



## YT2M STAKEHOLDER SURVEY & FOCUS GROUP. RESULTS

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### INTRODUCTION

CEDIT consulted the target groups in July 2015 through the common tools prepared by the partnership.

CEDIT decided to focus its activity on selected targets considered relevant for the purposes of our research. All the respondents we contacted replied to us.

### RESPONDENTS

#### 1. Sector professionals/business support advisors

The survey targeting the sector professionals and business support advisors had 4 respondents:

- 2 business support advisors
- 2 sector professionals (expert artisans)

Below there is a brief description of their organizations' activities:

- the first business support advisor we interviewed is the President of "Arezzo Fiere e Congressi" (<http://www.arezzofiere.it>), an important exhibition and congressional pole in Tuscany. They organize several fairs dedicated to jewelry and support enterprises of this sector in internationalizing their business;

- the second business support advisor is the Director of Artex, the Centre for Artistic and Traditional Handicrafts of Tuscany ([www.artex.firenze.it](http://www.artex.firenze.it)). It promotes innovation and development of artistic and traditional handicrafts

- the first sector professional is the owner of a company (Giusto Manetti Battiloro, [www.manetti.com](http://www.manetti.com)) that produces gold and silver leaf of the highest quality. The company was one of the first to export real 'Made in Italy' gold leaf all over the world and now it is the market leader. They work with the most important architects, gilders, restorers, museums, religious institutions and more recently with chefs and cosmetic companies.

- the second one is the owner of a company (Dino Felici, [www.dinofelici.com](http://www.dinofelici.com)) that has a 50 years' experience in the sector of the marble. The company realizes sculptures, columns, fountains, altars and fireplaces in any kind of marble and according to the customer's request.

#### 2. Artists/artisans

The survey targeting artisans had 5 respondents: a textiles artisan, a jewels artisans, a fine arts artisan and two ceramists.

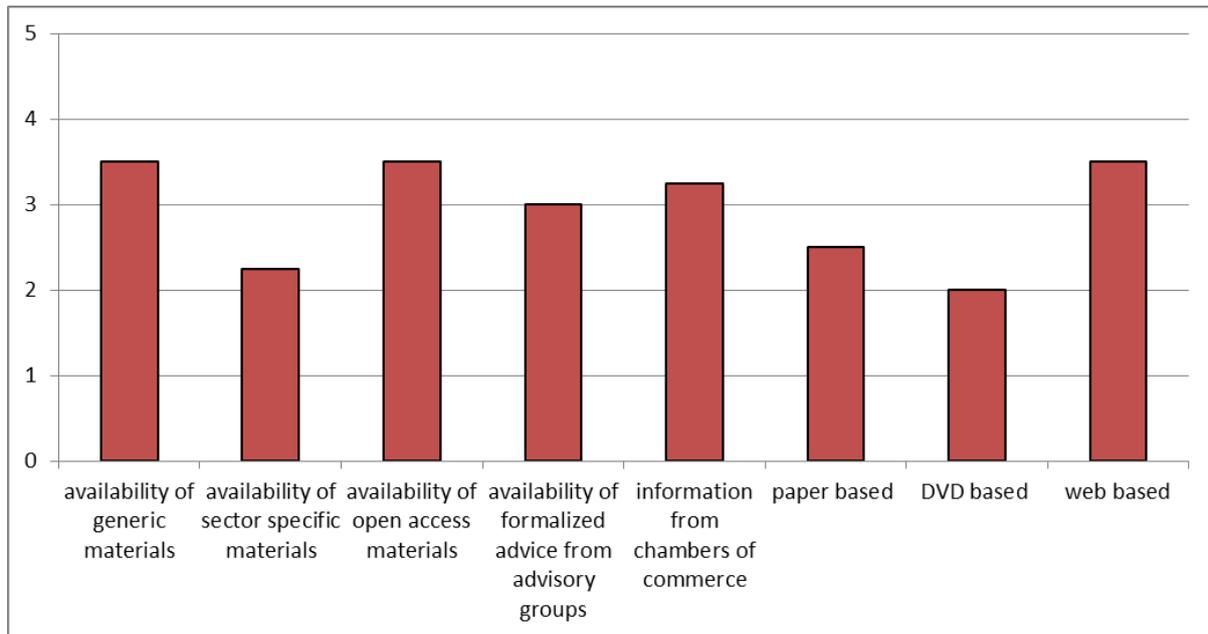
All of them have started trading more than one year ago.

Three of them are sole traders and two are private companies.

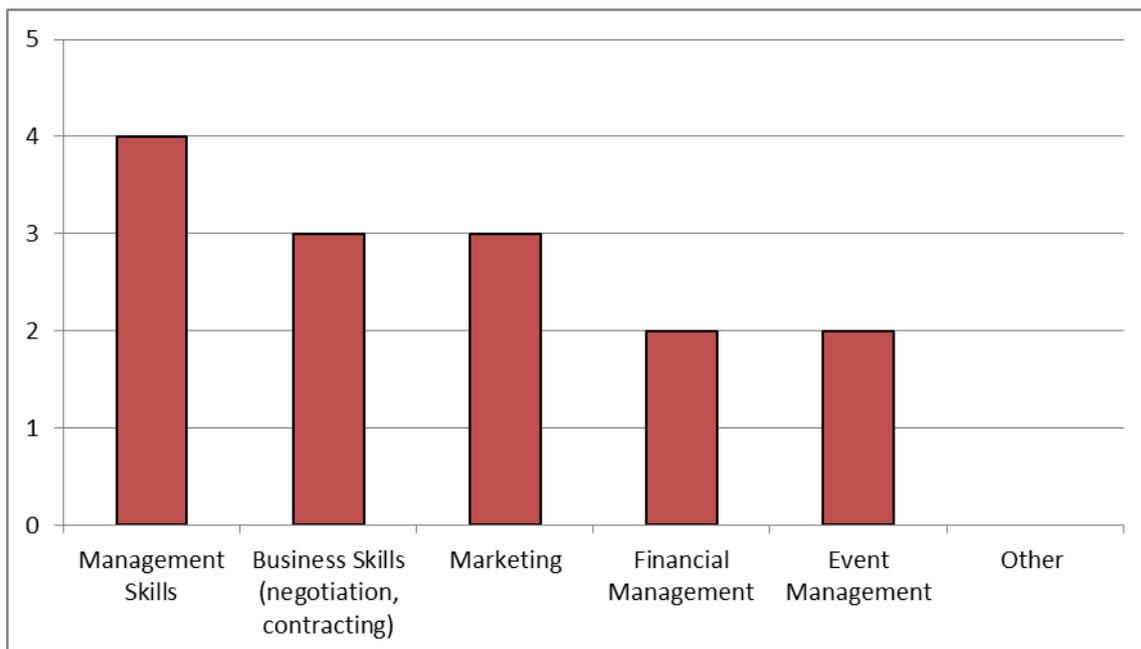
## RESULTS

### 1. SECTOR PROFESSIONALS/BUSINESS SUPPORT ADVISORS

**Question 4. Availability of materials and advice to develop enterprise skills.** [Respondents were asked to score the below statements on a scale of 1 to 5, 5 being excellent. The results for each line are an average of the respondent's scores]



**Question 5. Skills need to reach and sell to new customers (multiple choices):**





**Question 6. What specific skills do artists/artisans need to gain to set up an art enterprise?**

- 1- Business Management, production management, relationship management.
- 2- Organization skills, financial management, marketing & social media skills, communications skills. Understanding of markets, buyers' behavior, market trends.
- 3- Technical skills, financial management (cash-flow), communication skills.
- 4- Management skills, Marketing, Financial Management, costing and pricing skills.

**Question 7. Do you think that existing enterprise training offer for art sector professionals in your country is sufficient? If not, where do you see any deficiencies of training?**

- 1- The existing training offer is generic and it is not aimed at crafts businesses.
- 2- No, I did not think it is sufficient for artisans.
- 3- The existing training is all at an academic level, it is just theory. This is not sufficient for artisans, they need practical learning, which is fundamental to become an entrepreneur. The academic system creates managers, not entrepreneurs.
- 4- No, I don't think it is sufficient for artisans. Artisans need courses on subjects as costing and pricing.

**Question 8. If you think that a program to develop enterprise skills in artists/artisans would benefit the sector, what could be changed?**

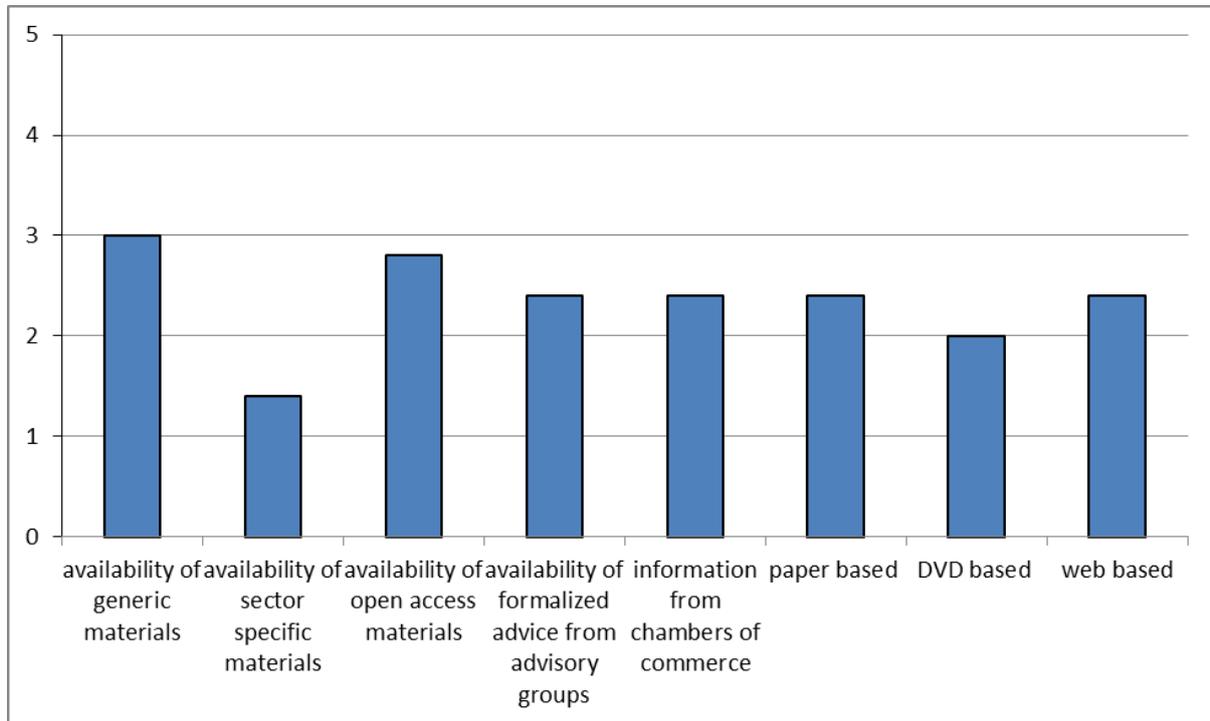
- 1- Improvement of basic enterprise skills.
- 2- Improvement of basic enterprise skills. In particular management, networking, sustainability and access to credit.
- 3- Programs specifically aimed to artisans, which could provide them with useful information on how to become entrepreneurs.
- 4- Programs specifically aimed to artisans which could improve the basic enterprises skills such as management, business, marketing, financial management.

## **2. ARTISTS/ARTISANS**

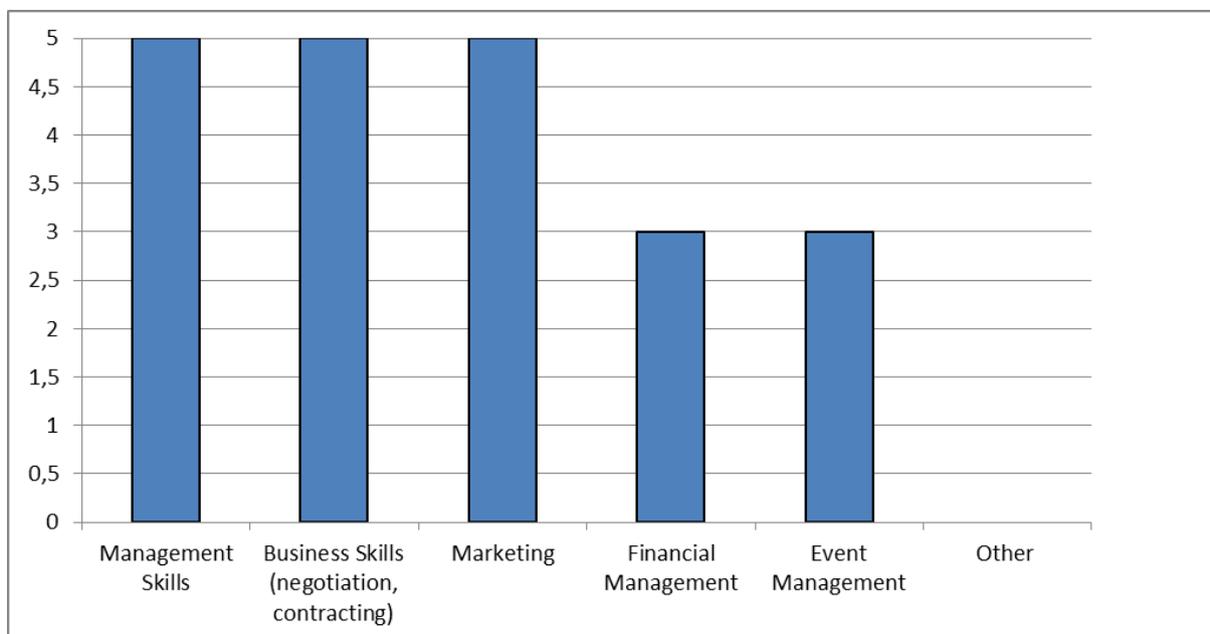
**Question 4. If you already run an art business or if you considered starting up a business, when seeking to gain entrepreneurial skills, did you find the necessary guidance materials to be easy to access?**

- 1 - Yes
- 2 - Yes, but it was too general and I have never used it.
- 3- Yes, but it was too general and I have never used it.
- 4 - I found some useful information, but the greater part is not aimed at creative business.
- 5- Yes, but it was too general and I have never used it.

**Question 5. Availability of materials and advice to develop enterprise skills.** [Respondents were asked to score the below statements on a scale of 1 to 5, 5 being excellent. The results for each line are an average of the respondent's scores]



**Question 6. Skills need to reach and sell to new customers (multiple choices):**



**Question 7. Do you think that existing entrepreneurial training offer in the sector in your country is sufficient? If not, where do you see any deficiencies of training?**

1 – It would be important to have a specific training for creative sectors. I found some useful courses but none of them is aimed at supporting creative business. Artisans need courses about basic competencies on financing, credit system and bureaucracy, protection of trademark, brand and products.



- 2 – No, it's not sufficient.
- 3 – No, it's not sufficient.
- 4 - No, it's not sufficient. It would be necessary to have knowledge on market trends and internationalization.
- 5- It would be important to have training courses aimed to artisans. The existing courses are aimed to small business, not at handicraft sole traders.

**Question 8. What are your views on how to learn and apply knowledge to enterprise?**

- 1- Is important to attend courses, but also to have on-the-job experiences.
- 2 – It would be important to have more information and chances of networking with other artisans operating in the same and other sectors, to exchange good practices.
- 3 - On-the-job experiences is the most efficient way
- 4 - On-the-job experiences is the most efficient way
- 5- It is important to attend courses, but also to have on-the-job experiences

## **FOCUS GROUPS & SWOT ANALYSIS**

### **FOCUS GROUP - SECTOR PROFESSIONALS/EDUCATION PROVIDERS, ETC**

**1. What do you think would be the most efficient method(s) for artists/artisans to learn and apply knowledge to enterprise?**

- Creating opportunities for exchanges with other artisans/networking.
- On the job experience. This way it is possible to put into practice what the creatives have learned on market research and selling.
- Training courses composed by 30% theoretical lessons and 70% practice.
- Practical workshops with case studies and team working.

**2. How could an enterprise workshop help artists/artisans develop a successful art business?**

- Highlighting some of the main issues, providing the artisans with a general framework on management and marketing.
- Artisans in the crafts sector are involved only in the production phases, they don't understand the importance of management skills. So a basic course on management could help them to develop their activity.
  - A workshop can only be effective if the course content is specific to the craft sector and it includes critical information about how to identify target markets, competitors, costing/pricing techniques and finding the most efficient route to market.
- To open artisans' mind, in order to support them in having different approaches to markets and developing their activity.

**3. What are the main issues artists/artisans face when setting up an art enterprise?**

- Bad organization, lack of self-confidence, consistency.
- They usually have not a clear idea about where to place their enterprises on the market and they would need more skills about business internationalization
- They should be able to better understand international markets
- Bureaucratic procedures
- Access to credit
- Lack of confidence and business experience



**4. What are the main issues artists/artisans face when developing an art enterprise?**

- Access to credit
- Need for innovation
- Bureaucracy
- Competitors
- Economic crisis

**5. What are the main issues of enterprise sustainability?**

- Access to credit
- Lack of business management
- Lack of internationalization skills
- The time dedicated to the production it is too high, the costs exceed selling price limits – lack of profit margin.
- The competition on the route to market is really strong

**FOCUS GROUP - ARTISANS**

**1. Do you have any enterprise knowledge? How did you gain it?**

- Yes, I attended 3 courses on entrepreneurship and enterprise development.
- Yes, working in my enterprise.
- Yes, I attended a management school.
- Yes, working in my enterprise and thanks to networking activity.

**2. What do you think would be the most efficient method to learn and apply knowledge to enterprise?**

- To attend business and entrepreneurship courses
- Meeting other artisans operating in the same sector
- Through on the job experience (learning-by-doing)

**3. Do you think that an enterprise workshop can help you develop a successful art business?**

- Yes, it would give me the confidence to get further.
- Yes, in the case it could provide me support to have better relationships with financial institutes and other institutions.
- To have a clearer idea about how to manage a company and run a business
- Yes, main issues are: marketing and information on the credit system.

**4. What do you think are the main issues when setting up an art business?**

- How to sell products, how to find distribution channels and how to reach customers.
- Main issues are: making/finding money to start your business, knowing where to find opportunities, business knowledge, information on the credit system.
- Knowing how to obtain money and how to reach customers
- Bureaucracy

**5. What do you think are the main issues when developing an art business?**

- Presentation of products to shops, pricing and costing techniques, how to manage time and production, becoming more productive.
- Financing, costing.

**6. What are the main issues of enterprise sustainability?**

- Time Management, to manage all the different aspects starting from the project to the final product.
- Competitors
- Credit system

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Experts (but just them) have a good knowledge of the availability of generic and sector specific materials</li> <li>- Experts (but just them) receive good information from the Chambers of Commerce</li> <li>- Artisans are interested to strengthen their business and managerial skills</li> </ul>	<ul style="list-style-type: none"> <li>- Artisans have a low knowledge of the availability of generic materials and even lower about sector specific materials</li> <li>- Need for management and financial skills</li> <li>- Business and entrepreneurship courses are not fitted for entrepreneurs</li> <li>- Need for improvement of basic enterprise skills</li> <li>- Need for a learning-by-doing approach</li> <li>- Need for pricing techniques</li> <li>- Need for financing</li> <li>- The existing entrepreneurship courses don't fit with the artisans' needs</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Both experts and artisans recognize the need of management and marketing skills</li> <li>- Willingness to create networks</li> <li>- Willingness to learn</li> </ul>	<ul style="list-style-type: none"> <li>- Experts have much stronger knowledge about the availability of materials and advice to develop enterprise skills</li> <li>- Both experts and artisans don't recognize the need of event management skills</li> <li>- Need for financing to start a business</li> <li>- Incapacity to price their products</li> </ul>