A methodology for the diagnosis of the existing situation of the cultural industries in the cities

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The undertaken analysis had 4 main objectives:

- collecting data and documentation
- using quantitative information to complete the “appraisal form”
- preparing local meetings using the focus group methodology to complete the “diagnosis form” (qualitative information) and SWOT matrix
- interpreting the information gathered according to a common methodology and plan local strategic lines

The methodology followed general descriptive statistical models, with regards to quantitative data, and strategic planning models for the qualitative ones.
Investigation & Analysis

- Five cities settled in the Mediterranean area
- Small and medium sized (between 50,000 and 300,000 inhabitants) and marked with a remarkable cultural heritage
- 10 focus groups organised + 27 face-to-face interviews
Objectives of the Questionnaires

- Define and identify existing activities in the local economy and labour market and in particular in the area of the cultural industries
- Evaluate the current level of influence that the cultural industries exercise on the local level
- Identify levels of administration in order to analyze possibilities for intervention and interaction
- Identify exploitable resources for the cultural sector in general and for the cultural industries in particular
- Make connections between different socio-geographic and institutional factors in order to define the potential capacity of the city to attract employment in the cultural industries as well as a public for the consumption of the goods and services produced by the cultural industries.
- Review existing strategies of the city or region intended for the promotion of industry in general, cultural tourism, and in particular of the development of cultural industries in order to evaluate their success until now, and to make recommendations on how they can be adapted in accordance with existing factors and potential synergies.
Appraisal Form

Demand section

- **population** *(who is making demand locally)*

- **tourists** *(who is making demand from outside)*

- **heritage** *(what are the tendencies in the use of heritage infrastructure)*

- **cultural industries** *(what are the tendencies in the consumption of the cultural industries)*
Appraisalal Form

Supply section

- What does the location offer
- How attractive is the location
- How user-friendly is the location for local population and for visitors
- What kind of infrastructure already exists
- What kind of infrastructure to develop
- Situation of cultural heritage, the cultural sector in general, and the cultural industries in particular

Supply section includes:
- Territorial and socio-demographic description
- Tourist infrastructure
- Heritage infrastructure
- Industrial infrastructure
- Cultural Industries
Appraisal Form

Creative Capacity section

TECHNOLOGY

INNOVATION

TALENT

DIVERSITY
Promotion & Communication

- What is the city’s message
- How do local government communicate it
- How is the coordination among departments within the local administration
- How different sectors within the location are coordinated and contribute to common development
- What are local aims
- How do local government plan to achieve them
Diagnosis Form

Policies for Development of the Cultural Industries

- INVESTMENT
- COOPERATION
- COORDINATION
- MARKETING
Population

<table>
<thead>
<tr>
<th></th>
<th>Territorial extension in Km²</th>
<th>Population in 2000</th>
<th>Population in 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cordoba</td>
<td>1.253,30</td>
<td>316.516</td>
<td>323.049</td>
</tr>
<tr>
<td>Kavala</td>
<td>1.959,90</td>
<td>134.418</td>
<td>145.054</td>
</tr>
<tr>
<td>Malta</td>
<td>316.00</td>
<td>391.415</td>
<td>402.668</td>
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<tr>
<td>Pisa</td>
<td>187,1</td>
<td>85.379</td>
<td>91.472</td>
</tr>
<tr>
<td>Siena</td>
<td>118,71</td>
<td>54.366</td>
<td>54.498</td>
</tr>
</tbody>
</table>

Demographic comparison

Level of local income
Economy

Employment rates for men and women

Unemployment rates for men and women
Tourism

Composition of accommodation

Subdivision of beds according to type of accommodation typology

<table>
<thead>
<tr>
<th>City</th>
<th>Bed &amp; Breakfast and Campings</th>
<th>Hostel, Pensions and Residences</th>
<th>1 Star Hotels</th>
<th>2 star Hotels</th>
<th>3 star Hotels</th>
<th>4 star Hotels</th>
<th>5 star Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cordoba</td>
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<td>Kavala</td>
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<td>Malta City</td>
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<td>Pisa</td>
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<tr>
<td>Siena</td>
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</tr>
</tbody>
</table>
Tourism

Evolution in time of NATIONAL arrivals

Evolution in time of FOREIGN arrivals
Tourism

**Annual Tourists vs Population**

- **Siena**
- **Pisa**
- **Malta**
- **Kavala**
- **Cordoba**

**Relation between tourists and territorial extension**

**Carrying capacity**

- **Siena**
- **Pisa**
- **Malta**
- **Kavala**
- **Cordoba**
Heritage typology

Subdivision of patrimonial infrastructures

- Sienna
- Pisa
- Malta
- Kavala
- Cordoba

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- Museums
- Archeological sites
- Historical buildings
- Libraries
- Media libraries
- Archives
- Other
Culture

Museums entrances vs population

Number of museum visitors/Population

Museums entrances vs tourists

Number of museum visitors/Tourists
Cultural industries typology
Creative capacity

Proportion of households with a PC and Internet

Cordoba Kavala Malta Pisa Siena

Households with a PC
Households with internet access

Number of public Internet access points

Cordoba Kavala Malta Pisa Siena

High – Tech (1)

High – Tech (2)
Creative capacity

Subdivision of the population according to the level of education

Cordoba | Kavala | Malta | Pisa | Siena
-----|-------|------|------|------
Tertiary education | Secondary education | Primary education

Subdivision of the population according to the origin

Siena | Pisa | Malta | Kavala | Cordoba
-----|------|------|--------|-------
City and Province | Rest of the Region | Rest of the Country | Foreign
Diagnosis

Methodology

SWOT analysis phases:

1. Information and data collection, for ex. analysis of territorial context where cultural planning has to be realised (social-demographic, cultural and economic indexes) and identification of main trends and problems;
2. Classification of data/info in order to select the most relevant ones;
3. Identification of possible actions responding to main selected problems;
4. External context analysis and identification of opportunities and threats (O&T);
5. Planning context analysis and identification of the factors, even just partly under your control, which can facilitate or hinder local development (S&W);
6. Classification / selection of possible action on the basis of their relevance, i.e.: identification of the actions (strategic guidelines) which, using strengths, reducing weaknesses, maximizing opportunities and minimizing threats, are the best ones for reducing development problems.
Diagnosis

Methodology

Strengths, weaknesses, opportunities and threats were determined through participative techniques (Focus Groups). In this way, future scenarios were agreed, on the basis of a joint analysis among experts and stakeholders, using context data.

The chosen typology was the double moderator focus group methodology.

Two focus groups for each city were organised (the average composition of the focus groups in each city was of 8 participants for each session).

The groups focused on the culture, heritage, tourism and cultural enterprises for the city’s territory.

Face-to-face interviews with local actors on the same themes.
### Use of the SWOT matrix

#### SWOT Matrix: strategies selection

<table>
<thead>
<tr>
<th></th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities</td>
<td>S-O Strategies</td>
<td>W-O Strategies</td>
</tr>
<tr>
<td>Threats</td>
<td>S-T Strategies</td>
<td>W-T Strategies</td>
</tr>
</tbody>
</table>

**S-O strategies** aim at using exogenous opportunities which are directly connected to strong points of the system.

**W-O strategies** aim at overcoming weak points in order to exploit possible opportunities.

**S-T strategies** determine ways of using strong points in order to attenuate or eliminate exogenous threats.

**W-T strategies** determine defense plans in order to avoid external threats which can increase weak points.
Conclusions

AREA OF INTERVENTION: THE CITY AS "CULTURAL PRODUCT"

Strategic line 1: Preservation and development of the city’s cultural identity
Strategic line 2: Heritage management and dynamisation with particular regard to minor resources
Strategic line 3: Cultural activities, intervention on secondary supply, i.e. institutional factors, infrastructures, intangible heritage
Strategic line 4: Increase in the production and clients (residents and tourists) for cultural industries

AREA OF INTERVENTION: THE CITY’S “COMMUNICATION AND NETWORKING”

Strategic line 1: Communication and promotion of the territory
Strategic line 2: Communication with cultural industries
Strategic line 3: Fund raising and sponsorship
Strategic line 4: Networking, involvement of public and private actors
Thank you for your attention

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