#### 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

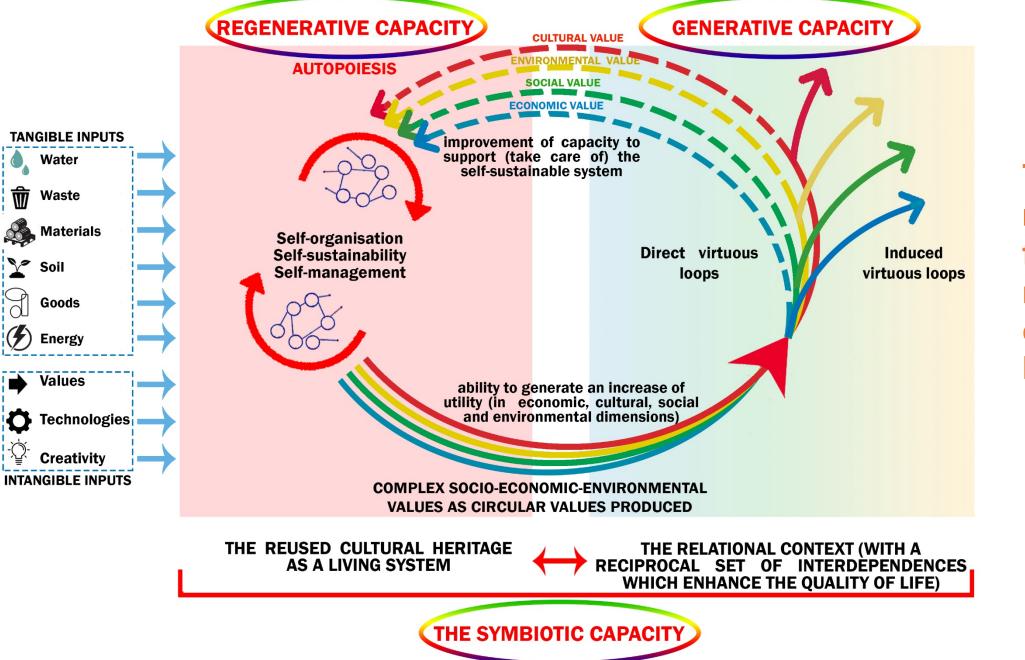




# CULTURAL HERITAGE

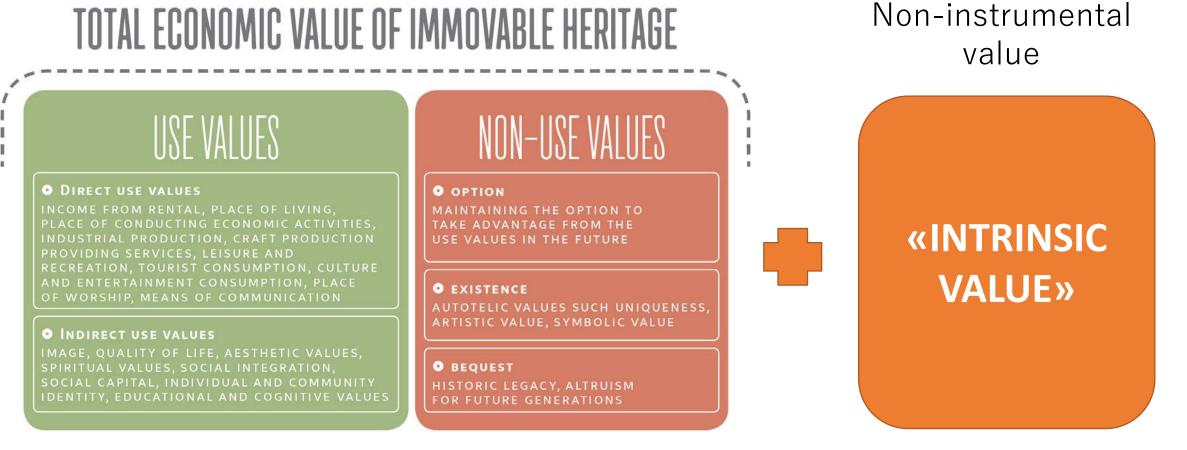
PTIVE REUSE

#### THE FUNCTIONAL REUSE: FROM COST TOWARDS INVESTMENT



The CLIC model of functional reuse of cultural heritage

## Heritage Values



Cultural heritage counts for Europe, 2015

## 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** 

DOIWD

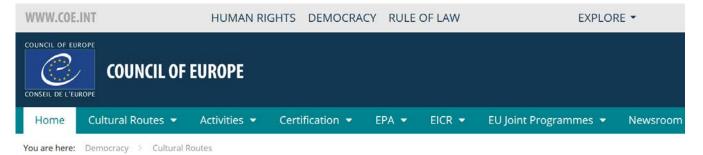
SECCO

# 10.000 visitors / year





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



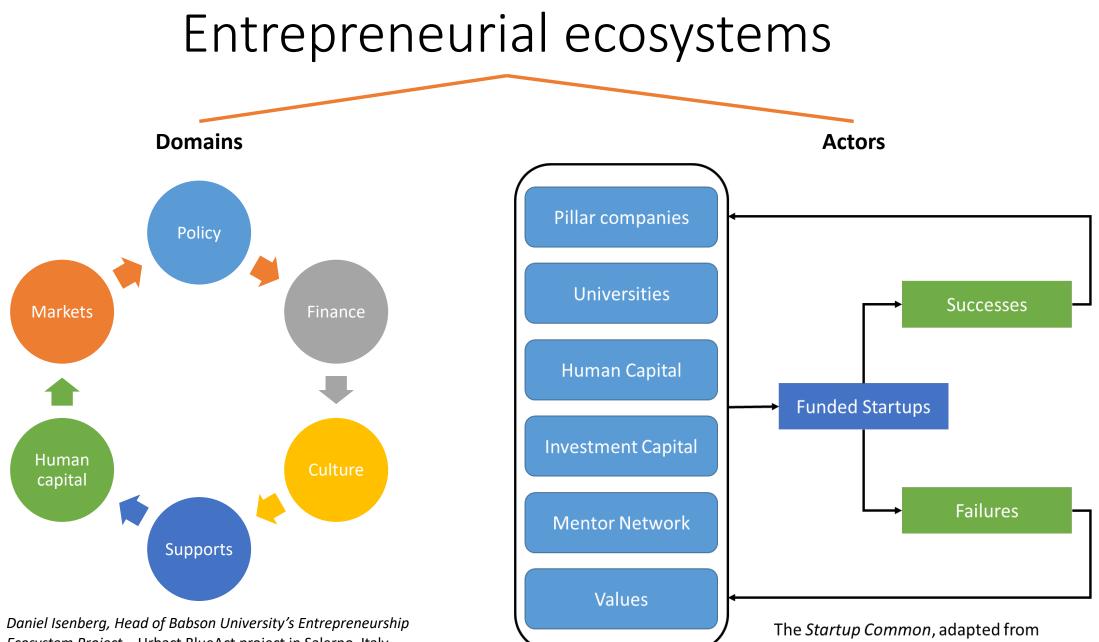
FORGET CONCULOR FUNCTION FU

- Entrepreneurship-led historical Cultural Routes
- Develop the entrepreneurial ecosystem in heritagerelated 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

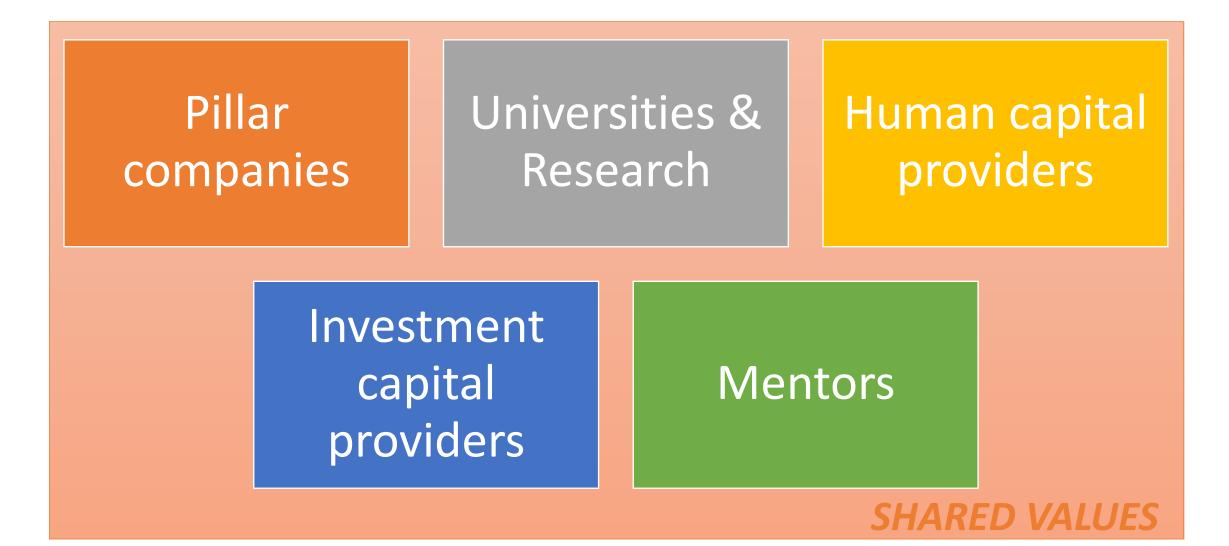
more news >>



*Ecosystem Project* – Urbact BlueAct project in Salerno, Italy

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

## Entrepreneurial ecosystems: ACTORS



## 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**

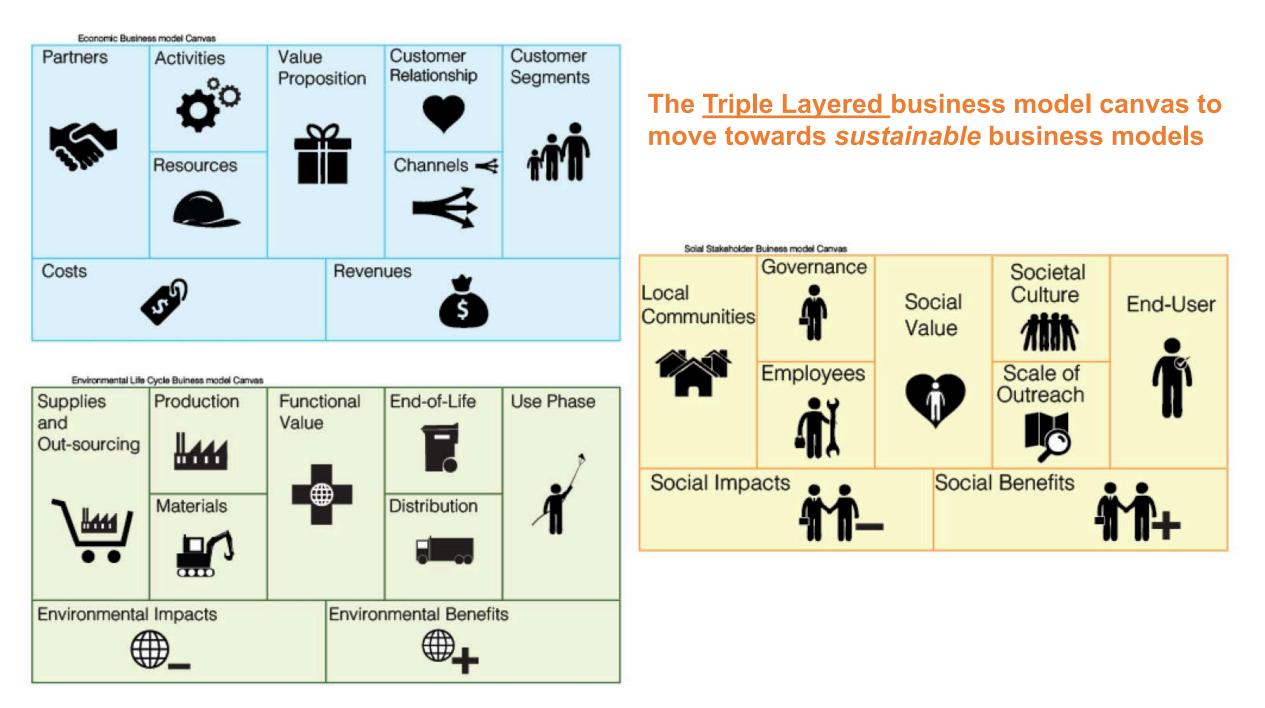
Key Partners	Key Activities	×.	Value Propositi	rer?	Customer Relationships	Customer Segments
	Key Resources Photophic advantation of the formation that a family and the formation of t	(Jeo			Channels	
Cost Structure			I)	Revenue Street	nilling to pay?	G

Key partners	Key activities	VALUE PROPOSITION	Customers relationships	Customer segments
<ul> <li>Public institutions</li> <li>Other institutions (e.g. Soprintendenza)</li> <li>Cultural and non- profit</li> </ul>	<ol> <li>Inclusive proposition</li> <li>meant to <u>build</u> relationships with partners</li> <li>meant to <u>create and</u> reinforce engagement with target audience and local communities</li> </ol>	Core identity values for lo communities Sense of belonging Services and products w cultural and creative connotation	Open to <u>cultural audiences</u> and <u>local stakeholders</u> Audience development Private vs. Public Use	<ul> <li>Cultural audiences</li> <li>Local communities (to be involved)</li> <li>Business stakeholders</li> </ul>
<ul> <li>Local development agencies</li> <li>Public-Private- Partnerships</li> </ul>	<ul> <li>Key resources</li> <li>Physical assets</li> <li>Financial resources</li> <li>Human resources</li> <li>Intellectual Property</li> </ul>	Added value for: • Users • Producers • Enhancers (bran- reputation)	Channels         • Events and activities         • Traditional communication channels (print, tv,)         • Internet and social media         Type:         • Owned         • Paid         • Earned	
Costs Costs Restoration of the sit Use of cultural site al Use of public spaces	reasy restored	<ul> <li>Site-s</li> <li>Rent t</li> </ul>	al products or services sold pecific events o other organizations ve additional funding for cultural produc	Revenue streams

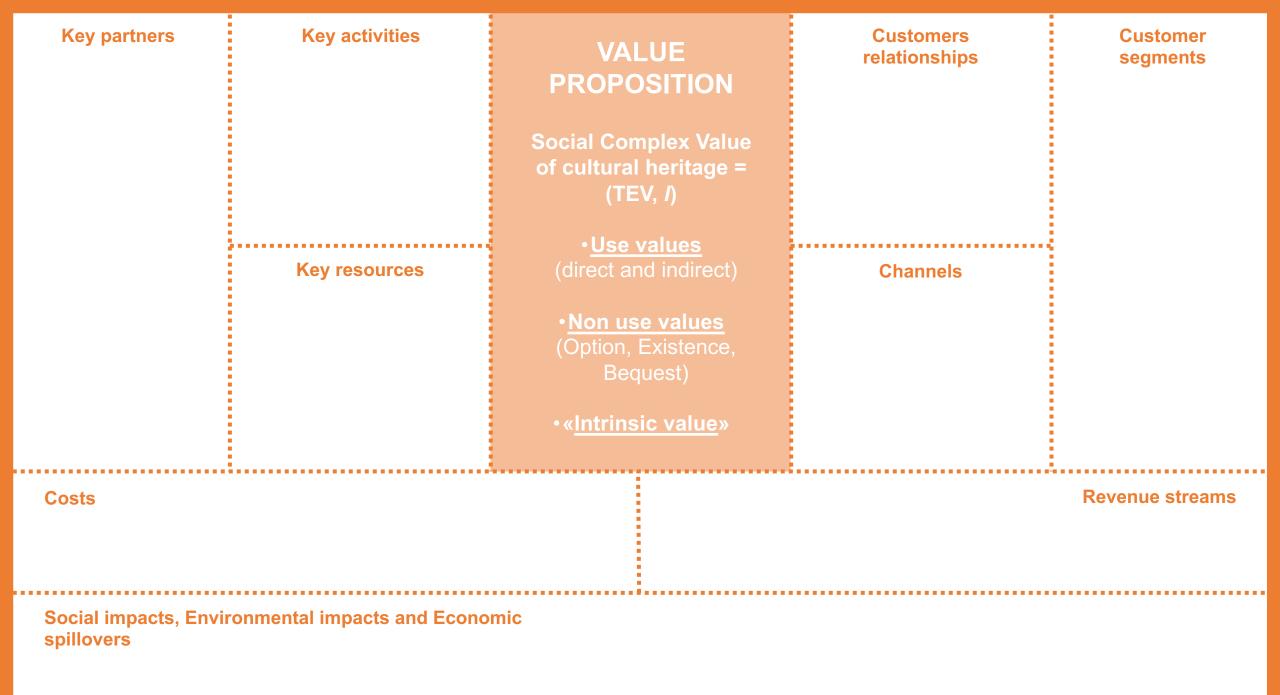
Key Partners	"X" (repair: mainteni disassembly; reman recyclability; materia	Product design: Design-for- 'X' (repair: maintenance: disassembly: remandfacturing; recyclability: material substitution:retc.) Reverse logitistics: Executed in- house by organisation? Service provision: Provision of product-as-envino; and/or value- added services (e.g. preventative maintenance, asset diagnostics etc.) Key Resources Asset management platform: Booking, paying, tracking assets. Specialised production process: Specialised provides as a service.		cost: Lower cost luced lifetime cost in end-user. rovides outcome ormance	et Channels Relationshins a subscription, part of a long term relationship service, etc. Transactional? Single sale, one- off transaction. Channels channel, separate from 'new' product sales	
Reverse logistics: Provided by a hird party?	Service provision: product-as-service added services (e.g			a customer's 'job- equipment up-time, udes product- nodels. ience of on-		Vertical customer? Customer outside of main product value chain
Technology: Partners providing key technologies.	Key Resource			ience of on- lity; flexibility; and choice. Models you-go; rental;		
	Specialised process (e.g. remanufacturin manufacturing; etc.) Assets: Assets or p			Provides a ated outcome that is stomer social, etc.). provided to a r' outside of the		
Labour: Labour cost (increase or reduction?) Wa Materials: Materials dis costs (increase or (inc			back or return of : Cost of ing (e.g. for	Revenue Str Product sale rev product, compone (customer-owned Bundled product	venue: Sale of ent, or material I) t-service sale product and service	Service sale revenue: Sale of service only (no ownership) Vaste-as-value: Revenue stream rom waste or co-product being used instead of disposed
Social and environme Potential decrease of jobs in products or virgin material se	new Potential increa	impacts due to	•	Due offe	duced waste to landfill. duced waste to incineration. e to lower item cost, access red on an ad-hoc basis to rrs unable to afford purchase isset.	Increase of jobs in circular materials' repair and refurbishment' service' recovery and recycling sector.

#### **R2pi Circular Business Model**

#### **ROCK heritage Business Model**



The CLIC Circular Business Model: towards a proposal



## **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)