



# **North Milan: a transition to Communication cluster**

Bologna, 30th June 2003



North Milan: part of  
the Milan  
Metropolitan Area



**LOMBARDIA**

## POPULATION

GREATER MILAN 3,700,000

NORTH MILAN 234,000

DENSITY 6,500 inhabitants/KM<sup>2</sup>



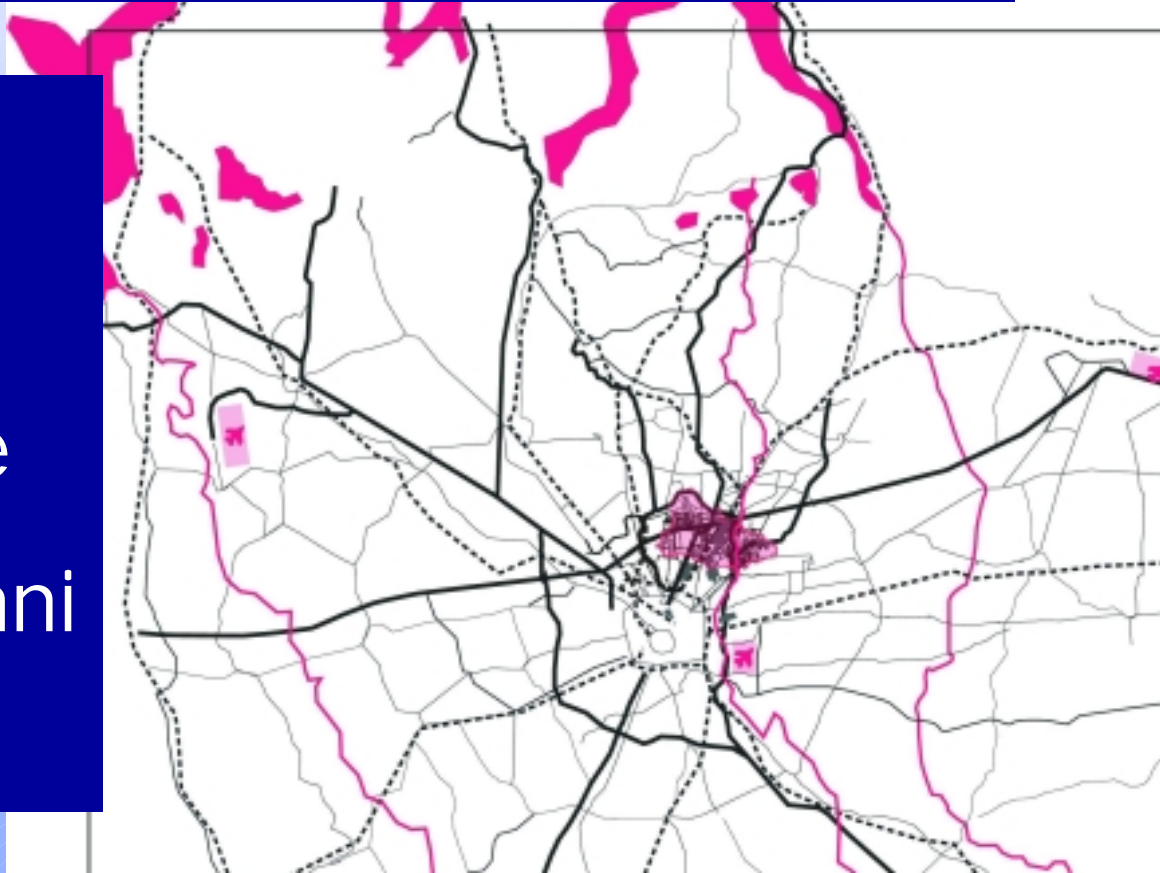
North Milan area is small (**37 million square metres**) but crowded: **234.000 inhabitants** in four municipalities

Bresso

Cinisello Balsamo

Cologno Monzese

Sesto San Giovanni





During the XX century, the area was heavy industrialised, where the *fordist* model prevailed

Employees in heavy industries in Sesto S. Giovanni, 1951

Company	Employees
Breda	11.600
A.F.L. Falck	7.670
Ercole Marelli	5.270
Magneti Marelli	5.100
<b>TOTAL</b>	<b>29.540</b>

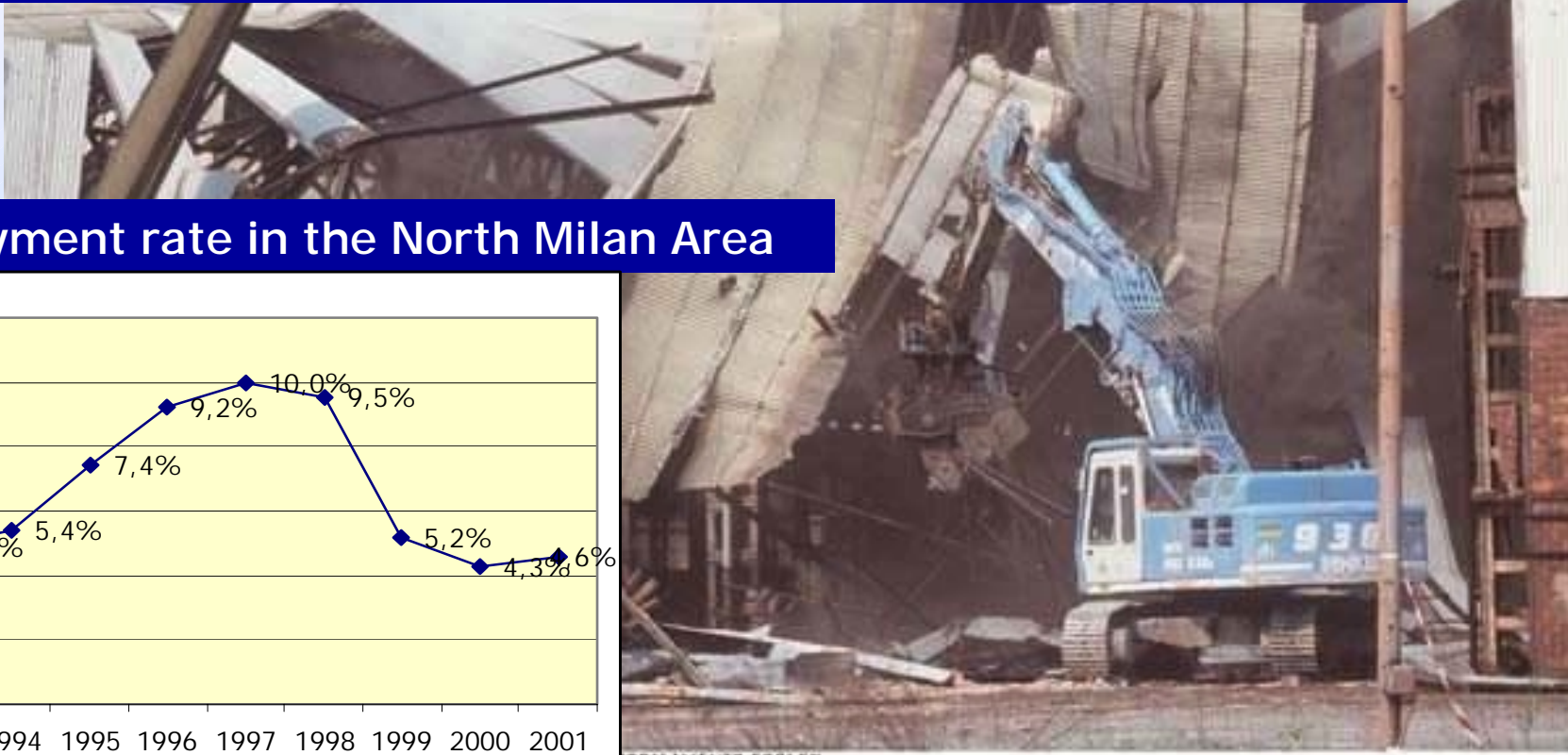


Workers in Ercole Marelli

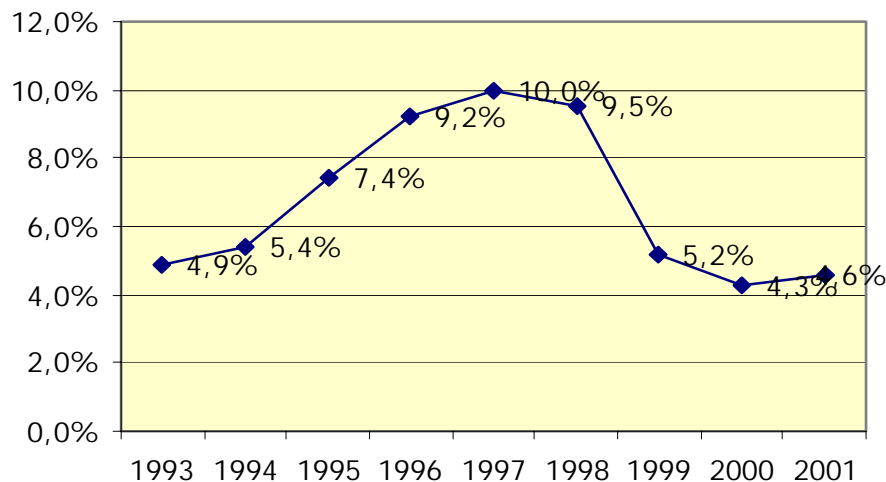




Since the second half of the 70s, the heavy-industry crisis takes place in the North Milan area. The end of the de-industrialisation process comes together with the Falck factories closure ('96) with relevant social, economical, environmental, cultural and urban effects



## Unemployment rate in the North Milan Area



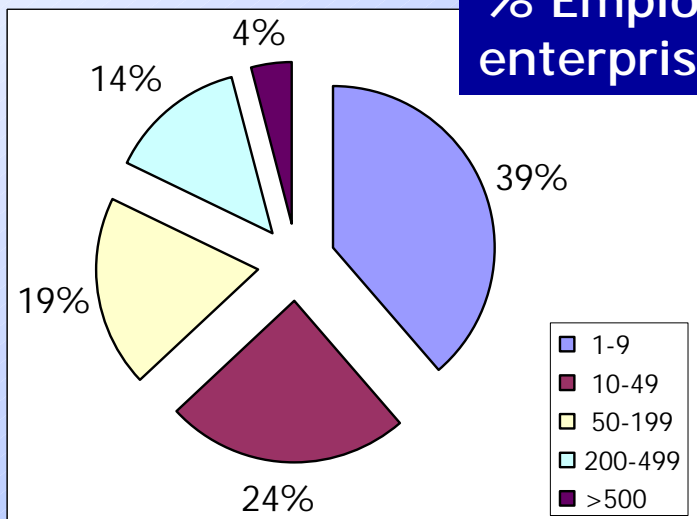
FABRILMENTO FALCK



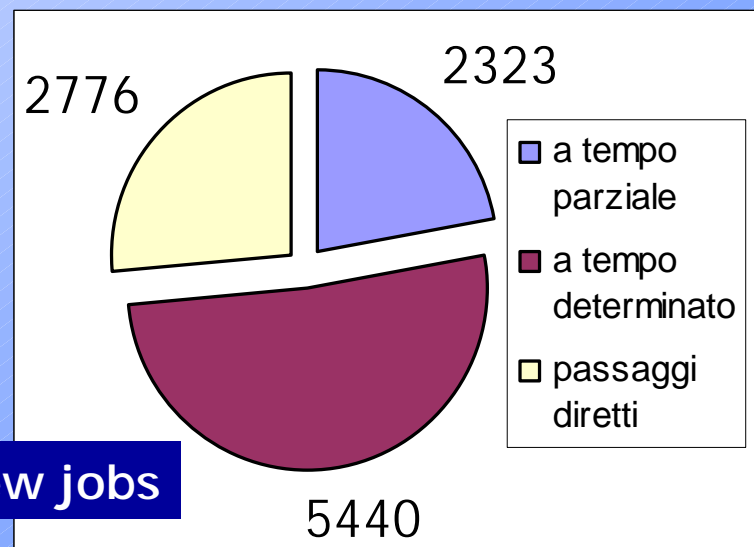
## Now North Milan is a typical post-Fordist area

Characterised by many small size enterprises (95% of enterprises with less than 10 employees), high fragmentation, new jobs and contracts, high know-how level, transformation of information and knowledge, network community, higher activity in the service sector (ITC, finance).

**% Employees/  
enterprise size**

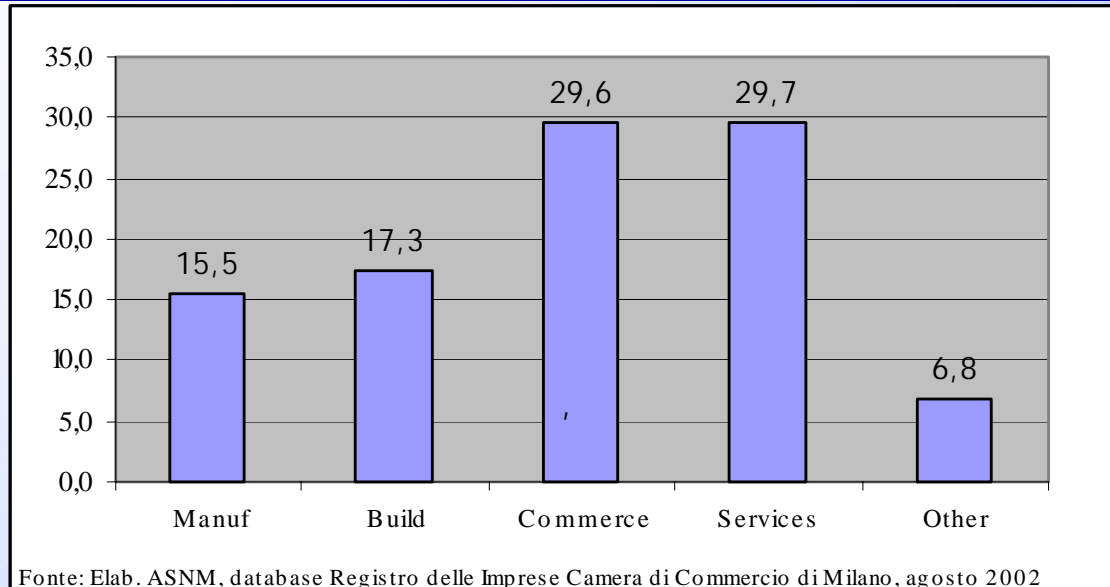


**New jobs**





## With a diversified economic structure



And a relevant amount of enterprises (15.200), growing by size and by number particularly in the service sector:

Computing +40%,

Hi-Tech/R&D + 10%,

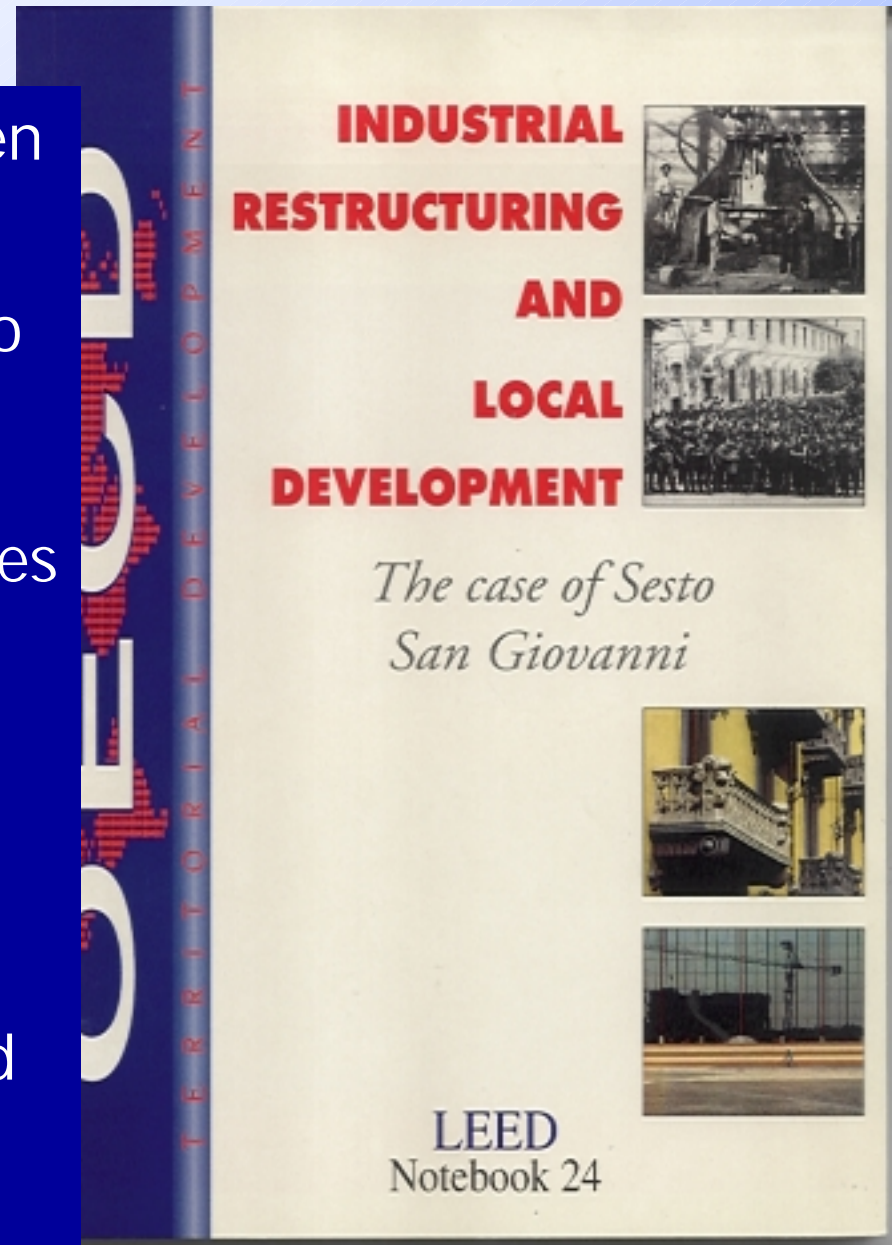
Advanced services +20% (increase per number of workers).



This successful process has been promoted by public policies.

In 1995 the Municipality of Sesto S. G. organised an OECD socio-economic audit, that helped to draft local development guidelines and to transform the industrial crisis in a relevant opportunity.

When, in January 1996, Falck closed the last steel factory (pushed also by EU policies), 1700 workers had been replaced and a new vision of the future had been produced.







In July 1996 the Municipality of Sesto S. Giovanni established the North Milan Development Agency with the aim to react against the de-industrialisation process and to promote a new vision of the future.

**ASN**

It is a public/private shareholder company  
Shareholders are the Municipalities of Sesto San Giovanni, Cinisello Balsamo, Cologno Monzese, Bresso; the Province of Milano; the Milan Chamber of Commerce; Finlombarda (financial company of Regione Lombardia); ABB; Falck; Marcegaglia; a local bank (BCC); a local developer (Edilmarelli)



# ASNM

Main aim of ASNM is to help the transition from a fordist local society to a post-industrial one. This means:

- New identity
- New productive sectors
- Sustainable Development
- Innovation
- SMEs



SESTO S. GIOVANNI (MILANO)  
© CARLO CERCHIOLI / GRAZIA NERI





Impressive industrial buildings in the City of Sesto S.G. will be restructured and used to host new functions





# ASNM

## INNOVATION

- optic fibres to all houses and offices (2003);
- two incubators;
- assistance to start-ups
- technology transfer
- university
- cooperative research (SMEs and large innovative companies)







Several hi-tech companies are locating in North Milan







**HUMAN RESOURCES:** also North Milan is experiencing skill shortage in ITC and in hi-tech manufacturing.

Entrepreneurs, trade unions and local institutions signed an agreement to radically renew the training system: new technologies, longlife learning, training on the job.





# Sesto – City of Communication

“... in order to make Sesto San Giovanni a modern pole of attraction for urban and work quality, to be mostly but not exclusively destined to the information, communication and telecommunications sectors ...”

Declaration of intents

Falck/ASNM/Comune di Sesto, 8 may 1997



# Sesto – City of Communication

From steel to communication

## OBJECTIVES:

- To maintain the centrality of **production** and **innovation services**
- To direct to **intangible** and **sustainable** production, respecting urban development
- To have a strategic vision, also with regard to the **occupational problem**



# Sesto – City of Communication

Area Plan on two levels:

- General
- Specific

**GENERAL:** The area plan should be characterized by a **complete vision**, fundamental for the realization of **infrastructures and common services**, but also to realize the necessary conditions to attract enterprises and activities in the field of communication.

The creation of a **unique identity** becomes fundamental for communication and area marketing, beyond that for the objective of creating an "entrepreneurial" community.



# Sesto – City of Communication

THE NEW VOCATION FOR SESTO SAN GIOVANNI IS RECOGNIZED IN  
MACROSETTORE OF COMMUNICATION

- |                                |   |
|--------------------------------|---|
| 1. Information Technology (IT) | HW, SW, services                                    |
| 2. Telecommunication           | Fixed telephony, mobile, Internet, satellite        |
| 3. Multimedia                  | Graphical advising, SW, services                    |
| 4. Publishing                  | Daily paper, reviews, magazines                     |
| 5. Television                  | Fiction, production and post production;            |
| 6. Advertising                 | Tv (spot)   |
| 7. Music                       | Recording, concerts                                 |
| 8. Entertainment               | Development Italian market, multiplex, art          |
| 9. Cinema                      | Increase European and Italian production<br>fiction |

➡ AN INTEGRATED POLE IN THE COMMUNICATION



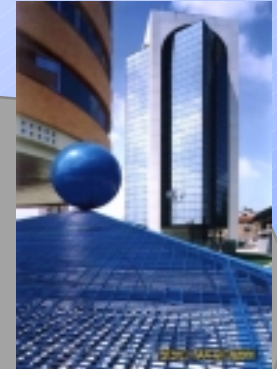


## SESTO -CITY OF COMMUNICATION

OMC INCUBATOR



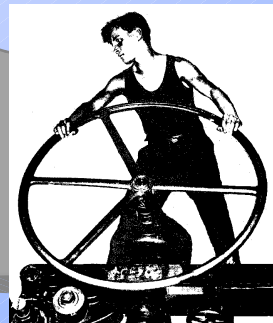
PROXIMA



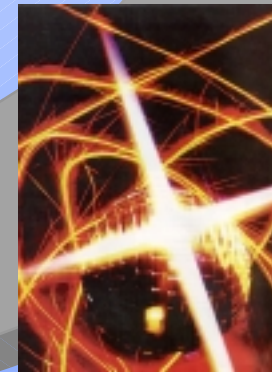
AUDIO VISUAL  
MULTIMEDIA PARK



MEDIAPOLIS



LIB INCUBATOR



RESEARCH CENTRE TECH.  
TRANSFERT SERVICES



## OFFICINA MULTIMEDIALE CONCORDIA OMC

- 2.800 sqm availables
- 35 companies + master University of Milan
- more than 200 new jobs
- more than 90 students/teachers

REGION OF LOMBARDY  
FALCK GROUP  
MINISTRY OF LABOR  
PROVINCE OF MILAN  
OTHERS





## **LABORATORIO INNOVAZIONE BREDA LIB**

- 4.600 sqm availables
- 12 companies since April 2003
- more than 200 new jobs
- re-use of an old canteen of Breda Industry
- classrooms dedicated to information learning and teleworking

**REGION OF LOMBARDY  
FALCK GROUP  
MINISTRY OF LABOR  
PROVINCE OF MILAN  
OTHERS**





# Sesto – City of Communication

## Centre of Research and Technological Transfer in ICT

In connection with Regione Lombardia, ASNM has commissioned a STUDY (interviewed 50 companies).

ASNM involved **ANIE** (Federazione Nazionale Imprese Elettrotecniche ed Elettroniche) for future common actions.

### First hypotheses:

- broker (markets of the technologies, technological existing knowledge, local institutions, human resources) for local SMEs
- Research and experimentation laboratories for the pre-competitive requirements of SMEs



# Sesto – City of Communication

## Mediapolis

It's now starting an **Agreement** between **Regione Lombardia**, the municipality of **Sesto San Giovanni** and **ASNM** to create a multimedia district in a former industrial area Ercole Marelli.

The plan previews the following ACTIVITIES:

- production
- consumption
- cultural and entertainment

**Multimedia**

In a territory of beyond 100 thousands square meters





# Sesto – City of Communication

## Proxima

Thanks to EU program **MIRTI** and with the participation of Provincia di Milano, in 1997, a former industrial building has been restructured and converted in a centre for teleworking and teleservices.

The vocation of the centre has been transformed in computing science learning and e-learning: → involvement of **companies of the field**.

A “window” on the new technologies for citizens (students in thesis, schools, grandfathers, grandsons etc.)



## Objectives

Spin out from Research

## Partners

- Università degli Studi di Milano
- Agenzia Sviluppo Nord Milano

## Steps

1° step: classroom learning (100 students) on entrepreneurial subjects

2° step: e-learning ("How to do a Business Plan")

3° step: best business plans selection

4° step: services to start up (15 business idea)



# Sesto – City of Communication

## Critical factors

### Infrastructures

Availability and spread of services of high speed connection, existence of incubators for the enterprises

### Learning and technological transfer

Continuous training and modernization, technological observatory, centres for Applied Research and Experimentation

### Services

Transnationality and internationalization, public finance, venture capital

### Start up

Evaluation of new entrepreneurial initiatives, development of Business Plan, incubation



# Sesto – City of Communication

## Questions to face

**Image of the city** (tied to the old productive activity)

Perception of the city of Sesto San Giovanni as external to the centre and to the areas of Milan

**Degradation** of the redundant industrial areas (low quality)

**Costs of areas and buildings** comparable to those of Milan

**Difficulties in the unitary management** of the area plan (coordination)

**Difficulty in the viability** and the ability to absorption of the strong flows of automotive traffic.

Difficulty of answer to **youth problems**

Problems of **alignment and agreement out of all the public**

**administrations** to be involved (Municipalities, Provincia di Milano, Regione Lombardia, National Government, European Union)

Uncertainty of the **times** and the conditions of development

