

SAMPLE FOR CONSULTATION



CREATIVE VILAFRANCA

A vision of the city of Villafranca in the creative economy

TASO
grupo taso

Imagen original cedida por Indugraphic



EXCMO. AYUNTAMIENTO DE
VILAFRANCA DE LOS BARROS



DIPUTACIÓN
DE BADAJOZ
ÁREA DE IGUALDAD Y
DESARROLLO LOCAL

RED DE OBSERVATORIOS TERRITORIALES
PARA EL DESARROLLO LOCAL

GOBIERNO
DE ESPAÑA

MINISTERIO
DE POLÍTICA
TERRITORIAL

Unión Europea
Fondo Europeo de
Desarrollo Regional

01. Creative industries in the new economic development agenda

Creative economy and the new production model.
 People: creative class and entrepreneurs.
 Economy: creative industries.
 Cities: from creative industries to the creative place.
 State of the art at European level.
 A window of opportunity for medium-sized cities.

02. The creativity map of Villafranca

General synthesis.
 Map I: companies and professionals.
 Map II: events and facilities of cultural or creative interest.
 Map III: support agents and associations.

03. Creative and cultural entrepreneurship in Villafranca

Dimension of the agents.
 Profile of the creative entrepreneur.
 Work environment.
 Public support.
 Growth strategies.
 Cooperation relationship.

04. Moving forward: Villafranca as a creative ecosystem

SWOT analysis.
 Synthesis of key messages.
 Creative industries and the new governance.
 Support to business initiatives in creative sectors.
 Work spaces in the creative economy.
 Cultural policy and creative entrepreneurs.
 Education: incubating future creative talents.
 Strategic communication and city branding.

Annexes

- I Workshop on creative entrepreneurship.
- II Focus group sessions.
- III Questionnaire for a survey on creative entrepreneurship.
- IV Comparative analysis on the definition of creative industries.
- V Financial support schemes for creative and cultural initiatives in Villafranca de los Barros.



Original picture: Miró Fotografos

Villafranca de los Barros in the creative economy

This report is the result of the pilot initiative launched by the Government of the Badajoz province, which objective was to assess the potential of creativity as a central factor for the development strategies of some of the province's medium-sized cities, with a particular focus on creative industries and sustainable employment generation.

Villafranca de los Barros is a suitable choice for testing a creativity-based local development strategy, for a number of reasons: a remarkable cultural agenda and relatively high number of cultural facilities given the city's size; music as a strong feature of its identity; the interest of the local government in launching a strategy around creative talents.

The aim is to define a new way to work with the cultural and creative sectors in medium-sized cities of Extremadura. A new public policy based on a more comprehensive vision, which should connect the cultural policy and the economic development policy and also have an influence on education and youth policies. This path has already been taken by a large number of cities in Europe. This trend also takes place in a context of low public expenditure, which makes it necessary to look for new collaboration formulas with the private operators.

The regeneration of local development agendas around the concept of creativity does not need formal plans, which usually fail to produce impacts. On the contrary, it demands new forms of participation and dialogue and new formats of strategic formulation. In this regard, the objective of this report is to identify a number of key messages for action, which translation in concrete projects is to result from the combination of relevant agents and resources.

Accordingly, this report consists of four parts:

- **Creative industries in the new economic development agenda.** It introduces the European state of the art regarding creativity-based local development strategies, with a particular focus on medium-sized cities.
- **The creativity map of Villafranca.** This part deals with the identification and positioning of creative and cultural operators and assets in a cluster reading: i) companies and professionals; ii) events and facilities of cultural or creative interest; iii) support agents and associations. This "triple helix" perspective provides a new visibility to these activities and the cluster coherence gives them a new relevance.
- **Creative and cultural entrepreneurship in Villafranca.** Detailed analysis of creative entrepreneurship in Villafranca, with data from a specific survey which was carried out among companies and professionals: dimension of the agents, profile of the creative entrepreneur, work environment, public support, growth strategies and cooperation relationship.
- **Moving forward: Villafranca as a creative ecosystem.** This section starts with a DAFO-based expression of the position and the perspectives of Villafranca in the creative economy. It is followed by a set of recommendations y work areas – discussed with local stakeholders – which were grouped into 6 main fields:

Creative industries and the new governance. Includes the definition of a flexible and participatory formula to allow the emergence of concrete and coherent initiatives.

Support to business initiatives in creative sectors.

Work spaces in the creative economy.

Cultural policy and creative entrepreneurs.

- Cinema and audiovisual arts
 - Creation, production and distribution of movies
 - Radio and television
 - Video y photography
 - Animation and video games
- Cultural heritage
 - Museums
 - Antiques and restoration
 - Libraries, game libraries, archives and documentary heritage
 - Architectural heritage
 - Archaeological and anthropological heritage
- Design
 - Advertising and communication
 - Industrial design
 - Graphic and multimedia design
 - Arquitectural and interior design
 - Fashion design
- Advanced services
 - Cultural management and programming
 - ICT, software and web development
 - Strategic and business consulting
 - Creative education and training

This interaction also allowed to get Access to secondary information and strategic documents of the municipality. Another useful source of information was the contact with FEDESIBA, the Local Action Group (an initiative resulting from the EU’s LEADER initiative) which covers Villafranca, and some of their material such as the area diagnosis, which was issued as part of the 2007-2013 strategy.

- Among the local community of cultural or creative companies, entrepreneurs and professionals.

The dialogue with this community took place through the organization of a series of meetings of a focus group. Around 30 participants attended these meetings.

In addition, two on-line surveys were launched. One focused on the identification and characterisation of local nodes (as part of the mapping exercise) and the other dealt with the detailed analysis of creative entrepreneurship in the city.

Eventually, for communication purposes, a specific website was opened so as to disseminate documents and information about the initiative.

Participation and stakeholder involvement.

As part of the definition of a vision of Villafranca in the creative economy, communication and participation were important objectives at two levels:

- Within the municipal government. Collective and bilateral meetings with the members of the local government who were considered as the most relevant concerning the elaboration of a creativity-based strategy: basically the councilors in charge of business and economic development, culture, youth, education and urban planning.

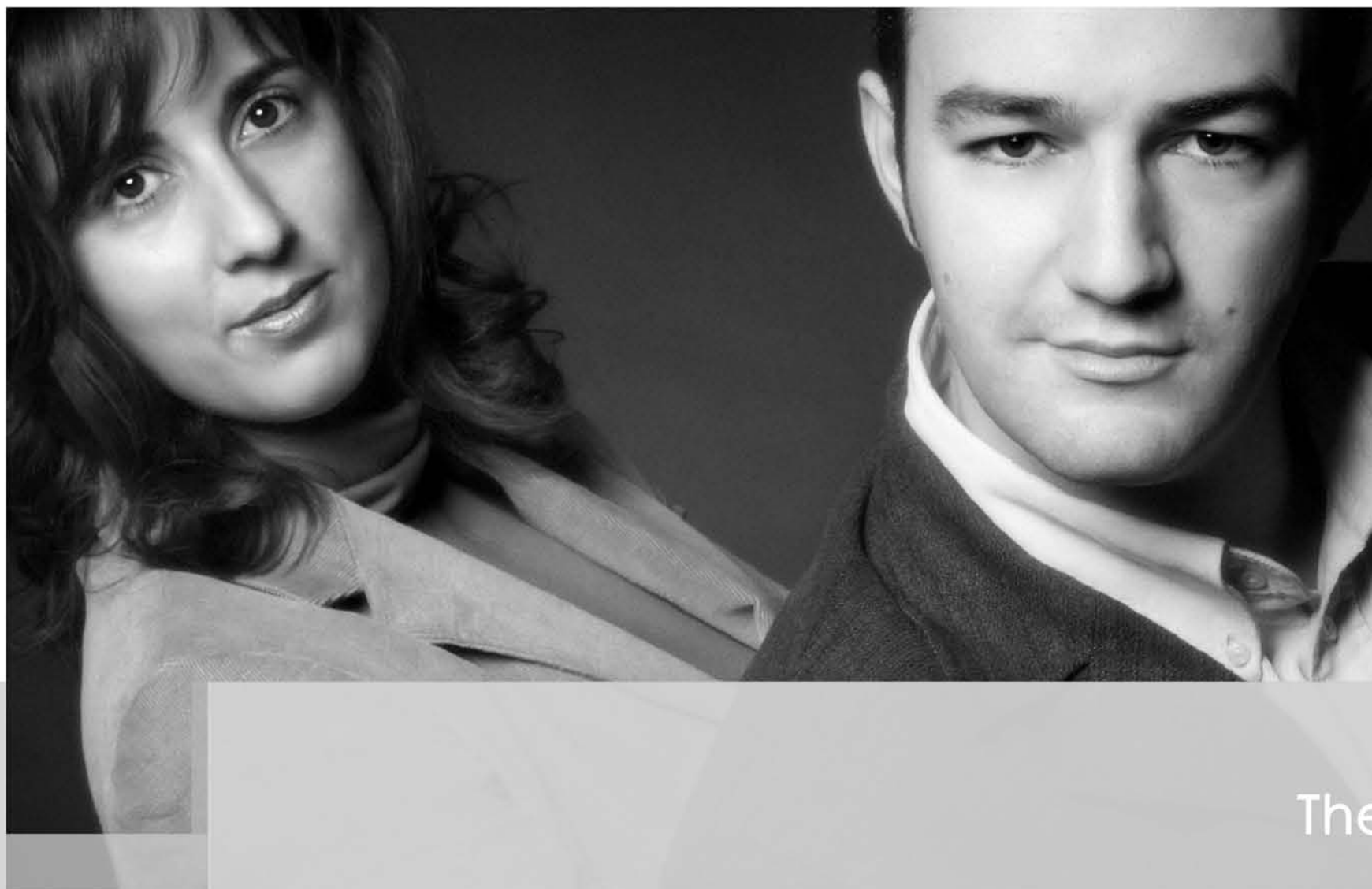


Picture courtesy of Maria ke Fisherman

Creative industries in the new economic development agenda

01

CREATIVE ECONOMY AND THE NEW PRODUCTION MODEL
PEOPLE: CREATIVE CLASS AND ENTREPRENEURS
ECONOMY: CREATIVE INDUSTRIES
CITIES: FROM CREATIVE INDUSTRIES TO THE CREATIVE PLACE
STATE OF THE ART AT EUROPEAN LEVEL
A WINDOW OF OPPORTUNITY FOR MEDIUM-SIZED CITIES



02

The creativity map of Villafranca

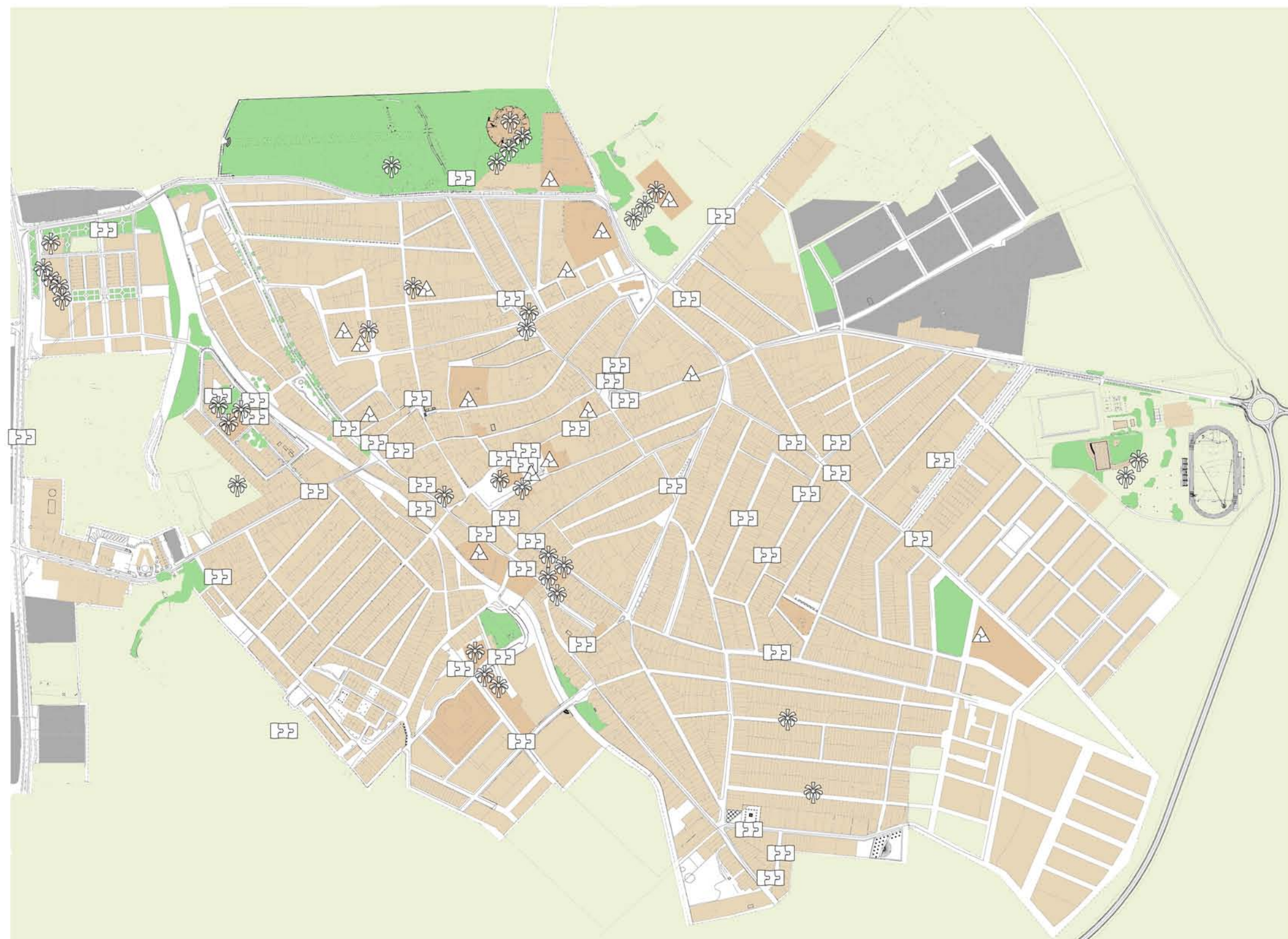
Original picture: Miró Fotógrafos

GENERAL SYNTHESIS

MAP I: COMPANIES AND PROFESSIONALS

**MAPA II: EVENTS AND FACILITIES OF CREATIVE
OR CULTURAL INTEREST**

MAPA III: SUPPORT AGENTS AND ASSOCIATIONS

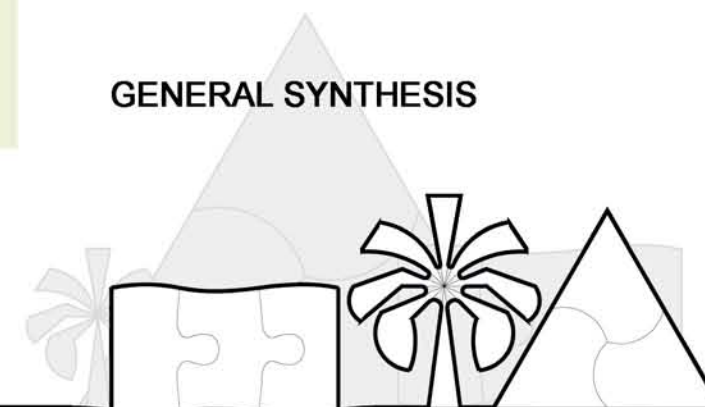


COMPANIES AND PROFESSIONALS

EVENTS AND FACILITIES OF CREATIVE OR CULTURAL INTEREST

SUPPORT AGENTS AND ASSOCIATIONS

GENERAL SYNTHESIS



TYPOLOGY OF NODES BY MAP

Map I

Companies and professionals

	Number	% of map	% of total
Companies	20	41,7%	21,3%
Full-time freelance professionals	16	33,3%	17,0%
Part-time freelance professionals	12	25,0%	12,8%
	48	100,0%	51,1%

Map II

Events and facilities of cultural or creative interest

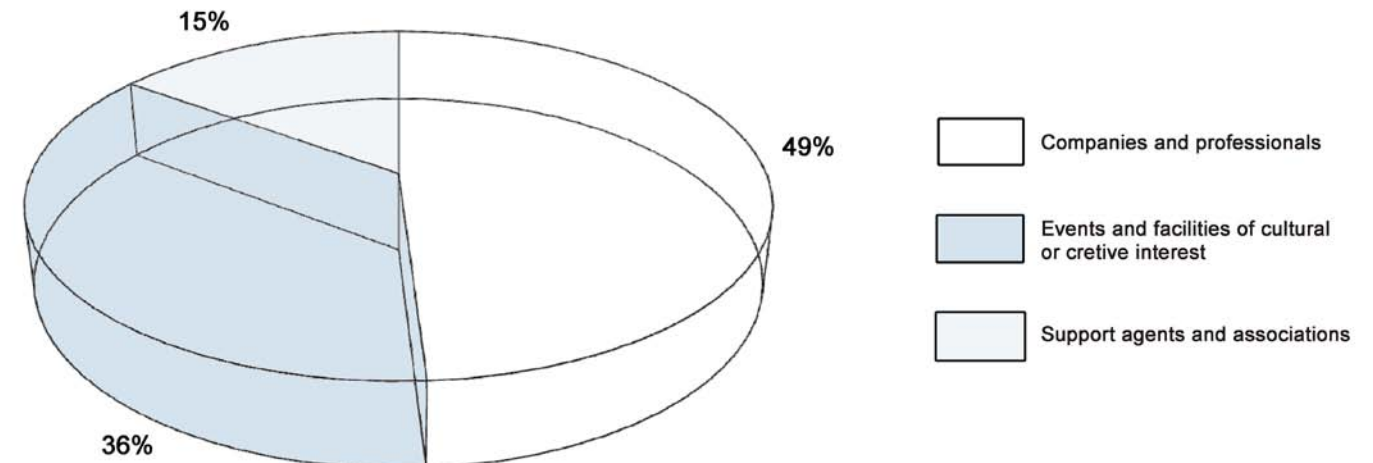
	Number	% of map	% of total
Libraries and documentation centres	1	3,2%	1,1%
Training centres	5	16,1%	5,3%
Performance spaces	3	9,7%	3,2%
Regular cultural events	12	38,7%	12,8%
Art galleries	1	3,2%	1,1%
Business incubators	2	6,5%	2,1%
Other spaces for exhibition, rehearsal and performance	7	22,6%	7,4%
	31	100,0%	33,0%

Map III

Support agents and associations

	Number	% of map	% of total
Public administration or agencies dealing with culture	1	6,7%	1,1%
Public administration or agencies dealing with business support	3	20,0%	3,2%
Business associations related to creative sectors	3	20,0%	3,2%
Education centres	8	53,3%	8,5%
	15	100,0%	16,0%

94 Total



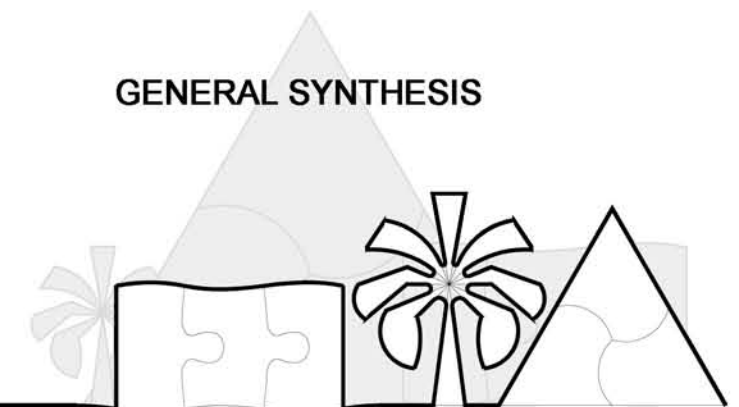
A first exercise of diagnosis reveals that almost a hundred nodes make up the creativity map of Villafranca de los Barros. These nodes are distributed into 3 main categories, following a “triple helix” model which is specific to the creative economy cluster: companies and freelance professionals; events and facilities of creative or cultural interest; support agents and associations related to the creative industries. One may consider these results as a promising starting point, as a sufficient critical mass, in the context of a city with “only” around 13.500 inhabitants and far from any metropolitan environment.

Moreover, the private sector has in this cluster a significant weight and potential to further grow. The map of companies and professionals represents half of the local cluster and within this map, companies and private organisations outnumber the other two categories.

Out of the 14 types of nodes of the system of creative-cultural agents, companies are the main category, with 21% of all nodes, followed by full-time freelance professionals [17%], regular cultural events and part-time freelance professionals [with each one 13% of all nodes].

The focus on the activities represented in maps 1 and 2 allows to highlight strong features of Villafranca’s creative-cultural system, which are partly expressions of local traditions. Musical arts are the main sector [30% of nodes of maps 1 and 2], followed by crafts and gastronomy [15,5%]. Other important sectors are audiovisual arts, in particular photography, and design.

GENERAL SYNTHESIS





COMPANIES AND PROFESSIONALS

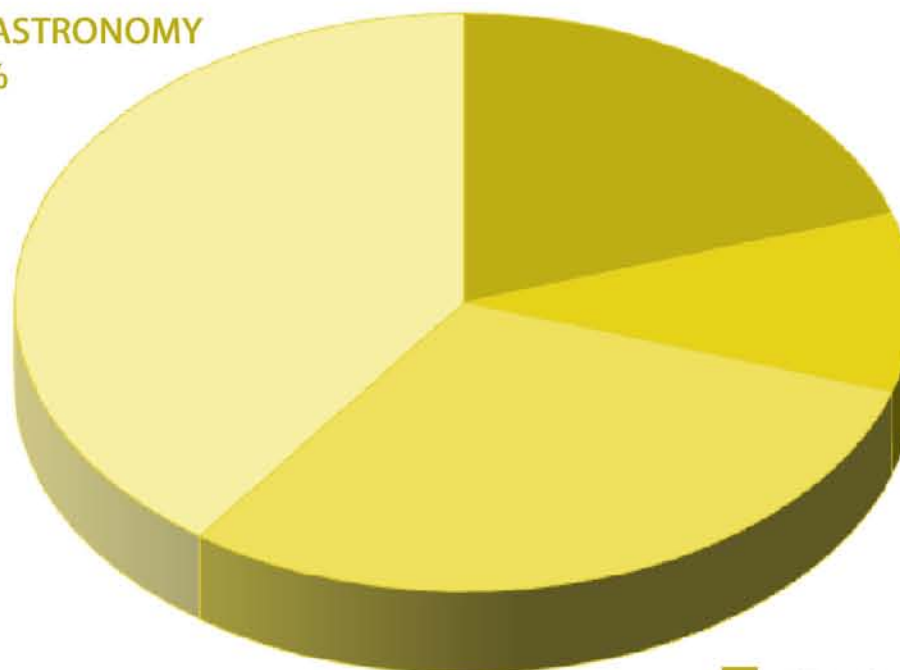


PLASTIC ARTS 2%



PAINTING & SCULPTURE 100%

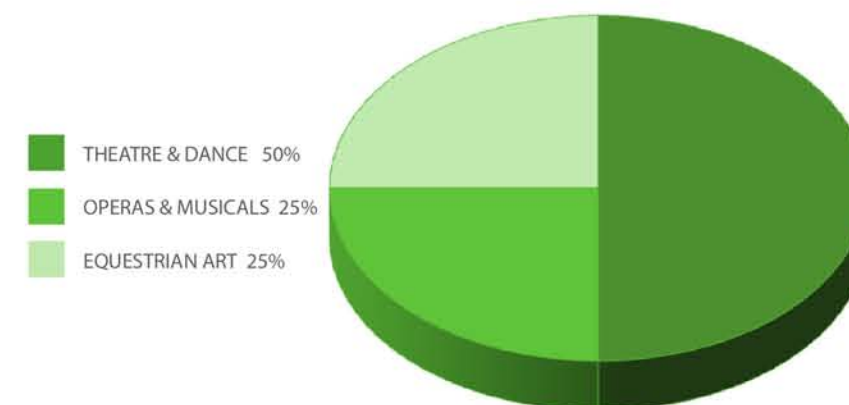
CRAFTS AND GASTRONOMY 21%



COMPOSITION & PERFORMING 100%

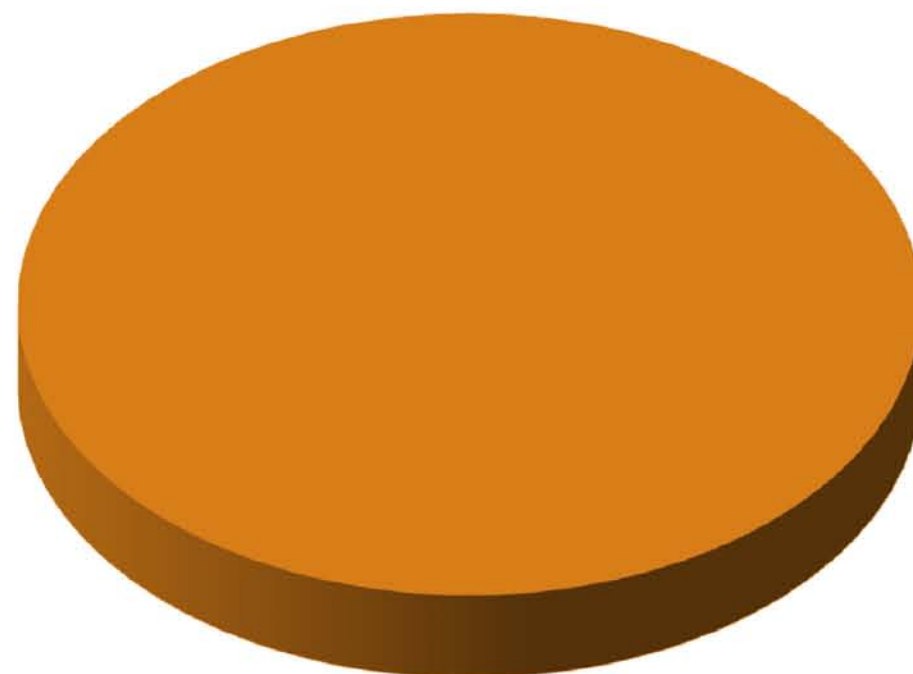
CERAMICS 20%
METAL AND GLASS 10%
WOOD 30%
GASTRONOMY 40%

PERFORMING ARTS 8%

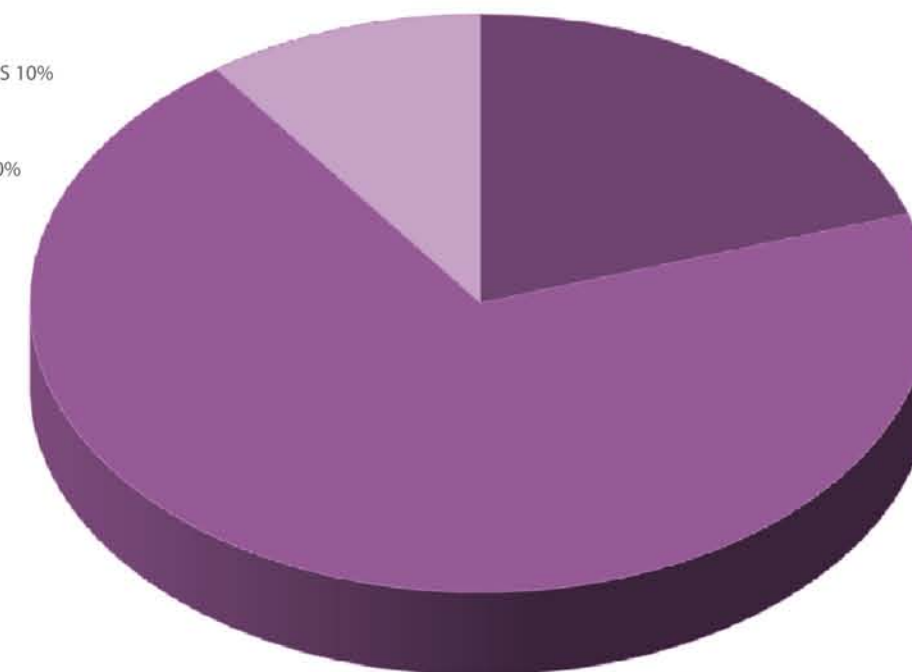


THEATRE & DANCE 50%
OPERAS & MUSICALS 25%
EQUESTRIAN ART 25%

MUSICAL ARTS 21%

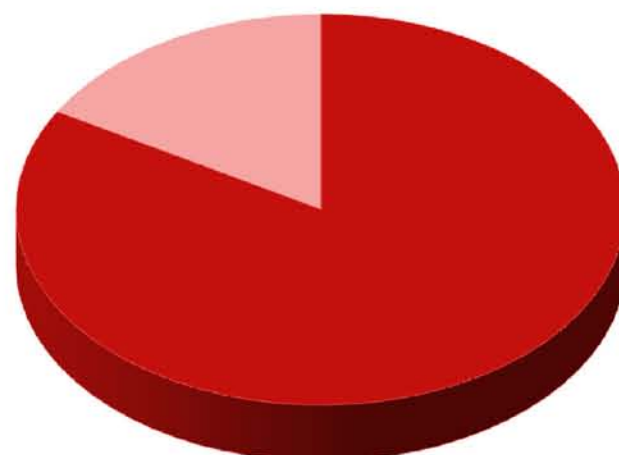


CINEMA AND AUDIOVISUAL ARTS 21%



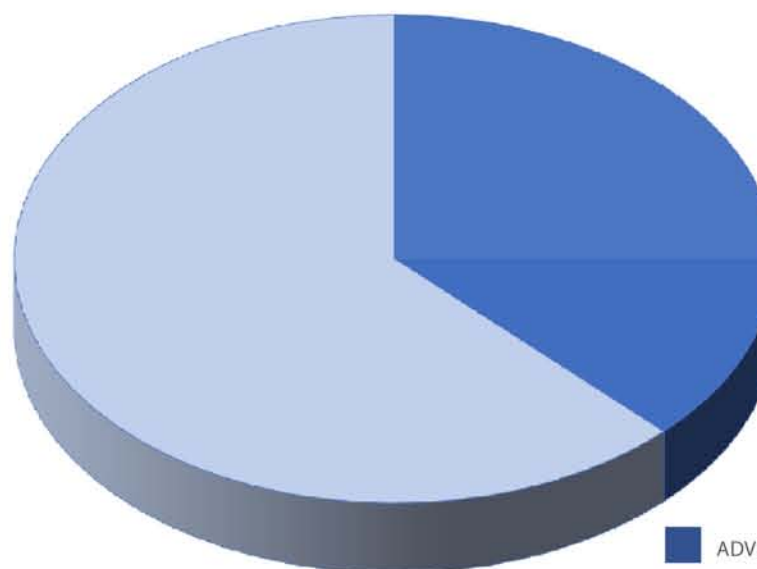
RADIO & TELEVISION 20%
VIDEO Y PHOTOGRAPHY 70%
ANIMATION Y VIDEO GAMES 10%

EDITING AND BOOKS 10%



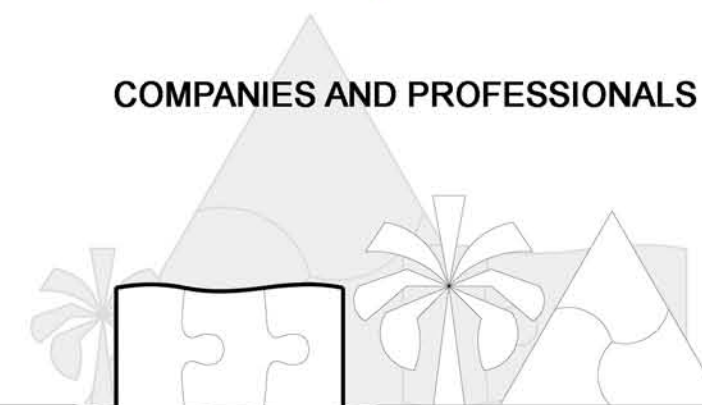
CREATION, FICTION & NON-FICTION, COMICS 20%
BOOKSHOPS 80%

DESIGN 17%



ADVERTISING AND COMMUNICATION 25%
GRAPHIC AND MULTIMEDIA DESIGN 13%
FASHION DESIGN 62%

COMPANIES AND PROFESSIONALS





03

Creative and cultural entrepreneurship in Villafranca

Picture courtesy of the Municipality of Villafranca de los Barros

DIMENSION OF THE AGENTS
PROFILE OF THE CREATIVE ENTREPRENEUR
WORK ENVIRONMENT
PUBLIC SUPPORT
GROWTH STRATEGIES
COOPERATION RELATIONSHIP

COOPERATION RELATIONSHIP

Inter-sector cooperation: between professionals and companies from different sectorial groupings

	Plastic arts			Crafts and gastronomy			Performing arts			Musical arts			Editing and books			Cinema and audiovisual arts			Cultural heritage			Design																
	Number of nodes	Cooperators	%	Number of nodes	Cooperators	%	Number of nodes	Cooperators	%	Number of nodes	Cooperators	%	Number of nodes	Cooperators	%	Number of nodes	Cooperators	%	Number of nodes	Cooperators	%	Number of nodes	Cooperators	%														
Crafts and gastronomy	4	1	25%																																			
Performing arts	4	2	50%																					6	2	33%												
Musical arts	2	1	50%																					4	1	25%	4	3	75%									
Editing and books	3	2	67%																					5	2	40%	5	4	80%	3	2	67%						
Cinema and audiovisual arts	4	3	75%																					6	2	33%	6	5	83%	4	2	50%	5	4	80%			
Cultural heritage	1	1	100%																					3	1	33%	3	2	67%	1	0	0%	2	2	100%	3	1	33%
Design	5	4	80%																					7	3	43%	7	5	71%	5	1	20%	6	4	67%	7	4	57%
Advanced services	2	1	50%	4	1	25%	4	2	50%	2	0	0%	3	2	67%	4	1	25%	1	1	100%	5	2	40%														

The table highlights the intensity of cooperation, whether occasional or frequent, between the various sectorial grouping which makes up the creative and cultural industries in Villafranca de los Barros.

For each “couple” of sectorial groupings, the figure in the grey cell shows the number of companies or professionals included in the survey sample who belong to one or another grouping. The figures in the blue cells the number and percentage of those agents who declared that they had collaborated or collaborated with agents from the other sector within the specific couple.

On the one hand, red figures correspond to lines of collaboration which may be considered as insufficiently developed with regard to their particular relevance. On the other hand, orange figures highlight lines of inter-sector collaboration which are currently rather well developed.

Intra- and inter-sector cooperation: geographic level

		Total number of collaborations	Villafranca		Rest of Extremadura region		Rest of Spain		International	
			Nº	%	Nº	%	Nº	%	Nº	%
Plastic arts	All collaborations	21	8	38%	5	24%	4	19%	4	19%
	Intra-sector collaborations	8	2	25%	2	25%	2	25%	2	25%
	Inter-sector collaborations	13	6	46%	3	23%	2	15%	2	15%
Crafts and gastronomy	All collaborations	26	14	54%	11	42%	2	8%	0	0%
	Intra-sector collaborations	12	6	50%	6	50%	0	0%	0	0%
	Inter-sector collaborations	14	8	57%	5	36%	2	14%	0	0%
Performing arts	All collaborations	84	31	37%	32	38%	20	24%	1	1%
	Intra-sector collaborations	13	4	31%	3	23%	5	38%	1	8%
	Inter-sector collaborations	71	27	38%	29	41%	15	21%	0	0%
Musical arts	All collaborations	3	1	33%	2	67%	0	0%	0	0%
	Intra-sector collaborations	3	1	33%	2	67%	0	0%	0	0%
	Inter-sector collaborations	0	0	0%	0	0%	0	0%	0	0%
Editing and books	All collaborations	29	17	59%	5	17%	7	24%	0	0%
	Intra-sector collaborations	7	2	29%	2	29%	3	43%	0	0%
	Inter-sector collaborations	22	15	68%	3	14%	4	18%	0	0%
Cinema and audiovisual arts	All collaborations	42	31	74%	9	21%	2	5%	0	0%
	Intra-sector collaborations	11	6	55%	5	45%	0	0%	0	0%
	Inter-sector collaborations	31	25	81%	4	13%	2	6%	0	0%
Design	All collaborations	47	24	51%	10	21%	13	28%	0	0%
	Intra-sector collaborations	13	5	38%	4	31%	4	31%	0	0%
	Inter-sector collaborations	34	19	56%	6	18%	9	26%	0	0%
Advanced services	All collaborations	16	0	0%	6	38%	9	56%	1	6%
	Intra-sector collaborations	3	0	0%	1	33%	2	67%	0	0%
	Inter-sector collaborations	13	0	0%	5	38%	7	54%	1	8%
All activities	All collaborations	269	126	47%	80	30%	57	21%	6	2%
	Intra-sector collaborations	70	26	37%	25	36%	16	23%	3	4%
	Inter-sector collaborations	199	100	50%	55	28%	41	21%	3	2%

The table focuses on the geographic level of cooperation relationships as they were indicated by the professionals and companies from the survey sample.

For each sectorial grouping, it shows the global number of collaborations (intra and inter-sector cooperations, and the sum of them) and their distribution between 4 geographic levels: inside Villafranca de los Barros, in the rest of the Extremadura region, in the rest of Spain, and abroad.

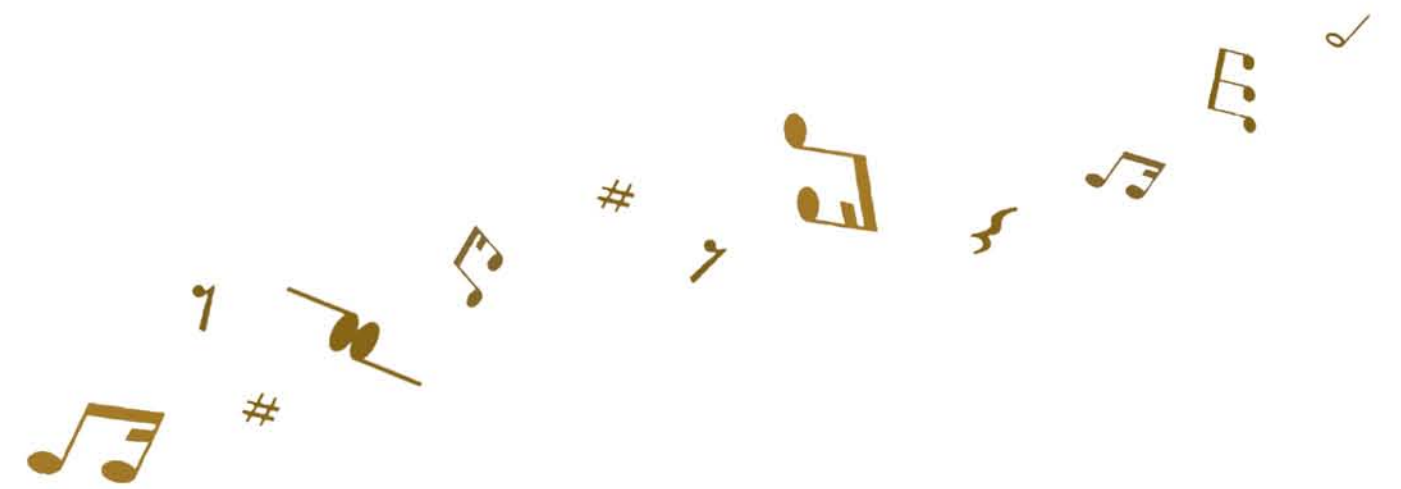


04

Moving forward: Villafranca as a creative ecosystem



SWOT ANALYSIS
SYNTHESIS OF KEY MESSAGES
CREATIVE INDUSTRIES AND THE NEW GOVERNANCE
SUPPORT TO BUSINESS INITIATIVES IN CREATIVE SECTORS
WORK SPACES IN THE CREATIVE ECONOMY
CULTURAL POLICY AND CREATIVE ENTREPRENEURS
EDUCATION: INCUBATING FUTURE CREATIVE TALENTS
STRATEGIC COMMUNICATION AND CITY BRANDING



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