



CIRCULAR MODELS LEVERAGING INVESTMENTS IN CULTURAL HERITAGE ADAPTIVE REUSE

CLIC workshop | ILUCIDARE playground
“Intrinsic value” of cultural heritage as
driver for heritage-led entrepreneurship

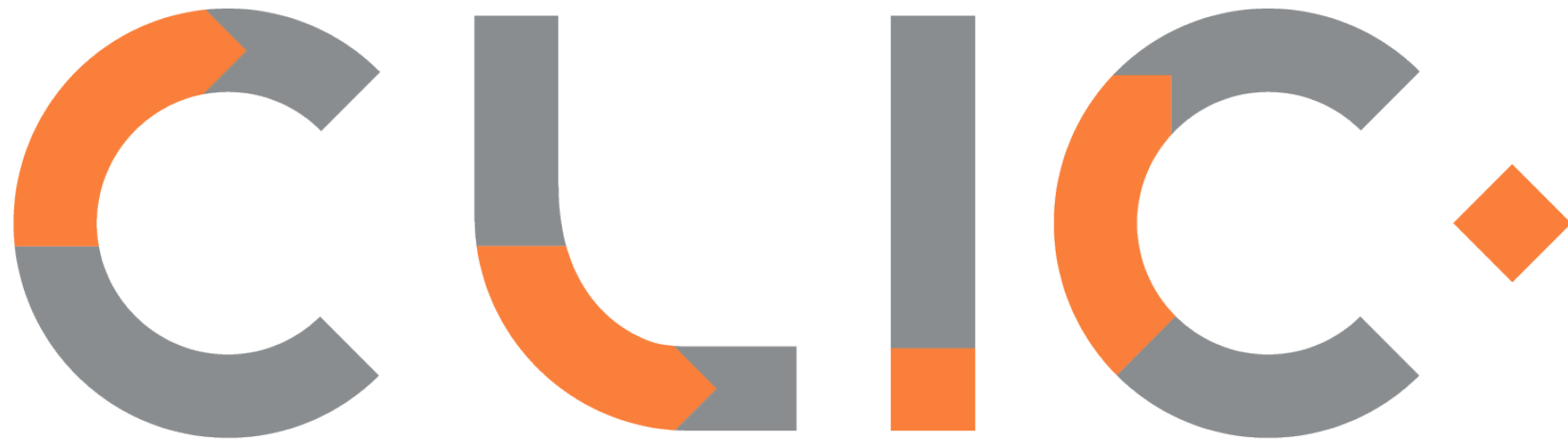
November, 20th 2019

Municipality of Salerno, Italy
CNR IRISS, Naples, Italy



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776758





Circular models Leveraging Investments
in Cultural heritage adaptive reuse

CIRCULAR ECONOMY

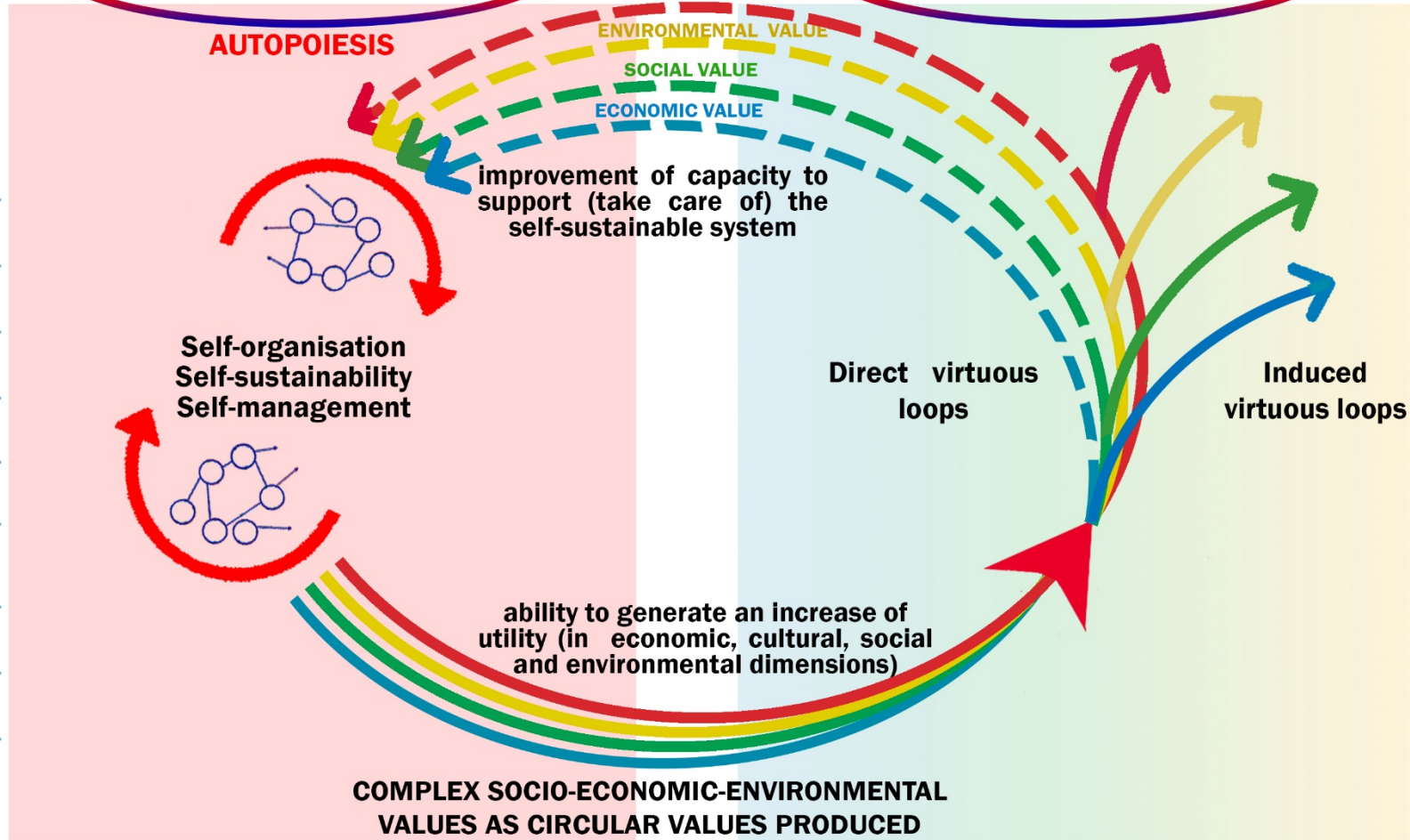


CULTURAL HERITAGE (ADAPTIVE REUSE)



THE FUNCTIONAL REUSE: FROM COST TOWARDS INVESTMENT

REGENERATIVE CAPACITY **GENERATIVE CAPACITY**



The CLIC model of functional reuse of cultural heritage

- TANGIBLE INPUTS**
- Water
 - Waste
 - Materials
 - Soil
 - Goods
 - Energy
- INTANGIBLE INPUTS**
- Values
 - Technologies
 - Creativity

THE REUSED CULTURAL HERITAGE AS A LIVING SYSTEM



THE RELATIONAL CONTEXT (WITH A RECIPROCAL SET OF INTERDEPENDENCES WHICH ENHANCE THE QUALITY OF LIFE)

THE SYMBIOTIC CAPACITY

Heritage Values

TOTAL ECONOMIC VALUE OF IMMOVABLE HERITAGE

USE VALUES

• DIRECT USE VALUES

INCOME FROM RENTAL, PLACE OF LIVING, PLACE OF CONDUCTING ECONOMIC ACTIVITIES, INDUSTRIAL PRODUCTION, CRAFT PRODUCTION PROVIDING SERVICES, LEISURE AND RECREATION, TOURIST CONSUMPTION, CULTURE AND ENTERTAINMENT CONSUMPTION, PLACE OF WORSHIP, MEANS OF COMMUNICATION

• INDIRECT USE VALUES

IMAGE, QUALITY OF LIFE, AESTHETIC VALUES, SPIRITUAL VALUES, SOCIAL INTEGRATION, SOCIAL CAPITAL, INDIVIDUAL AND COMMUNITY IDENTITY, EDUCATIONAL AND COGNITIVE VALUES

NON-USE VALUES

• OPTION

MAINTAINING THE OPTION TO TAKE ADVANTAGE FROM THE USE VALUES IN THE FUTURE

• EXISTENCE

AUTOTELIC VALUES SUCH UNIQUENESS, ARTISTIC VALUE, SYMBOLIC VALUE

• BEQUEST

HISTORIC LEGACY, ALTRUISM FOR FUTURE GENERATIONS



Non-instrumental value

«INTRINSIC VALUE»



SALERNO, ITALY



***GIARDINO DELLA
MINERVA, SALERNO***





Giardino della Minerva, Salerno

The place of the ancient Medical School, the most ancient therapeutic botanic garden in Europe



Recovery of traditional water system

Nature regeneration

Jobs creation

Regeneration of knowledge

10.000 visitors / year



IL GIARDINO DELLA MINERVA

ORIGINE DEL SISTEMA DELLE ACQUE
INTERNO AL GIARDINO





The project: a **European Cultural Route** of the **historic therapeutic botanic gardens**

WWW.COE.INT HUMAN RIGHTS DEMOCRACY RULE OF LAW EXPLORE ▾

COUNCIL OF EUROPE
CONSEIL DE L'EUROPE

Home Cultural Routes ▾ Activities ▾ Certification ▾ EPA ▾ EICR ▾ EU Joint Programmes ▾ Newsroom

You are here: Democracy > Cultural Routes

The Congress COUNCIL OF EUROPE
Le Congrès CONSEIL DE L'EUROPE

Congress of Local and Regional Authorities of the Council of Europe: Cultural Routes programme presented at the 37th Session

STRASBOURG, FRANCE | 30 OCTOBER 2019

On 30 October, the Cultural Routes of the Council of Europe Programme was presented at the 37th...

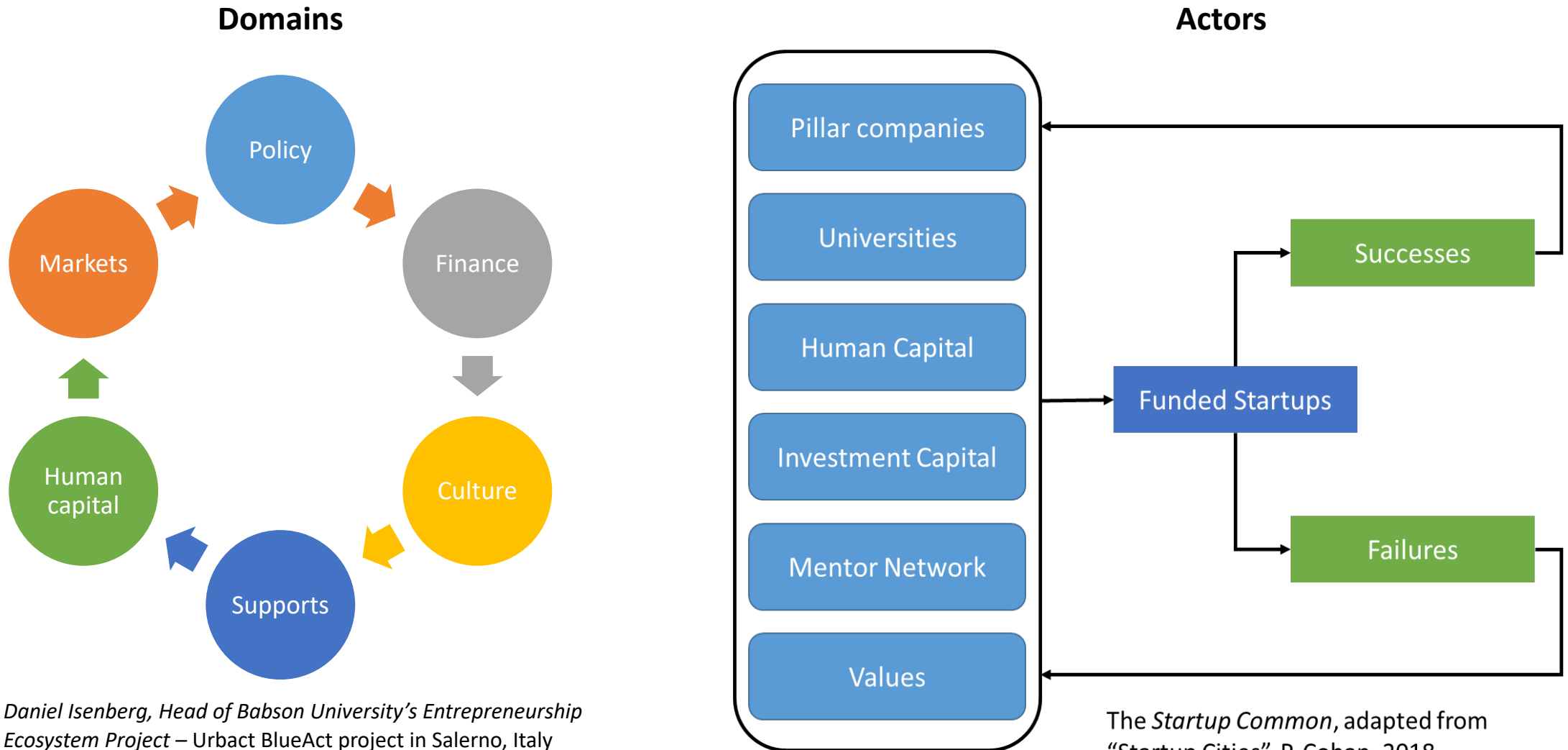
[more news >>](#)

- Entrepreneurship-led historical Cultural Routes
- Develop the entrepreneurial ecosystem in heritage-related sectors
- Enhance the «intrinsic value» of this tangible and intangible, cultural and natural heritage

Explore all Cultural Routes

Launched by the Council of Europe in 1987, the **Cultural Routes** demonstrate, by means of a **journey through space and**

Entrepreneurial ecosystems



Daniel Isenberg, Head of Babson University's Entrepreneurship Ecosystem Project – Urbact BlueAct project in Salerno, Italy

The *Startup Common*, adapted from "Startup Cities", P. Cohan, 2018

Entrepreneurial ecosystems: ACTORS

Pillar
companies

Universities &
Research

Human capital
providers

Investment
capital
providers

Mentors

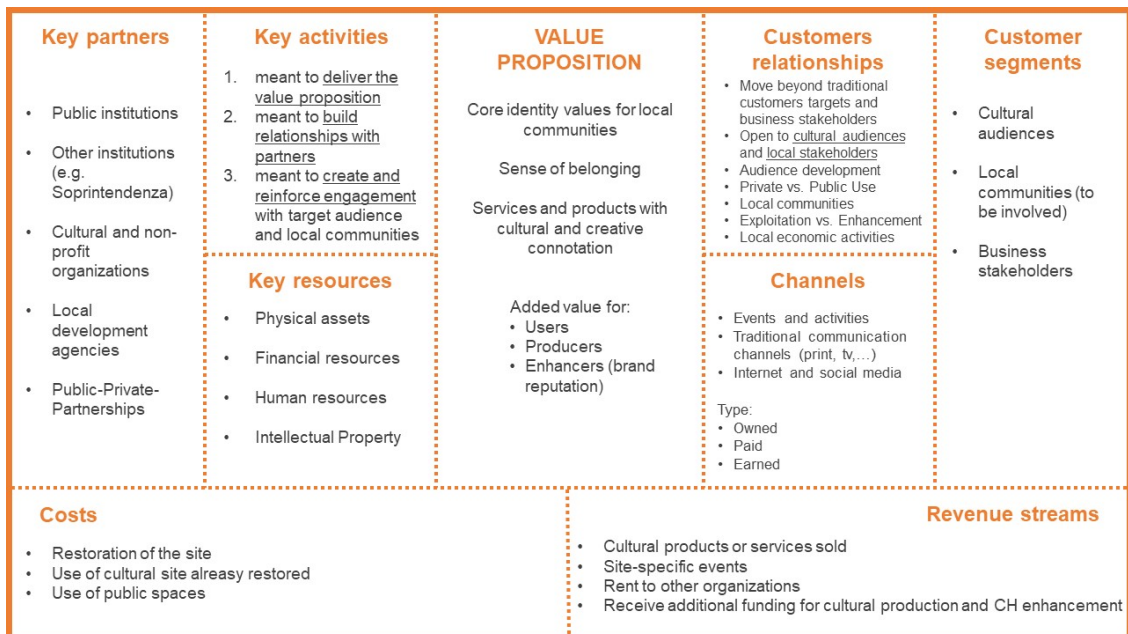
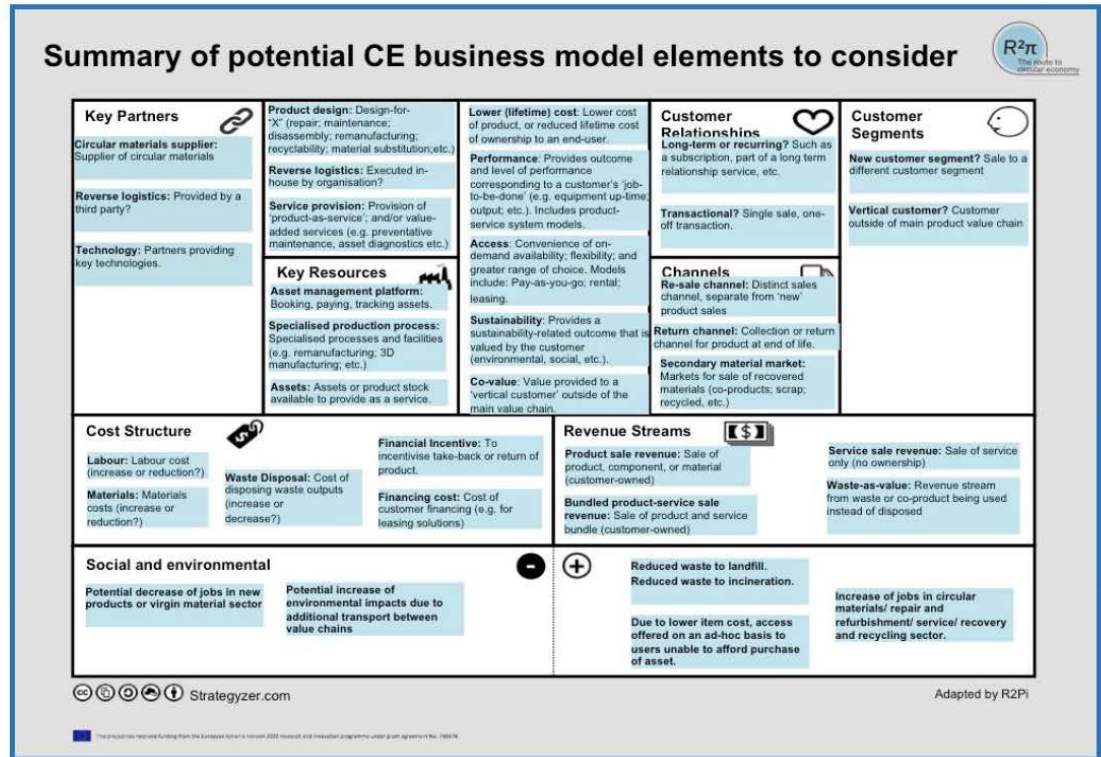
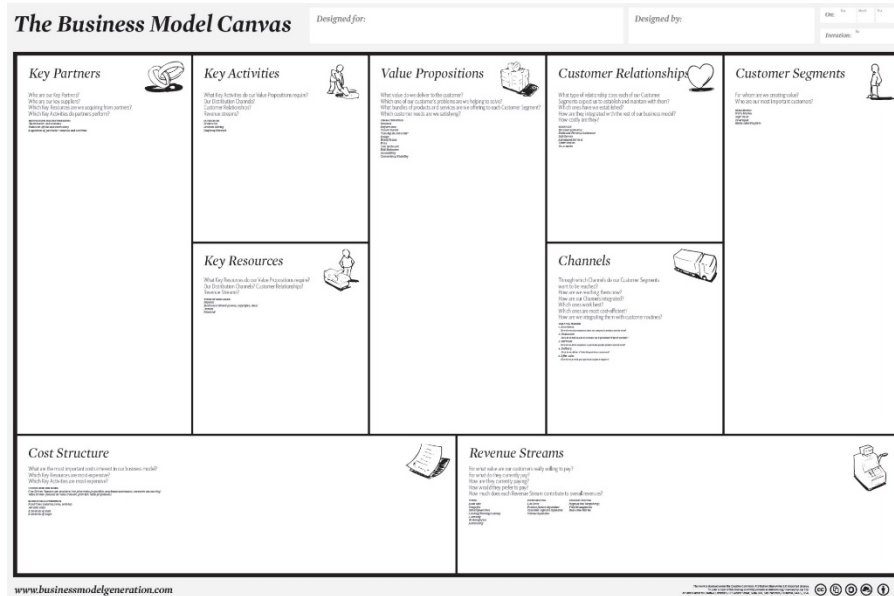
SHARED VALUES

Potential heritage-led entrepreneurial sectors

- agri-food products (linked to the Mediterranean diet – UNESCO world heritage)
- cosmetics and pharmaceutical research
- arts, crafts
- wellness
- medical research
- business tourism (e.g. linked to congresses)
- health and digital health
- inclusive tourism offers (e.g. providing opportunities for families, children, disabled people)
- cultural activities such as theatre, festivals, performances
- ...

**The Business Model of enterprises
involved in cultural heritage regeneration,
valorization and adaptive reuse**

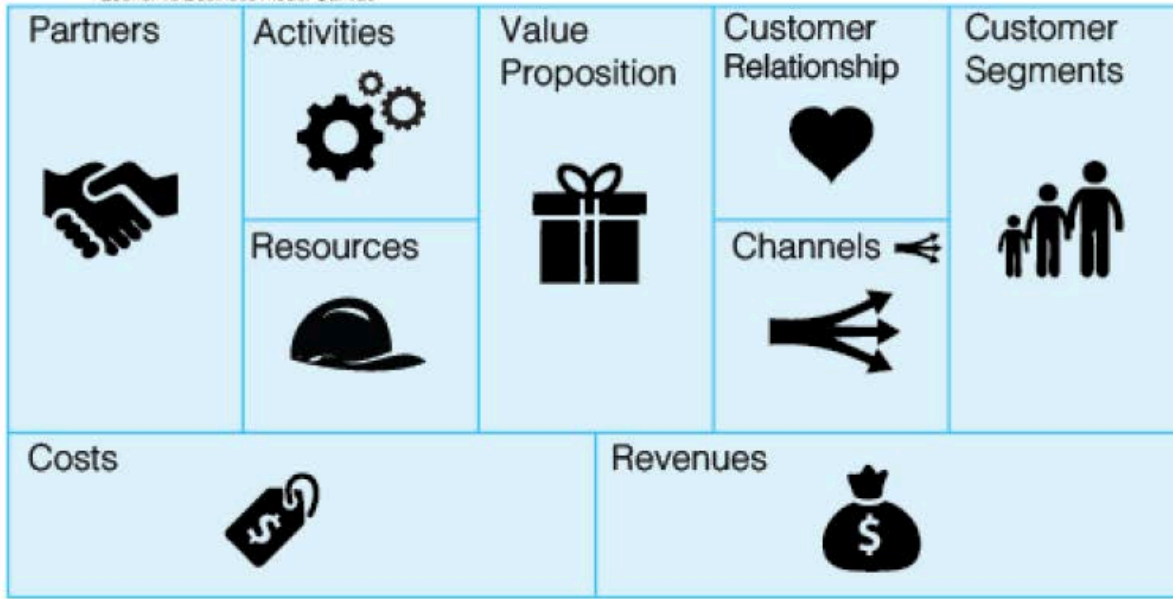
Traditional Business Model



R2pi Circular Business Model

ROCK heritage Business Model

Economic Business model Canvas

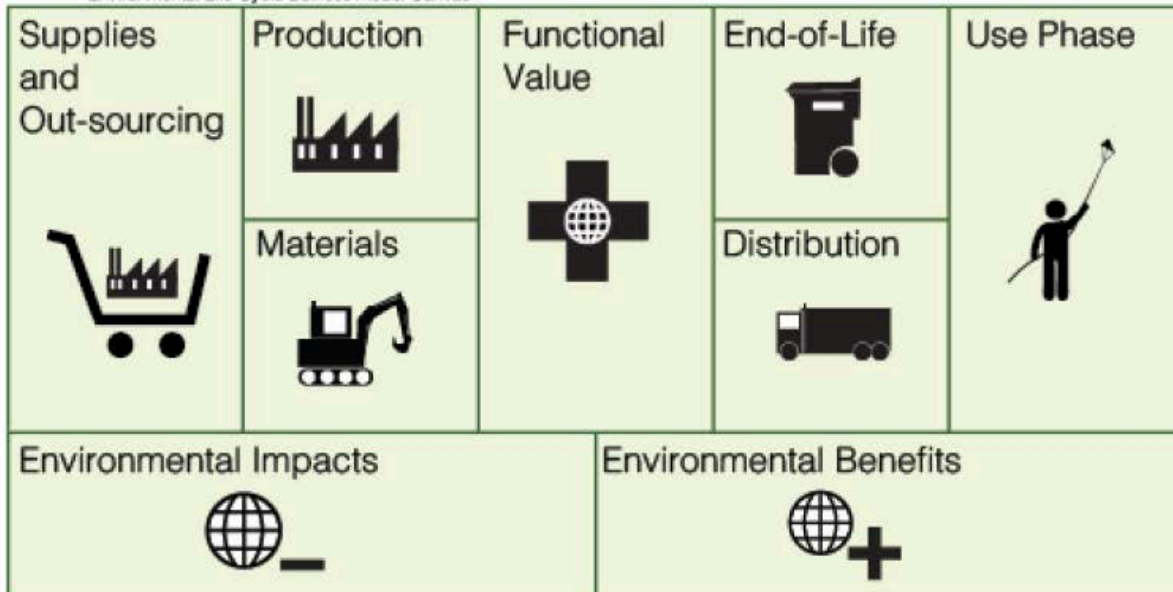


The Triple Layered business model canvas to move towards *sustainable* business models

Social Stakeholder Business model Canvas



Environmental Life Cycle Business model Canvas



The CLIC Circular Business Model: towards a proposal

Key partners

Key activities

**VALUE
PROPOSITION**

**Customers
relationships**

**Customer
segments**

**Social Complex Value
of cultural heritage =
(TEV, I)**

Key resources

• Use values
(direct and indirect)

Channels

• Non use values
(Option, Existence,
Bequest)

• «Intrinsic value»

Costs

Revenue streams

**Social impacts, Environmental impacts and Economic
spillovers**

Structure of this workshop

1. WHICH **STAKEHOLDERS** ARE PART OF THE ENTREPRENEURIAL ECOSYSTEM? (10 min)
2. WHICH **ACTIONS** CAN STAKEHOLDERS TAKE TO ENHANCE THE ENTREPRENEURIAL ECOSYSTEM? (10 min)
3. WHICH **QUESTIONS** ARE RELEVANT FOR HERITAGE-LED ENTREPRISES TO RUN THEIR CIRCULAR BUSINESS? (10 min)