mismatch from "cultural heritage defence" and "cultural approach of CCI's". The first issue is guaranteed by a solid and durable CCI action, that can support all policies to preserve the cultural heritage. A strong accent on economics are necessary and also to create a staff for a plausible mentoring for CCI management and public officies also. Infact funds are important, but the first issue could be to link the vision with the capability to pursue it in the real world. In other hands, risks are clear from the two sides: for public administrations there is a risk to enlarge a bureaucratic behaviour in front of arise problems; for private to manage a strategy focused only on their particular competences without a concrete approach to the business and sustainability .