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**TEMPUS**



EUROPEAN UNION

TEMPorary USEs as start-up actions to enhance port (in)tangible heritage

## D4.3.3 – Local Entrepreneurial Ecosystem Business Strategies at pilot level

### Document control

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## 1. INTRODUCTION

The present Deliverable contains a summary of the template for Local Entrepreneurial ecosystem business strategies at pilot level (Ravenna, Rijeka and Solin). Documents aimed to coordinate an interdependent set of actions/projects (incl. funding opportunities to realize them) along shared lines of development, according to a holistic and thorough strategic framework and through an incremental path of implementation, in which TUAs are the first triggering step.

An entrepreneurial ecosystem is defined as a set of interconnected participants and factors coordinated and connected in such a way as to enable productive entrepreneurship in a certain territory. In order to achieve the productivity of an entrepreneurial ecosystem, certain conditions must be met, such as: the existence of a network of entrepreneurs, leadership, financing, talent, knowledge and supporting institutions.

Entrepreneurial ecosystem refers to the interaction between institutional and individual stakeholders that enables the development of entrepreneurship, innovation and growth of small businesses.

The essence of an entrepreneurial ecosystem is its people and the culture of trust and cooperation that enables them to interact successfully. It's an ecosystem that enables rapid flow of talent, information and resources and helps entrepreneurs quickly find what they need at every stage of growth.

The four essential components of an entrepreneurial ecosystem are people, technology, capital and infrastructure. The first component includes the human capital of the entrepreneurial ecosystem, such as mentorship, leadership and support services provided by incubators and necessary for the growth of start-ups.

There is no single goal of an entrepreneurial ecosystem, and all participants in an entrepreneurial ecosystem cannot be motivated by just one goal. A self-sustaining entrepreneurial ecosystem must meet the needs of all participants who have different goals.

## 2. STRATEGIC DOCUMENTS ON REGIONAL AND LOCAL LEVEL OF TERRITORY OF PILOT CITIES

Ravenna's Strategic Plan for Tourism<sup>1</sup> clearly states the interest of the local Administration in pursuing sustainable tourism. Of particular relevance to the Local Entrepreneurial Ecosystem Business Strategies are the plans for the "Beach Tourism", within which the creation of the coastal Maritime Park is envisioned, and which would involve two Cultural Heritage assets relevant to TEMPUS (the former Fish Market and Marina di Ravenna's Lighthouse). Ravenna's Maritime Park is an urban redevelopment project covering an overall coastal area of 35 km from Casalborgorsetti in the North to Lido di Savio in the South, aiming to radically change the mainstream use of the coast by re-creating the original ecosystem and promote slow, sustainable, and responsible tourism. Another important feature of the Plan for Tourism is the creation and enhancing of slow infrastructures across the Po Delta Nature Reserve, reaching up to Venice and crossing several Natural Heritage assets identified within TEMPUS. Ravenna aims to invest in "nature tourism". Starting with cycle and walking routes, the city aims to build intermodal and integrated routes that connect the cultural, archaeological and natural excellences of the territory, promoting and encouraging eco-sustainable zero-impact tourism facilities, emphasizing how Ravenna's environmental heritage is strongly connected with the artistic, historical, and cultural heritage, building ad hoc visitor experiences.

The content of the Plan for Tourism is reflected in the broader framework of the Emilia-Romagna region Smart Specialization Strategy, to which TEMPUS' goals are also coherent, especially regarding the point "Territorial heritage and regional identity: cultural assets and contents, creative activities, tourism, and products made in Emilia-Romagna". Tangible and intangible assets are declared to undoubtedly constitute a local social and economic resource, as well as an identity and inclusion factor on the individual and community level. Therefore, innovative processes and means, such as digital and new business models, must be employed in their enhancement, and their management, conservation, and valorisation necessarily include sectors

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<sup>1</sup> [https://www.turismo.ra.it/wp-content/uploads/2022/04/ravenna-piano\\_strategico\\_turismo.pdf](https://www.turismo.ra.it/wp-content/uploads/2022/04/ravenna-piano_strategico_turismo.pdf)

such as the research, the cultural and creative industries, tourism, and education. The Cultural and Creative Industries in particular are regarded as an essential asset that not only can be regarded as part of the cultural heritage, but also have very relevant economic ramifications in other sectors in terms of products and services. Therefore, the S3 focuses on several development trajectories in terms of R&I and exploitation of new technologies (including digital means, AI, and big data): for the heritage management, conservation, and fruition; for the development of cultural content related to the assets; for the development of new digital product/services for functional and custom fruition; to support place branding and marketing; to develop an interaction between creativity and enabling technologies.

### 3. ESTABLISHMENT OF HD COLLABORATIVE ENTREPRENEURIAL ECOSYSTEM

The main content of the Urban Strategy (OP1) and the information collected during the initial WP4 activities will be part of the Entrepreneurial Ecosystem Business Strategies at pilot level.

#### 3.1. Heritage-driven entrepreneurial goals

Basing on the temporary uses selected and described in OP1 “Port Cities Urban Strategies”, in the following table, for each temporary use assigned to each TEMPUS Cultural Heritage, a matching entrepreneurial goal is assigned, that can be addressed through the temporary use. The entrepreneurial goals are identified after the results of Entrepreneurial Local Maps (D4.3.1):

TEMPUS Cultural Heritage	TYPE OF TEMPORARY USE	GOALS ADDRESSED
Agrarian Consortium	event urban art action container-based incremental re-activation"	Network opportunities Opening of new markets (art) Procedural streamlining"
Silos Granai	urban art action incremental re-activation"	Incentives and subsidies
Former Pansac	incremental re-activation	Services to business (submission to tenders and training)

TEMPUS Cultural Heritage	TYPE OF TEMPORARY USE	GOALS ADDRESSED
Former SIR "Sigarone" Warehouses	tactical urbanism	Network opportunities
Sailboat Dockyard (Darsena dei Velieri)	urban art action	Opening of new markets
Port of Metello	urban art action	Opening of new markets
Ancient Coastline	tactical urbanism	Opening of new markets Network opportunities
Fossa Augusta	urban art action tactical urbanism"	Opening of new markets Network opportunities
Augustus Bridge	urban art action	Opening of new markets
Pits of via Morigia	urban art action	Opening of new markets
Baths of the Clergy	urban art action	Opening of new markets
Port of Augustus	urban art action	Opening of new markets
Warehouses of the Port of Classe	land art action	Opening of new markets
Docks of Classe	land art action	Opening of new markets
Classe's city walls	land art action	Opening of new markets
Bell tower of the Church of Santa Maria in Porto Fuori	urban art action	Opening of new markets
Torraccia	land art action	Opening of new markets Network opportunities
Angelina Offshore Platform	event	Network opportunities
San Vitale Pumping System	tactical urbanism	Opening of new markets Incentives and subsidies
Monument to the Fallen at sea	tactical urbanism	Opening of new markets
Fagiolo water-absorbing system	tactical urbanism	Opening of new markets Incentives and subsidies
Garibaldi's hut	event	Network opportunities
Fabbrica Vecchia - Former Marchesato	tactical urbanism	Network opportunities Procedural streamlining"
Former Fish Market	event urban art action incremental re-activation"	Availability of work spaces Network opportunities
Marina di Ravenna's Lighthouse	urban art action	Opening of new markets

*Table 1 – Entrepreneurial goals met by the temporary uses located within the TEMPUS Cultural Heritage assets.*

## 3.2. Local entrepreneurial realm

### 3.2.1 The composition of the TUA

In accordance with the TEMPUS exhibition theme (D4.2.2) of the 4 fluxes describing the port reality, 4 different activities have been planned for the activation of the TUA in Ravenna. The enterprises identified for the task are the following:

**Flux Culture:** XX APS, Social Promotion Association (Ravenna). The association was founded in 2021 to manage the Equidistanze Residenze Artistiche<sup>2</sup> (Equidistance Artistic Residences) project, born in 2020 from an idea of Alessandra Carini, the association's president. The project takes place every year in the rural small town of Filetto, in the province of Ravenna, to enhance the marginal areas and countryside through public and ecological art. The artists are chosen through a call for proposals and, by temporarily living in close contact with the inhabitants, produce artworks to tell the story of the area and contribute to the construction of an inclusive and free open-air museum that can be experienced all year round. After becoming a Social Promotion Association in 2022, by promoting the relationship between artistic languages and local communities, the group aims to re-establish the connection between contemporary art, society and the environment, at the same time supporting emerging artist in the early stage of their career.

**Flux Materials:** DENARA<sup>3</sup>, Social Promotion Association (Ravenna). Established in 2015, the association strongly believes in the need to systematize and reinvigorate the social-urban fabric at a time in history when the diaspora of young professionals is fuelling the depopulation and consequent impoverishment of Italy's urban centres. The group focuses on drawing attention to abandoned and forgotten urban spaces by designing and proposing urban installations, collective practices of self-construction, social mobilization actions, and the realization of temporary uses. In 2022, in collaboration with the cultural association Studio Doiz, DENARA temporarily reactivated the left side of the Darsena through the self-construction process of a

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<sup>2</sup> <https://magazzino.eu/equidistanze/>

<sup>3</sup> <http://www.denara.it/>

temporary pavilion called "Manualetto," dedicated to cultural activities. DENARA members are also involved in architectural planning and design activities.

**Flux Technologies:** WASP Ltd<sup>4</sup>. 3D printing is WASP's heart since a small and fast printer that materialises objects made of bio-plastic, clay, silicone and biocompatible materials, which mills wood and aluminium, made it easy to start mini-productions and to create what you need by yourself. Since then, the company has become a leader in the field of 3D printing, focusing on the printing of houses since 2015. The aim of WASP is to build 'zero-mile' homes, using materials found on the surrounding area, with portable machines featuring low energy consumption and using renewable energies such as sun, wind and water, since in large areas of the planet there is no electricity at all. The revenue from the sale of solid printers is invested in the research and development of integrated projects aiming at a production revolution that could result in widespread prosperity, and advances hand in hand with eco-friendly, sustainable and functional materials. The projects realized so far by the group are 100% self-financed.

**Flux People:** Rete Almagià<sup>5</sup>, Social Promotion Association (Ravenna). Active since 2004 and based in the Artificerie Almagià, in the Darsena, the group is formed by a network of cultural and creative association ranging from dance, theatre, art and puppetry. Rete Almagià aims to research and experiment with artistic and cultural projects in a multi- and trans-disciplinary key, focusing on inclusivity and collaboration, and aiming at reaching especially the younger generations. Anyone can become co-creator of the projects after participating in training courses based on the exchange of skills. The areas of experimentation are: visual arts, communication, storytelling, music, performing arts, with a focus on landscape regeneration as a common good.

### 3.2.2 Innovators selected within the UIA DARE project

Several CCIs have been identified within the UIA DARE project<sup>6</sup>, focused on the activation of the regeneration process of the Darsena district and thus strongly correlated to TEMPUS:

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<sup>4</sup> <https://www.3dwasp.com/en>

<sup>5</sup> <http://www.retealmagia.org/>

<sup>6</sup> <https://uia-initiative.eu/en/uia-cities/ravenna>



- Panda Project<sup>7</sup> - a Cultural Association based in Faenza (province of Ravenna) specialized in performances, workshops in schools, street theatre, workshops with adults, artistic and interactive installations, radio broadcasts, and artistic direction. Panda Project creates site-specific performances and multimedia storytelling journeys with an original interdisciplinary mode, focusing on the enhancement and dissemination of the local culture, welcoming social themes and integrating the performing arts with contemporary multimedia and digital technologies, fostering innovative experiences that are engaging as well as easily accessible.
- TUMM – association of artists and musicians from Ravenna and Bologna offering performances, events, courses and workshops in music therapy and dance revolving around the world of rhythm. The group mixes different styles and genres to give life to activities in which the rhythm of percussion accompanies typical African dances, such as Reggaeton and Afrobeat.
- Lato Oscuro Della Costa –Social Promotion Association based in Lido Adriano, a coastal town near Ravenna, and active in the arts experimentation and creation of productions, residencies and laboratories focused on a range of disciplines, from contemporary art to photography. The association is formed of mainly young people under 35 and focuses on the promotion of culture in all its aspects, including street culture and art.

### 3.2.3 List of mapped enterprises

The following table contains the list of subjects which answered the questionnaire aimed at the definition of the Entrepreneurial Local Maps (D4.3.1), clustered in different entrepreneurial typologies (communication and marketing, IT, commercial, arts and crafts, video making and animation, tourism, architecture and urban planning, training, third sector, event organization, services to business).

	ENTREPRENEURIAL TYPOLOGY
1	commercial

<sup>7</sup> <https://pandaproject.it/>

ENTREPRENEURIAL TYPOLOGY	
2	IT
3	IT
4	communication and marketing
5	communication and marketing
6	commercial
7	videomaking and animation
8	arts and crafts
9	videomaking and animation
10	tourism
11	event organization
12	architecture and urban planning
13	architecture and urban planning
14	training
15	communication and marketing
16	tourism
17	tourism
18	architecture and urban planning
19	videomaking and animation
20	third sector
21	arts and crafts
22	event organization
23	arts and crafts
24	communication and marketing
25	Training, services to business

ENTREPRENEURIAL TYPOLOGY	
26	event organization
27	communication and marketing
28	Tourism
29	Tourism
30	arts and crafts
31	videomaking and animation
32	communication and marketing
33	arts and crafts
34	communication and marketing
35	Tourism
36	Services to business
37	communication and marketing
38	videomaking and animation
39	videomaking and animation
40	promozione culturale, progetti festival e produzione cinematografica
41	communication and marketing
42	third sector
43	communication and marketing
44	communication and marketing
45	Training, research
46	services to business
47	communication and marketing
48	communication and marketing
49	third sector

ENTREPRENEURIAL TYPOLOGY	
50	architecture and urban planning
51	third sector

*Table 2 - List of entrepreneurial typology of subjects identified by D4.3.1 Entrepreneurial Local Maps*

## 4. DEVELOPMENT OF HD ENTREPRENEURIAL BUSINESS STRATEGIES

### 4.1. Strategy objectives

Coherently with the information contained in Chapter 2 and the specific goals summarised in paragraph 3.1, and focusing especially on CBC relations, the Entrepreneurial Strategy aims at the following overall and specific objectives:

**Overall Objective:** to build a private ecosystem comprising infrastructures, actors, and tools, oriented toward collaboration with respect for diversity, and in close synergy with public actors s.a. Public Administrations, Universities, Hospitals, etc...

**Specific Objective 1:** to create and/or test digital tools for collaboration and promotion of the territory.

**Specific Objective 2:** to reactivate spaces to create innovative work spaces outfitted to accommodate design thinking & co-design processes, together with networking and match making activities.

**Specific Objective 3:** to create opportunities for the realization of multidisciplinary performances facilitating collaboration.

### 4.2. Connecting Cultural Heritage and enterprises

The table below identifies the function fulfilled by each Cultural Heritage asset and connects it to the entrepreneurial typology(ies) that could either be interested in the realization of the function or benefit from its realization.

TEMPUS Cultural Heritage	FUNCTION	ENTREPRENEURIAL TYPOLOGY
Agrarian Consortium	Creating a meeting space for networking and co-creation; intercepting and attracting the art and creative sector; testing procedural obstacles and limits to transformative actions	University and R&I, arts, communication and marketing, tourism, architecture and urban planning, third sector, event organization, IT, training
Silos Granai	Drawing attention to the area for its requalification and reactivation	architecture and urban planning, communication and marketing, videomaking, third sector, arts, event organization
Former Pansac	Attracting specific competences serving the port needs. Testing the function in a temporary setting aiming at future permanent settlement of existing business branches or new realities.	architecture and urban planning, communication and marketing, event organization
Former SIR "Sigarone" Warehouses	Promoting networking opportunities among public subjects (University, Municipality, etc) and between public subjects and private sectors, in a R&I logic.	University, Municipality, R&I, communication and marketing, architecture and urban planning, third sector, event organization
Sailboat Dockyard (Darsena dei Velieri)	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Port of Metello	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Ancient Coastline	Attracting different CCIs to involve them in the co-creation of performance actions within the context of the thematic path crossing this point (Ancient coastlines)	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Fossa Augusta	Attracting different CCIs to involve them in the co-creation of performance actions within the context of the thematic path crossing this point (Submerged Ravenna/Ravenna city of waters)	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism

TEMPUS Cultural Heritage	FUNCTION	ENTREPRENEURIAL TYPOLOGY
Augustus Bridge	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Pits of via Morigia	expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Baths of the Clergy	expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Port of Augustus	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Warehouses of the Port of Classe	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Docks of Classe	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Classe's city walls	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Bell tower of the Church of Santa Maria in Porto Fuori	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Torraccia	Attracting different CCIs to involve them in the co-creation of performance actions within the	services to businesses, architecture and urban planning, third sector,

TEMPUS Cultural Heritage	FUNCTION	ENTREPRENEURIAL TYPOLOGY
	context of the thematic path crossing this point (Ancient coastlines)	event organization, arts, IT, videomaking and animation, tourism
Angelina Offshore Platform	Creating connections among public and private subjects in the field of Blue Growth in festivals dealing with themes related to the sea	Researchers and professionals in the field of Blue Growth, PAs, event organization, third sector, IT, arts, videomaking
San Vitale Pumping System	Expanding tourism opportunities through digital means and diversification; finding new lines of funding for the restoration and valorisation of the Land Reclamation Consortium Cultural Heritage	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Monument to the Fallen at sea	Expanding tourism opportunities with innovative narration of the CH (Panda project)	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Fagiolo water-absorbing system	Expanding tourism opportunities; finding new lines of funding for the restoration and valorisation of the Land Reclamation Consortium Cultural Heritage	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Garibaldi's hut	Tying together different potentials and vocations of the area (nature, navigation, water management, history)	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism, communication and marketing
Fabbrica Vecchia - Former Marchesato	Finding common ground between public security services and CCI invested in valorising CH	PA; services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism
Former Fish Market	Providing working spaces and also a meeting point for professionals	Research; services to business, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism

TEMPUS Cultural Heritage	FUNCTION	ENTREPRENEURIAL TYPOLOGY
Marina di Ravenna's Lighthouse	Expanding tourism possibilities by exploring digital tools, providing new attractiveness to the CH also for younger generations	services to businesses, architecture and urban planning, third sector, event organization, arts, IT, videomaking and animation, tourism

*Table 3 - Relation between the Cultural Heritage assets' function and the entrepreneurial typology potentially interested*

## 5. CONCLUSIONS

Coherently with OP1 Port Cities Urban Strategies, the actions that are potentially carried out within the next one or two years to start the strategy actualization are the ones related to the following Cultural Heritage assets:

1. CH1: The Agrarian Consortium
2. CH5 to 12: intangible and buried CH in the urban context
3. CH18: Angelina Offshore Platform
4. CH13-15: intangible and buried CH in rural contexts
5. CH3: Former Pansac