

COACHING SESSION FEEDBACK





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1) COLLECTION OF THE IMPRESSIONS & OPINIONS

The coaching session gathered important feedback from the participants: problems, good practices, ideas.

The common problems among the different participants were more or less the same, first of all the lack of resources. Among the most significant ideas for dealing with this:

- networking by sharing useful and successful projects and providing places for collaboration
- investing in digitalisation, either by training internal staff or by relying on specific professionalism

These data were gathered both during the coaching session and from the questionnaires submitted afterwards. These data were then cross-referenced.

2) FINAL MIND MAP IN THE COMPLETE ROUND OF FEEDBACK

NEEDS/ PROBLEM EMERGED	SOLUTIONS PROPOSED
Lack of financial resources + Lack of in-depth training on fundraising + Lack of training on the Regional Art Bonus	Regional training/private consultancy to find resources through funding calls and/or fundraising activities
Lack of specialisation of internal staff in new technologies	Regional/ private training or collaboration with CCI specialized in new technologies
Lack of synergies with external professionals	Search and exploit other opportunities similar to SACHE
Lack of knowledge of forms of innovation that do not involve new technologies	CCI's Private consultancy/training
Lack of knowledge and data needed to open a new start-up in the cultural sector	CCI's Private consultancy/training



<p>Lack of a regional counselling desk specifically dedicated to cultural institutions for the identification of European calls for tenders + lack of a shared regional calendar of cultural events supported by the region, where it is possible to check in advance what is already scheduled on a given date before making a decision, thus limiting overlapping events</p>	<p>Dialogue and cooperation with the region</p>
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3) ELABORATION OF THE OVERALL WORKSHOP

The first part of the coaching session was focused on digital audience development models and best practices also in the light of the Covid crisis.

During the second part of the event, pilot actions A and B of the SACHE project were presented, including the organisation of the first regional fair for culture and creativity in the region and the selection of three project ideas for collaboration between cultural institutions and CCIs.

The participants were selected based on the mapping of Cultural Assets, Actors and Cultural Events carried out previously (T.1.3.1) by PP3 and were invited to the coaching session via mail. The invitation was therefore extended to a large group of public and private institutions, associations, non-profit organisations, enterprises, and individual citizens, residents, and creators from the region.

The meeting hence brought together people with different experiences in fields such as culture, arts, organization of festivals and other cultural events, and economy, so that they could share their ideas and proposals on the development of Cultural Heritage through CCIs.

The coaching session event was held on-line (Zoom meeting) due to Covid-19 emergency and Antonio Scuderi fulfilled the role of moderator. 34 stakeholders participated.

Two main questions were asked to the participants in order to obtain the highest number of different answers and, possibly, some recommendations. In fact, many answers were similar and one main recommendation emerged.

Several participants intervened: Stefano Curti - Teatro Stabile del Friuli Venezia Giulia; Emanuele Zorino - Mayor of Aquileia; Chiara Aviani- Associazione Lis Aganis Ecomuseo Delle Dolomiti Friulane; Federico Mansutti - SimulArte; Elena Marchigiani



- Trieste University; Museo dell'Arte Fabbriale e delle Coltellerie di Maniago; Monica Goti - Alpe Adria Cinema - Trieste Film Festival; Fabiola Faidiga - Ass. culturale CASA C.A.V.E; Claudio Mansutti - Fondazione Luigi Bon, Paola Colombo - Ass. Culturale vicino/lontano.

1. Which problems have you encountered in completing your projects or realizing new ones during COVID emergency?

ANSWERS:

- Lack of financial resources
- SIAE¹ permissions
- Online ticketing solutions
- The Ministry of Culture does not recognize streaming fees
- Lack of specialisation of internal staff in new technologies
- Lack of synergies with external professionals
- Lack of knowledge of forms of innovation that do not involve new technologies
- Lack of knowledge and data needed to open a new start-up in the cultural sector
- Lack of a regional counselling desk specifically dedicated to cultural institutions for the identification of European calls for tenders
- Lack of training on the Regional Art Bonus
- Collaboration practices with companies are too complicated and the promised visibility can only be achieved by mentioning the company
- A lack of a shared regional calendar of cultural events supported by the region, where it is possible to check in advance what is already scheduled on a given date before making a decision, thus limiting overlapping events
- Lack of in-depth training on fundraising

2. What good practices did you discover by completing your projects during the COVID emergency?

ANSWERS:

- Create and be available for local synergies

¹ Italian Society of Authors and Publishers, established for the collective management of authors' rights.



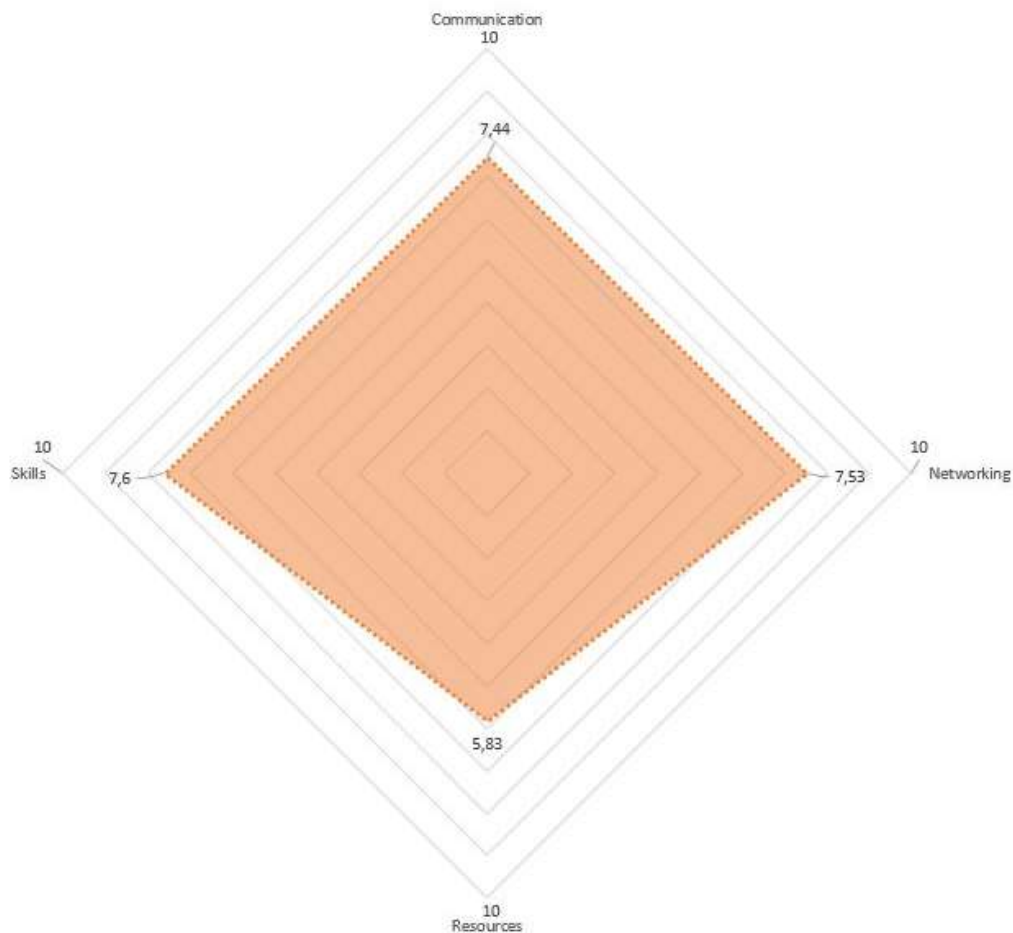
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- Specific training of internal staff
 - Relying on experts in case of need
 - Working on digital also means expanding the catchment area
 - In the midst of difficulty, identify new opportunities
 - Taking part in training/information opportunities similar to those offered by SACHE
 - Creating new formats
 - The possibility of including in the Board of Directors private individuals who wish to do so and who are Patrons or Sponsors of the structure.

Main recommendation:

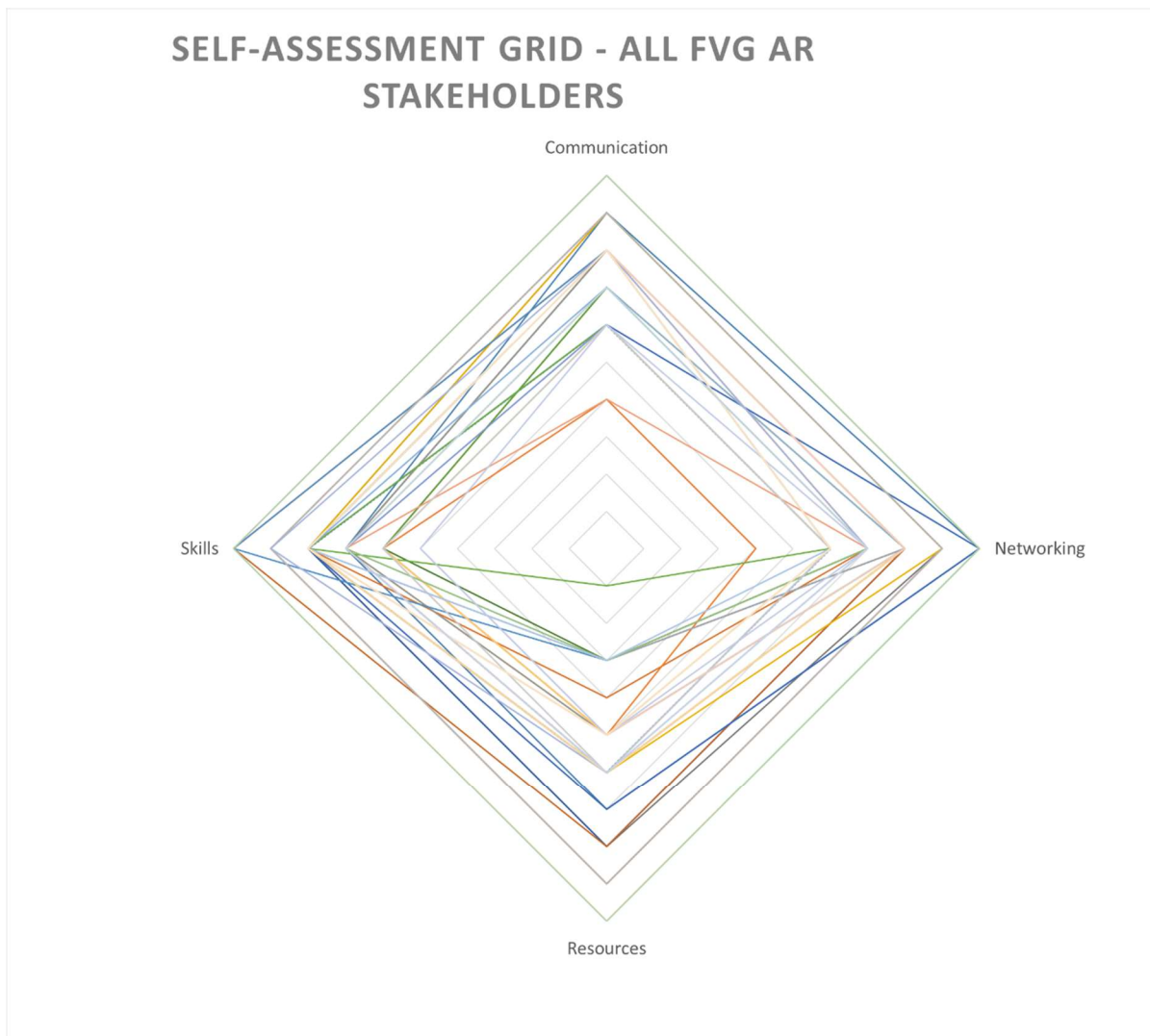
Continuing to explore new digital solutions is important, even after the COVID emergency is over. The potential of digital technology makes it possible to reach a wider public that now expects to use certain online services.

4) NEEDS ANALYSIS

Participants claim to be at a good level regarding: Skills (7,60/10), Communication (7,44/10) and Networking (7,53/10). Participants claim to feel weaker about Resources (5,83/10).



If we consider the individual categories, we observe that the **Communication** category sees the self-assessment of individual stakeholders oscillate between "Bad / Not Bad" (in value: 4) and "Extremely Good" (in value: 10), with the most recurrent self-assessment represented from "Very Good" (20 self-assessments out of 43). Only 2 self-evaluations are between "The Worst" (in value: 1) and "Not Bad" (in value: 5).



The **Networking** category sees the self-assessment of individual stakeholders oscillate between "Bad / Not Bad" (in value: 4) and "Extremely Good" (in value: 10), with the most recurrent self-assessment represented by "Very Good" (in value: 8) (17 self-assessments out of 43) followed by "Good" (value: 6). Only one rating is between "The Worst" (in value: 1) and "Not Bad" (in value: 5).

The **Resources** category sees the self-assessment of individual stakeholders oscillate between "The Worst" (in value: 1) and "Extremely Good" (in value: 10), thus highlighting a strong dispersion of opinions, also highlighted by the fact that 16 evaluations (equal to 37.2% of the total) are included between the self-assessment "The Worst" (in value: 1) and "Not Bad" (in value: 5). The most common self-assessment is represented by Good (in value: 5) (16 self-assessments out of 43) followed by "Not Bad" (in value: 5).

The **Skills** category sees the self-assessment of individual stakeholders oscillate between "Not Bad" (in value: 5) and "Extremely Good" (in value: 10), with the most recurrent self-



assessment represented by "Very Good" (in value: 8) (18 self-assessments out of 43) followed by "Good / Very Good" (value: 7) (10 self-assessments out of 43). Only one rating is between "The Worst" (in value: 1) and "Not Bad" (in value: 5).

Self-evaluation		Categories			
Nominal judgment	Value	Communication	Networking	Resources	Skills
<i>The Worst</i>	1	0	0	1	0
<i>The Worst/Bad</i>	2	0	0	0	0
<i>Bad</i>	3	0	0	5	0
<i>Bad/Not Bad</i>	4	2	1	1	0
<i>Not Bad</i>	5	0	0	9	1
<i>Good</i>	6	8	10	16	7
<i>Good/Very Good</i>	7	7	7	3	10
<i>Very Good</i>	8	20	17	4	18
<i>Very/Extremely Good</i>	9	5	5	3	4
<i>Extremely Good</i>	10	1	3	1	3

With the statistical package R (free software, GNU GPL license), a clustering of the 43 self-assessments of the Coaching Participants was implemented, in order to group the self-assessments around representative profiles. A hierarchical clustering algorithm was initially used², which produced the aggregation tree represented in the dendrogram of Figure 1.

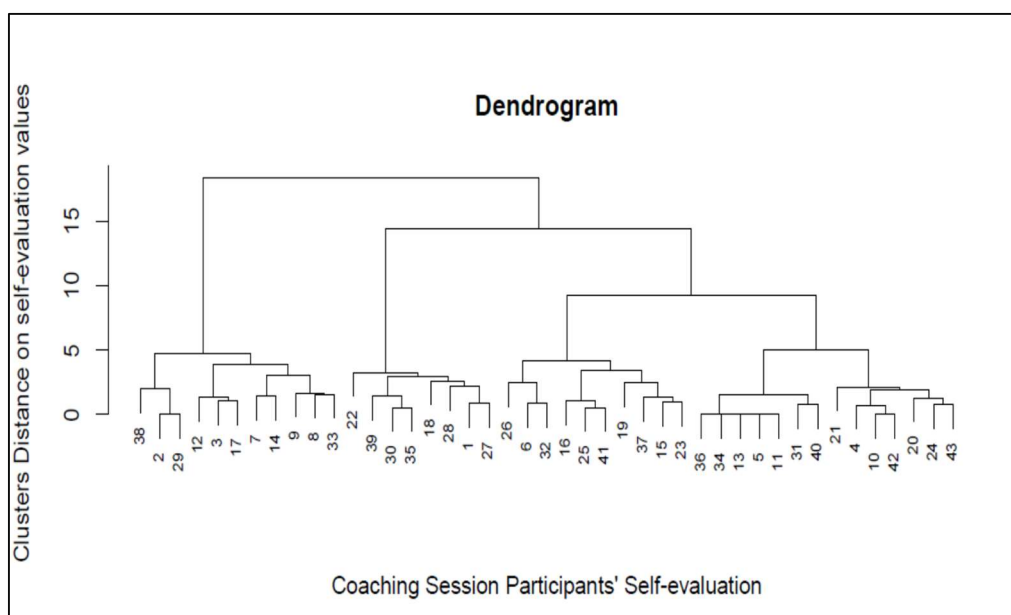


Figure 1

² Ward method (Euclidean distance)

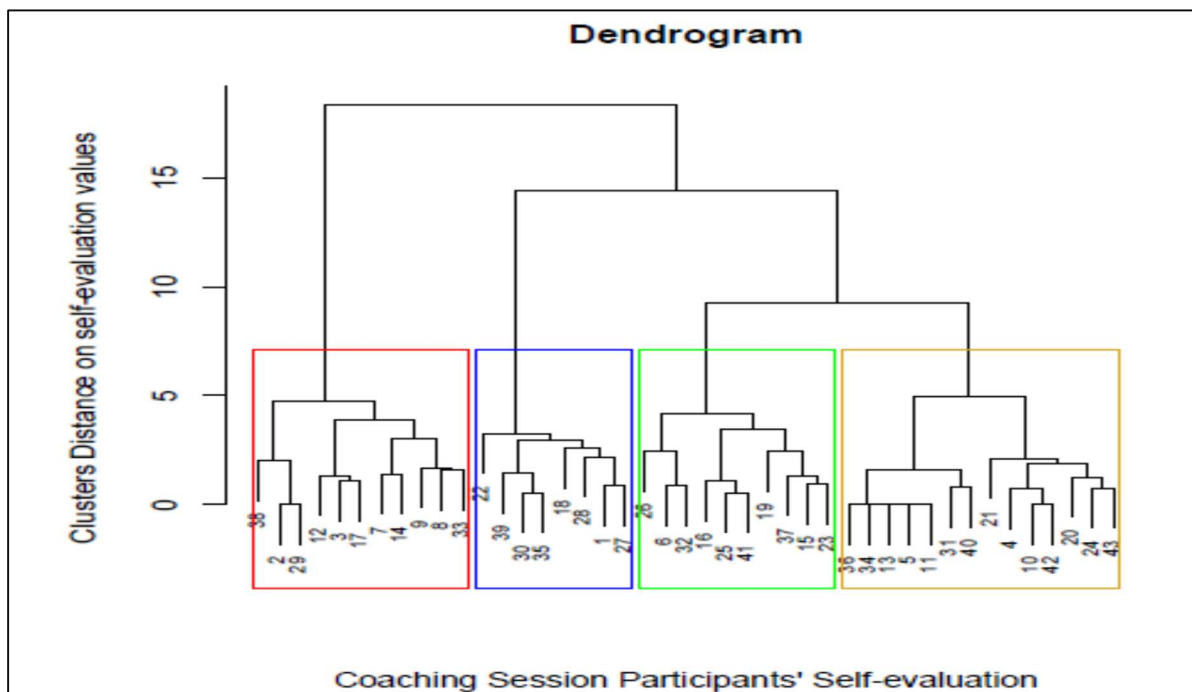


Figure 2

It was decided to represent the profiles resulting from the aggregation level of 4, highlighted in Figure 2. However, the profiles of the 4 clusters identified with the hierarchical method were found to be not very discriminating with respect to the 4 dimensions of the self-assessment.

Hierarchical Clustering Profiles

Cluster Size	Communication	Networking	Resources	Skills
8	6,4	6,5	5,9	7,1
11	7,8	8,7	7,2	8,3
15	7,5	7,6	5,9	7,2
9	7,8	6,9	4,1	7,9

A non-hierarchical clustering algorithm³ was then used, choosing to aggregate the 43 self-evaluations, based on the previous indications, again on 4 clusters. The profiles of the 4 clusters identified with the non-hierarchical method, represented in Figure 3, were more identifiable.

³ MacQueen method (k-means)

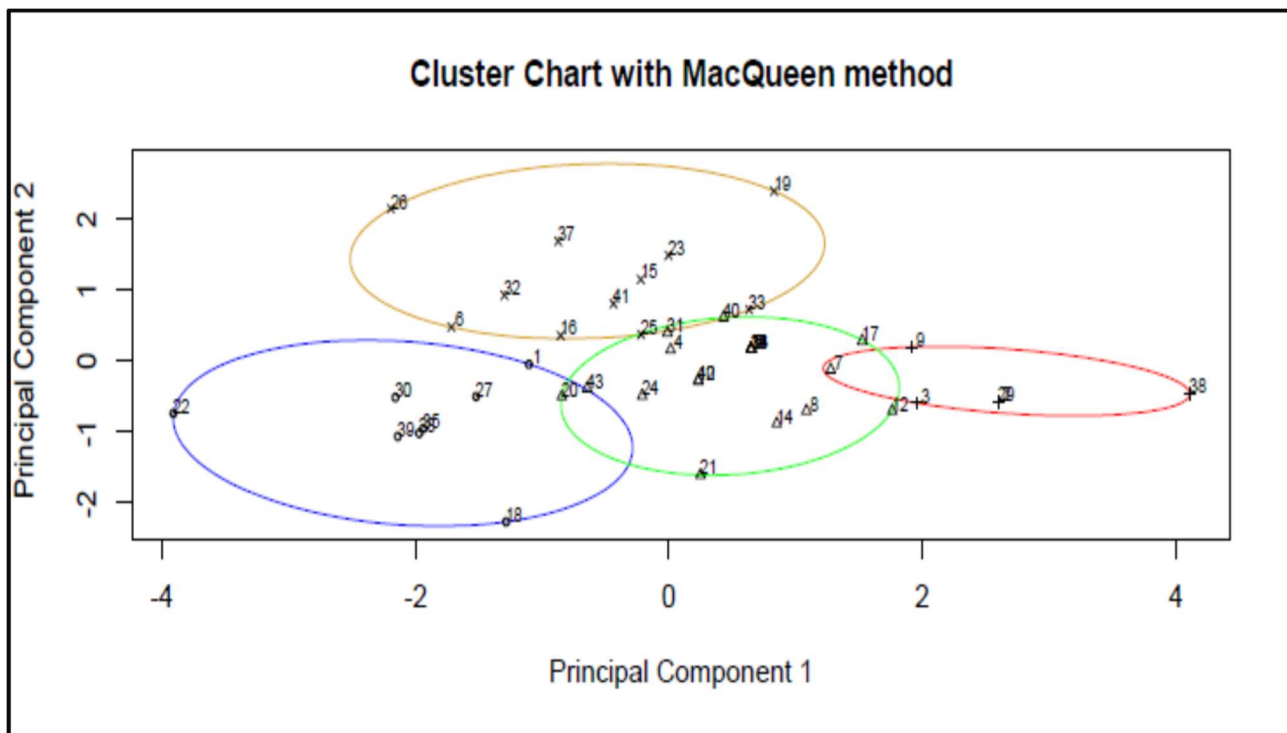


Figure 3

Non- Hierarchical Clustering Profiles

Cluster Size	Communication	Networking	Resources	Skills
8	5,5	6,0	6,0	6,4
19	7,7	8,3	6,2	7,5
5	8,8	8,8	8,5	9
11	7,6	6,7	3,8	7,9

The first Cluster, made up of 8 Stakeholders, is a cluster that shows very similar and close values of a self-assessment between not bad and good. A perceived situation of sufficient overall performance but with significant room for improvement in all dimensions. This Cluster represents the group of those in recovery, the followers.

The second cluster is the most populated cluster, where the self-assessment is between more than good and very good, with the exception of the self-assessment on Resources, which is still considered sufficient. It is the median cluster that represents the central structure of the stakeholder group.



The third cluster, made up of 5 stakeholders, represents a group that perceives itself in a situation ranging from very to extremely positive with respect to all dimensions; they are the potential leaders/front-runners.

The fourth cluster, made up of 11 stakeholders, records a “more than good” average self-assessment except for resources, where the self-assessment is not positive. It is a group that considers itself underfunded with respect to its capabilities and possibilities.