



FUNDING STRATEGIES FOR CULTURAL SPACES: TOWARDS NEW SERVICES

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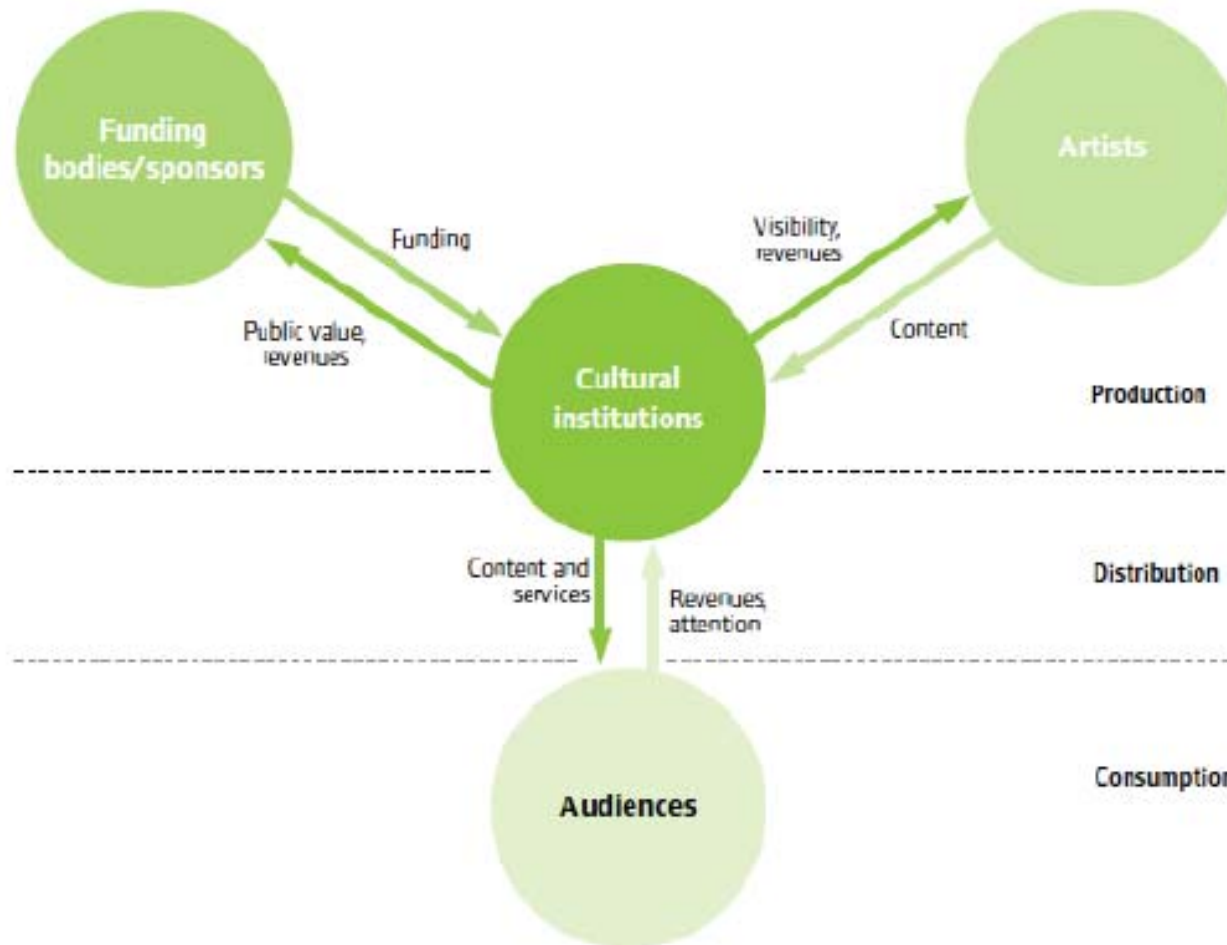
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SOME KEYWORDS

- A VIRTUOS CIRCLE BETWEEN KNOWLEDGE MANAGEMENT (VISION, VALUES), AND NETWORK ORGANIZATION (DIY, MOBILITY)
- CULTURE AND DEVELOPMENT: CREATIVITY AND INNOVATION
- A CHALLENGE OF INTEGRATION: MULTILEVEL AND TRANSVERSAL
- A TERRITORIAL DIAGNOSIS: CONFLICTS AND SWOT ANALYSIS
- MARKET and BUSSINES PLAN (FUNDING, AUDIENCES)
- SERVICES (DIVERSIFICATION)
- PROJECT MANAGEMENT, TRAINING NEEDS
- ORGANIZATION CHANGES (NETWORKING)
- PRODUCTION TECHNOLOGY



3 KEY DIMENSIONS

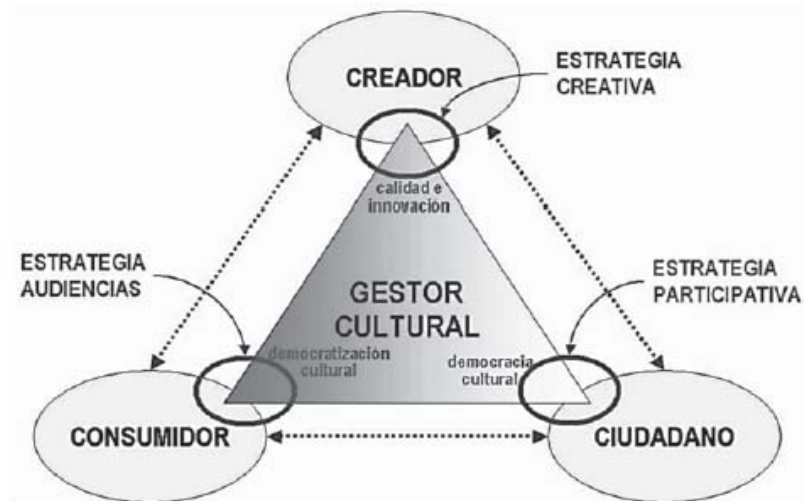
- **FUNDING DIVERSIFICATION FOR AN AUSTERITY FRAMEWORK: GLOBAL, LOCAL, TRANSVERSAL, PARTNERSHIPS**
- **INNOVATION IN CULTURAL SERVICES AND PRODUCTS: CULTURAL FUNCTIONS (EDUCATION, RESEARCH, EXPERIMENTATION, COMMUNICATION, MOBILIZATION... KNOWLEDGE PRODUCTION)**
- **AUDIENCE DEVELOPMENT: CULTURAL PARTICIPATION, ACCESS, SOCIAL INCLUSION**

PROJECT MANAGEMENT CHALLENGES

- VISION, STRATEGIC THINKING, LONG TERM PROCESS (CIRCULAR THOUGHT, FEEDBACK)
- MAPPING EMERGING CONFLICTS (VISIBILITY)
- INDICATORS AND EVALUATION: ACCOUNTABILITY
- IMPACTS

CULTURAL MANAGEMENT AND MEDIATION

EL PAPEL MEDIADOR DEL GESTOR CULTURAL



Fuente:
Lluís Bonet Agustí
Universitat de Barcelona

ARTS & TERRITORIAL MANAGEMENT

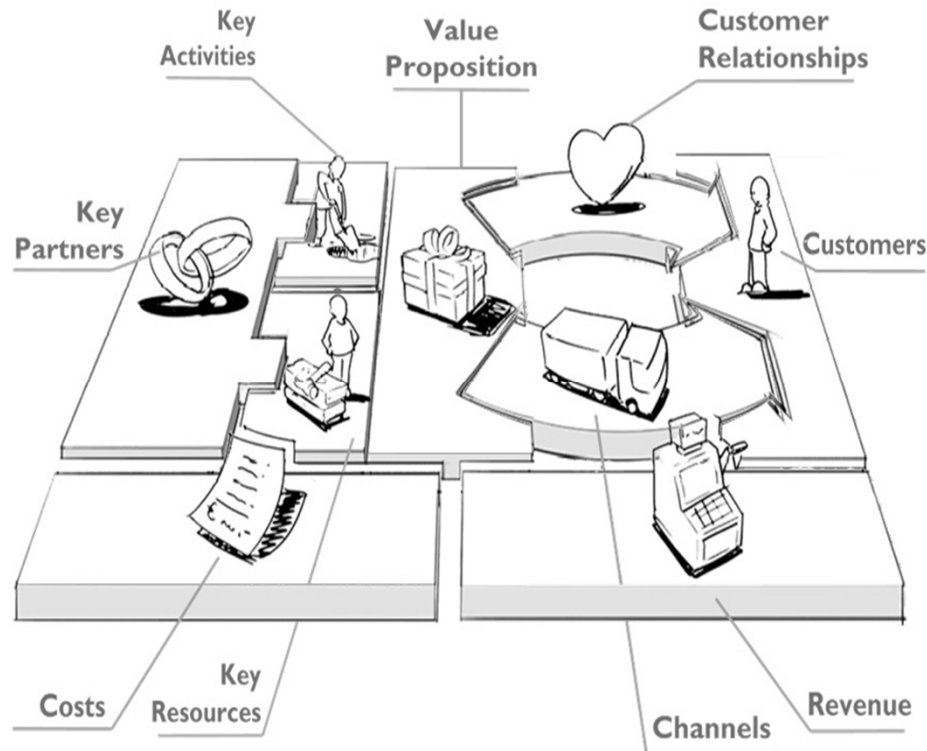
GESTOR CULTURAL	
GESTOR ARTÍSTICO	GESTOR TERRITORIAL
Gestiona y hace viable proyectos artísticos	Gestiona todo tipo de actividades y servicios culturales, no sólo artísticos: patrimoniales, industriales, tradicionales...
Auspicia y da a conocer la obra y capacidad creativa de sus artistas	Desarrolla el amateurismo y la participación social
Desarrolla productos y audiencias artísticas específicas	Dinamiza el desarrollo cultural y económico local
Produce y/o distribuye eventos y productos artísticos: libros, películas, exposiciones, espectáculos, conciertos...	Potencia el turismo cultural
Otros	Otros
Gestiona equipamientos artísticos: teatros, museos, auditorios...	

*Fuente:
Lluís Bonet Agustí*

The Creative Med Model

- The success factors:
 - **Innovation mixes**, blending and balancing the high-tech with traditional practices, or industrial with social innovation.
 - **Cultural anchoring**, in some relationship between the value proposition and the specific cultural heritage within the Mediterranean.
 - **Shared values**, where the new product or service embodies and transmits a broader ethical practice (e.g. sustainable lifestyles), and contributes to shared value creation within the community.
 - **Open networked people**, with a civic infrastructure that goes beyond the confines of the single organisation to emphasize multidisciplinary and informal collaboration.
 - **New business models** in which the value proposition includes an active role of the user/consumer in knowledge exchange about the product or service, collective learning and dynamics, etc.

PROPOSED APPROACH TO THE BUSINESS MODEL



“The Business Model Canvas

is a strategic management template for developing new business models.

It is a visual chart with elements describing a firm's value proposition, infrastructure, customers, and finances.

It assists firms in aligning their activities by illustrating potential trade-offs

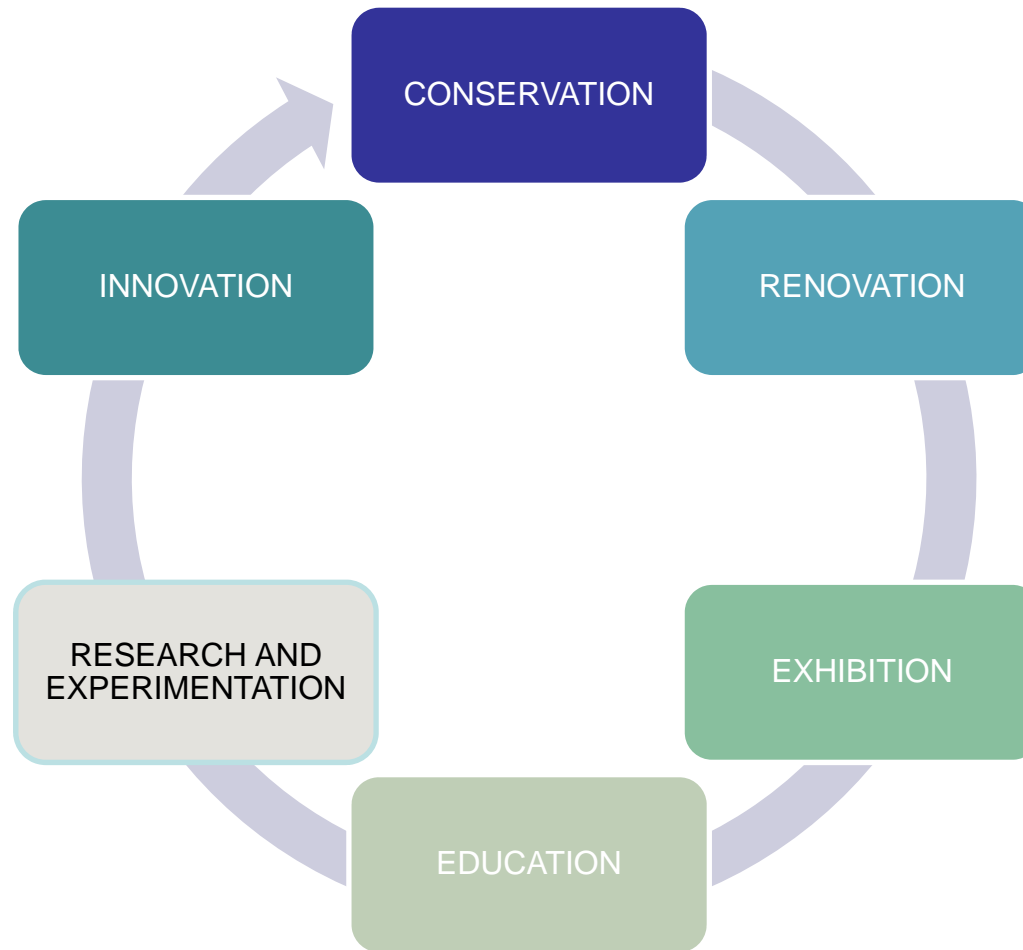
The Business Model Canvas was initially proposed by Alexander Osterwalder based on his earlier work on Business Model Ontology. Since the release of Osterwalder's work, new canvases for specific niches have appeared...”

WE CAN DEVELOP THE CULTURAL VERSION

1. FUNCTIONS



2. HERITAGE AND FUNCTIONS



3. SERVICES AND INNOVATION

SPACES: TYPOLOGY AND ENVIRONMENT

RESOURCES (SIMBOLIC, INFRASTRUCTURES, HUMAN RESOURCES, RELATIONSHIPS...) MAKER SPACE

PRODUCT DESIGN: TECNO-PRODUCTION PROCESS (DIGITALIZATION) AND ORGANIZATIVE (MANAGER)

VALUE CHAIN OF ARTISTIC PRODUCTION

AUDIENCES (POPULATION, TERRITORIES, TARGETS)

4. DEVELOPMENT CHALLENGES



OUTPUTS	
PRODUCTIVE DIMENSION	LINKS TO THE INNOVATION
PRODUCTS	The cognitive nature of production: experiential, informational, intangible goods; symbolic and emotional production, aesthetic values
SERVICES	<p>Spaces for creativity. Workshops on creative work methodologies.</p> <p>Cultural (meta) research, thought and experimentation. Critical analysis.</p> <p>Promotion of spaces for divergent thought.</p> <p>Educational and awareness-raising services.</p> <p>Creative content and communication.</p> <p>Cultural entertainment and social mobility (citizen participation).</p> <p>Internationalisation and integration in territorial networks.</p>

6. MAIN IMPACTS AND EVALUATION NEEDS

DIVERSE TYPES OF IMPACTS

Audiences: diversity of impacts related to human development (educational, cultural capital development, entertainment, aesthetics, etc.)

Promotion of self-employment through cultural entrepreneurship.

Territorial impacts: Branding, the use of the cultural resource in planning regional development, interterritorial cultural cooperation, productive diversification, cultural tourism, promotion of creative environments (public spaces and participative spaces).

Development of mass creativity and hidden innovation (integration of artistic abilities in the educational model, promotion of social dialogue and use of the NICTs).

Environmental sustainability: development of alternative consumer values and lifestyles. Development of consumer-guided innovation (cultural agents as avant-garde users).

Fight against social exclusion: Social cohesion, territorial identity and historical memory, cultural diversity, art as a tool for urban renewal and the integration of marginalised groups (crime prevention, promotion of healthy attitudes, etc.)

Institutional innovation and optimization of public services: Cultural participation can promote innovation in public services: promote attraction, communication and trust between the public and civil spheres; increase the involvement of groups in risk of exclusion; proximity and interaction with users; participative online systems for suggestions; creative methods of developing ideas; visibility of emerging problems; experimentation and pilot projects, etc.

Innovation services in other sectors of the economy: design, innovation in products and services; branding (communication of values; human resource management (creative skills).