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



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Circular models Leveraging Investments in Cultural heritage adaptive reuse

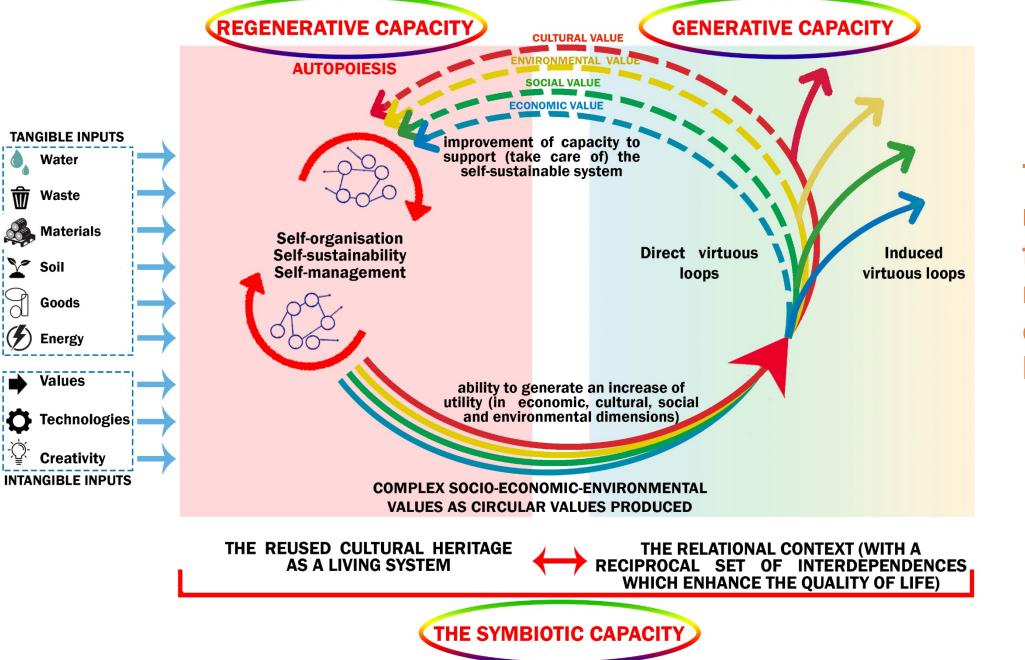




CULTURAL HERITAGE

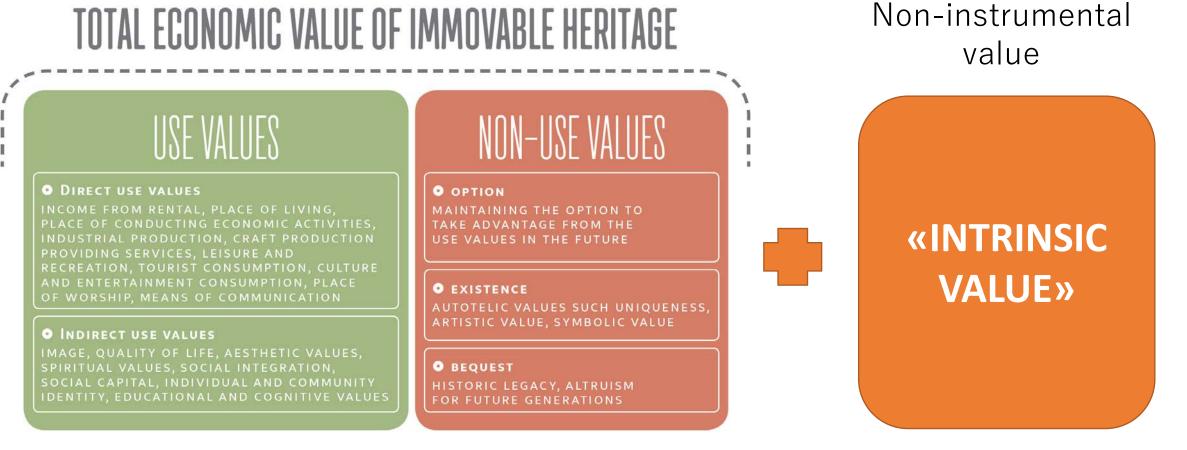
PTIVE REUSE

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

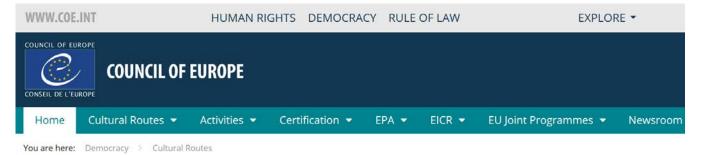
SECCO

10.000 visitors / year





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



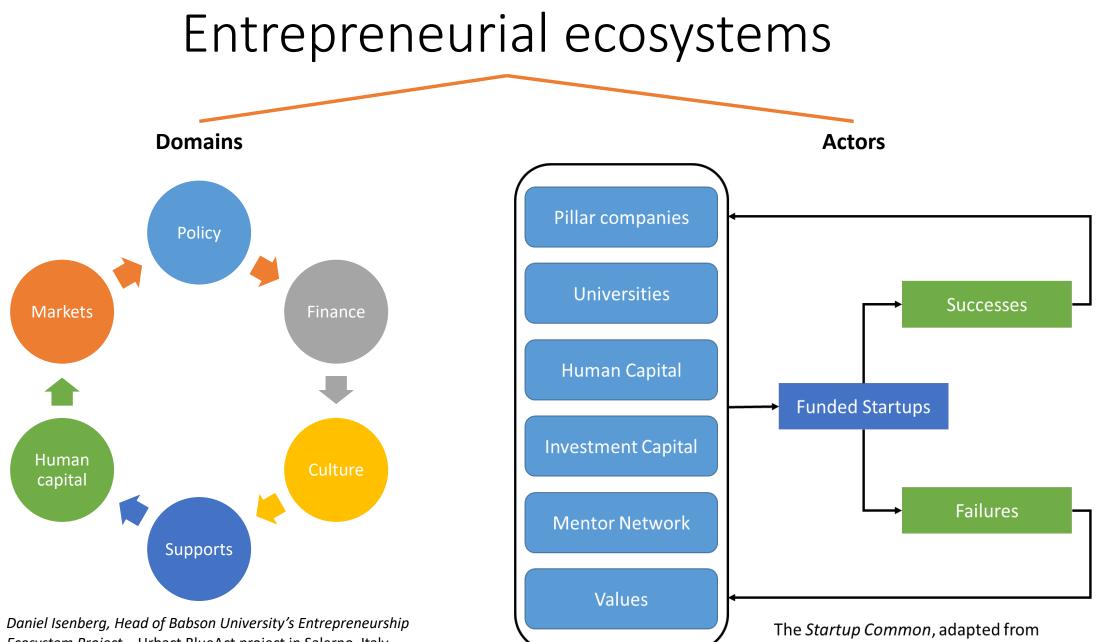
FORGET CONCULOR FUNCTION FU

- 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

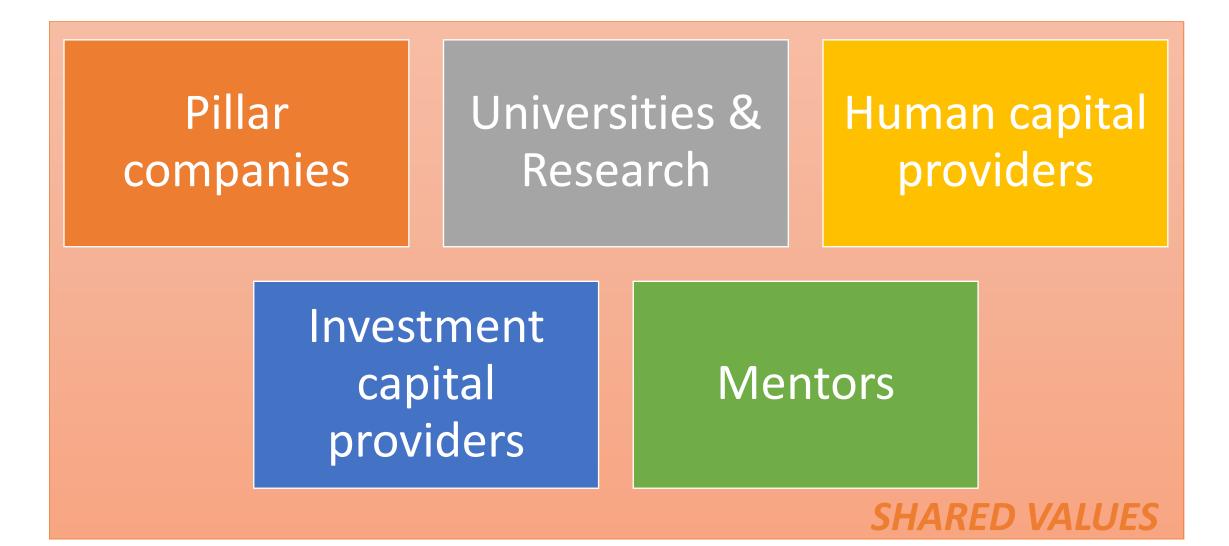
more news >>



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

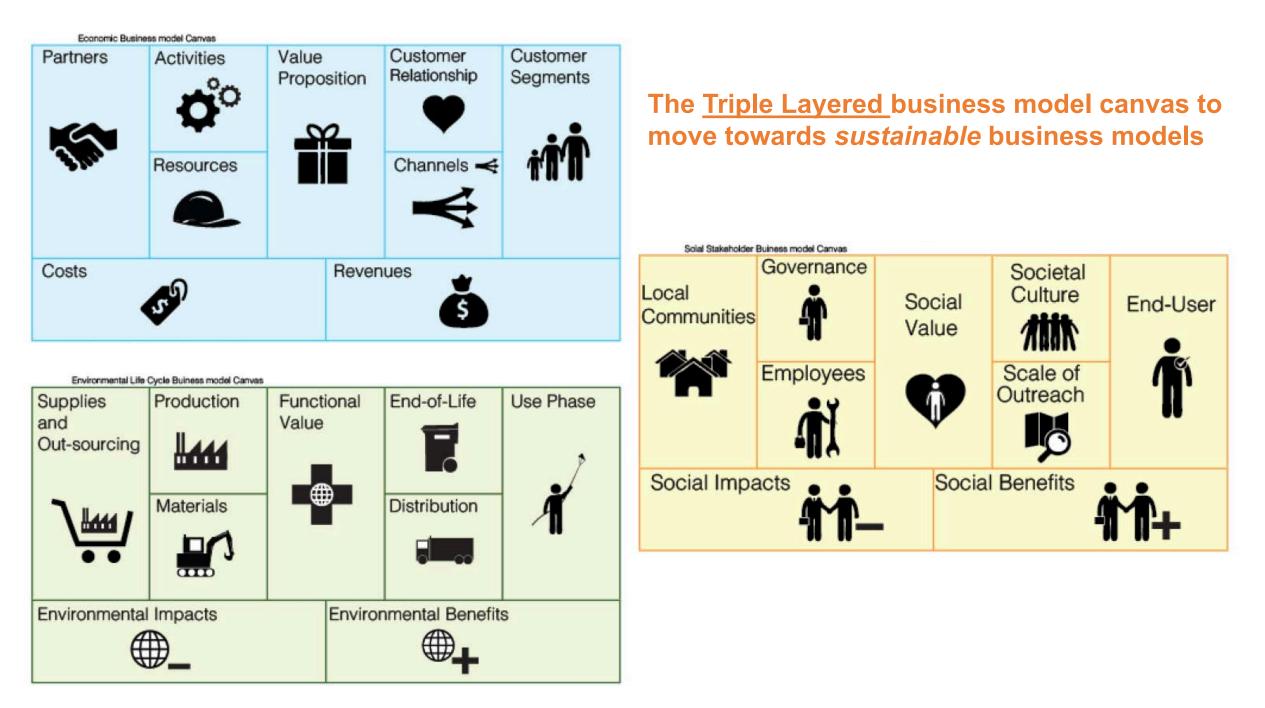
Key Partners	Key Activities	×.	Value Propositi	rer?	Customer Relationships	Customer Segments
	Key Resources Photophic advantation of the formation that a family and the formation of t	(Jeo			Channels	
Cost Structure			I)	Revenue Street	nilling to pay?	G

Key partners	Key activities	VALUE PROPOSITION	Customers relationships	Customer segments
 Public institutions Other institutions (e.g. Soprintendenza) Cultural and non- profit 	 Inclusive proposition meant to <u>build</u> relationships with partners meant to <u>create and</u> reinforce engagement with target audience and local communities 	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	 Cultural audiences Local communities (to be involved) Business stakeholders
 Local development agencies Public-Private- Partnerships 	 Key resources Physical assets Financial resources Human resources Intellectual Property 	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	 Site-s Rent t 	al products or services sold pecific events o other organizations ve additional funding for cultural produc	Revenue streams

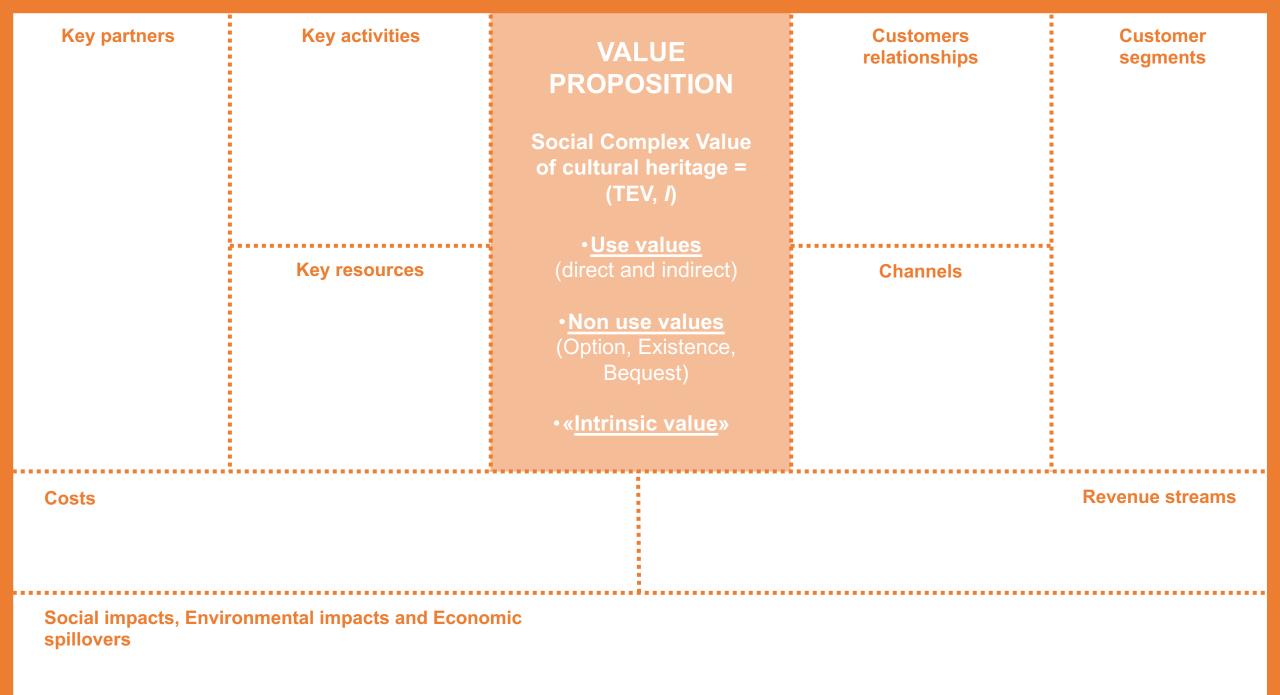
Key Partners	"X" (repair: mainteni disassembly; reman recyclability; materia	Product design: Design-for- 'X' (repair: maintenance: disassembly: remandfacturing; recyclability: material substitution:retc.) Reverse logitistics: Executed in- house by organisation? Service provision: Provision of product-as-envino; 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)