

# EUROPEAN CURRICULUM VITAE FORMAT



## PERSONAL INFORMATION

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Nationality	Italian
Date of birth	1974 May 03

## WORK EXPERIENCE

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| • Dates                                | 2004-present   |
| • Name and address of employer         | <b>Fondazione Fitzcarraldo</b> – via Aosta, 8 – Torino<br><a href="http://www.fitzcarraldo.it">www.fitzcarraldo.it</a>   |
| • Type of business or sector           | Independent centre for planning, research, training and documentation on cultural, arts and media management, economics and policies   |
| • Occupation or position held          | Senior Researcher and Consultant   |
| • Main activities and responsibilities | Project Manager, researcher and consultant. As senior researcher and consultant has specific responsibility of research projects, from methodological design to reporting, has led/contributed to more than 70 research projects and consulting assignments, with main focus on: <ul style="list-style-type: none"><li>• <u>Audience Development, Audience Engagement and participatory/co-creative approaches</u> (e.g. the large scale cooperation project <i>Be SpectACTive!</i> a European Network for the active spectatorship; <i>ADESTE Audience DEveloper: Skills and Training in Europe</i>, - project funded with the support of the Lifelong Learning Programme of the European Union; <i>CONNECT</i>, a Knowledge Alliance that promotes innovative cooperation between universities and enterprises in the cultural sector across Europe; the recent study commissioned by the EU Commission "Study on Audience Development. How to place audiences at the centre of the cultural organisations");</li><li>• <u>Economic and socio-economic assessments of cultural activities</u> (e.g. <i>Evaluation of the cultural and socio-economic impact of Operaestate Festival 2012</i>, <i>Evaluation of the impact of MITO Settembre Musica festival 2012</i>, <i>Impact assessment of the International Book Fair of Torino</i>, 2013);</li><li>• <u>Audience Performing Arts and Museums Studies</u> with particular attention to both quantitative and qualitative approaches (audience research, non-attenders studies, formative and summative evaluation) (e.g. <i>Visitor study for Museo Ferrari 2015</i>; <i>Visitor Study for Ravenna Festival</i>, 2005; 2015);</li><li>• <u>Analysis of cultural consumption in the artistic and creative fields</u>, with particular attention to innovative methodologies in the visitor studies area (e.g. <i>Annual report on cultural activities in the Province of Trento 2012-2014</i>);</li><li>• <u>Cultural marketing and management</u>, with particular attention to ICT and social media marketing to develop new audiences, to build community, to design digital strategies and processes to systematically engage all stakeholders with the organisation in order to maximise the co-created value (e.g. <i>Study on digital strategy for Fondazione Roma Museo</i>, 2015; <i>Study on digital strategy for Ravenna Festival</i>, 2015; <i>Study on digital strategy for Compagnia di San Paolo</i>, 2014);</li><li>• Analysis and evaluation of organizational and marketing models for Performing Arts, with particular attention to Festivals and Residencies (contribution on the book "Focus On Festivals. Contemporary European case studies and perspectives" Goodfellow Publisher; Monitoring of art residences in Italy, 2015-2017).</li></ul> |

**See selection of relevant assignments in Annex A.**

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer</li> <li>• Type of business or sector</li> <li>• Occupation or position held</li> <li>• Main activities and responsibilities</li> </ul>	<p>2017</p> <p><b>Compagnia di San Paolo</b>  <a href="http://www.compagniadisanpaolo.it/">http://www.compagniadisanpaolo.it/</a>  Bank Foundation  Consultant  Capacity building of beneficiaries of Performing arts Grants: audience development, visitors studies, audience researches, data analysis</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer</li> <li>• Type of business or sector</li> <li>• Occupation or position held</li> <li>• Main activities and responsibilities</li> </ul>	<p>April-December 2013</p> <p><b>The Puccini Festival of Torre del Lago</b>  <a href="http://www.puccinifestival.it/">http://www.puccinifestival.it/</a>  The Puccini Festival in Torre del Lago is the only one festival in the world dedicated to the composer Giacomo Puccini. It takes place every summer during July and August. The Festival was established in 1930 and over the years it has become an increasingly prestigious event which every year attracts tens of thousands of spectators from all over the world.  Social Media Strategist  Social Media strategy, community management, content editing</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer</li> <li>• Type of business or sector</li> <li>• Occupation or position held</li> <li>• Main activities and responsibilities</li> </ul>	<p>April-August 2013</p> <p><b>E20Umbria</b>  <a href="http://www.e20umbria.it/">http://www.e20umbria.it/</a>  An innovative project of social story telling about shows, events, the "behind the scenes", and the beauty of Spoleto and its region through the contribution of 10 cultural and touristic blogs (and 17 bloggers).  Project promoted by Fondazione Festival 2Mondi, with the support of: Regione Umbria, the city of Spoleto, Perugia Chamber of Commerce  Digital PR  Management of Digital PR</p>
<ul style="list-style-type: none"> <li>• Date</li> <li>• Nome e indirizzo del datore di lavoro</li> <li>• Tipo di azienda o settore</li> <li>• Tipo di impiego</li> <li>• Principali mansioni e responsabilità</li> </ul>	<p>May-September 2012</p> <p><b>Spoleto Festival dei 2Mondi</b>  Festival  Executive Social Media Manager  Management and coordination of Social Media Activities</p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer</li> <li>• Type of business or sector</li> <li>• Occupation or position held</li> <li>• Main activities and responsibilities</li> </ul>	<p>Since 2000</p> <p><b>Various Universities</b>  Education  Professor  Teaching cultural marketing, Social Media Marketing and Audience Development to undergraduate and graduate students and to the professionals.</p> <ul style="list-style-type: none"> <li>• <b>Polytechnic of Turin and COREP</b> Master in Management, Marketing and Multimedia for Cultural Activities</li> <li>• <b>IUAV Venice</b> Master in Urban regeneration and social innovation</li> <li>• <b>Master of Advanced Studies (MAS) in Cultural Management</b> Lugano (Switzerland)</li> <li>• <b>tsm-Trentino School of Management</b></li> <li>• <b>IULM International University of Languages and Media</b></li> <li>• <b>IED Firenze</b> Master Arts Management</li> <li>• <b>Sapeinza University of Rome</b></li> <li>• <b>Sole24Ore</b> Master in Economy and Management of the Arts and Cultural</li> <li>• <b>Fitzcarraldo Foundation</b></li> <li>• <b>University of Turin</b></li> </ul>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Name and address of employer</li> </ul>	<p>2004-present</p> <p><b>Culture Observatory of Piedmont</b>  c/o Fondazione Fitzcarraldo – via Aosta, 8 – Torino</p>

- Type of business or sector [www.fitzcarraldo.it](http://www.fitzcarraldo.it)  
Culture Observatory of Piedmont
  - Occupation or position held Researcher
  - Main activities and responsibilities Research, monitoring and evaluation activities of cultural institutions and activities, cultural consumption and creative production and demand in the Piedmont region. Attention is focused on a geographical approach and the search for interdisciplinary links with other sectors forming part of regional programmes and studies ranging from local cultural policies to tourism. The aim to localize research in the cultural sector and to evaluate the impact of cultural policies to particular areas forms a precise line of research which is enhanced by comparison with Italian and foreign Observatories and researchers.
- Dates May 2007-September 2008
  - Name and address of employer **Compagnia di Musica Teatro Accademia dei Folli**  
[www.accademiadeifolli.com](http://www.accademiadeifolli.com)
  - Type of business or sector Theatre Company
  - Occupation or position held Project Manager and Promoter
  - Main activities and responsibilities Project Management, fund-raising, promotion, development strategy for the Company's activities.
- Dates January-September 2006
  - Name and address of employer **Sinapsi Project**  
[www.sinapsipiemonte.it/progetto.asp](http://www.sinapsipiemonte.it/progetto.asp)
  - Type of business or sector Project involving Piedmont Region and European Social Fund, creating relations between young researchers and Business Industry
  - Occupation or position held Researcher
  - Main activities and responsibilities Project *Visiting the City. The cultural offer system of Torino under the "eyes of the tourist"*, funded by Fondazione CRT.  
Survey **using technology in an experimental and innovative way** to analyse the level of knowledge and perception of the cultural offer of Turin by tourists. Furthermore the research aims at understanding the ways tourists "make use" of the city and of its cultural and entertainment attractions (museums, monuments, festival, cultural activities, food and wine, shopping...). An **interactive interface with narrative metaphors and a touch screen technology** has been developed for this purpose; the interface can be used either in stalls or in mobile devices.
- Dates June-July 2005
  - Name and address of employer **Ravenna Festival**  
[www.ravennafestival.org](http://www.ravennafestival.org)
  - Type of business or sector The Ravenna Festival was founded in 1990 and in few years it has managed to gain a position among the most acclaimed and prestigious European events, hosting the highest expression of artistic life in our time with figures such as Maestro Riccardo Muti who also lives in Ravenna, and his assiduous presence every year has become one of the characteristic traits of the Festival. The thematic nature of the Festival and all round openness to all performing arts and languages make it a unique and original event which is multifaceted and aimed at all kinds of public.
  - Occupation or position held Assistant to the Artistic Direction – Theatrical Direction (Franco Masotti)
  - Main activities and responsibilities Assistant to the Artistic Direction – Theatrical Direction (Franco Masotti)
- Dates April-October 2005
  - Name and address of employer **Sinapsi Project**  
[www.sinapsipiemonte.it/progetto.asp](http://www.sinapsipiemonte.it/progetto.asp)
  - Type of business or sector Project involving Piedmont Region and European Social Fund, creating relations between young researchers and Business Industry
  - Occupation or position held Researcher
  - Main activities and responsibilities Use of **experimental techniques for analysing visitors' behaviour patterns** in museums. An observation study to assess the level of interaction of visitors with the exhibition was carried out with a view to suggesting improvements in communication, to give a greater understanding of the museum visit and services. The study also provided an opportunity to experiment a **prototype software application** which speeds up museum analysis and displays visitors' behaviour patterns on a series of maps, pinpointing the exhibition areas with the greatest power

of attraction.

- Dates Season 2002-2003
- Name and address of employer **Piccolo Teatro di Milano**  
[www.piccoloteatro.org/](http://www.piccoloteatro.org/)  
Public Italian Theatre - Marketing Sector (Giovanni Soresi)  
Management consultant  
Project to **develop new young audiences**
- Type of business or sector
- Occupation or position held
- Main activities and responsibilities
- Dates 2001-2002
- Name and address of employer **Università degli Studi di Milano** – Professorship of history of theatre and performing arts and professorship of Economy and organisation of performing arts.  
prof. Paolo Bosisio and prof. Alberto Bentoglio  
Postgraduate student  
Cooperation with all the activities of the professorship, especially the **organization of the residential seminary** on the Garda Lake dedicate to the Genova Theatre
- Type of business or sector
- Occupation or position held
- Main activities and responsibilities

#### EDUCATION AND TRAINING

- Dates (from – to) 2015
- Name and type of organisation providing education and training Action Learning Associates
- Principal subjects/occupational skills covered Action Learning
- Title of qualification awarded Action Learning Facilitator
- Dates (from – to) January 2004
- Name and type of organisation providing education and training University of Bologna and Ater Formazione
- Principal subjects/occupational skills covered Entrepreneurship of performing arts – Imprenditoria dello spettacolo
- Title of qualification awarded Master's degree (110 e lode/110)
- Dates (from – to) January 2003
- Name and type of organisation providing education and training Università Cattolica del Sacro Cuore of Milan
- Principal subjects/occupational skills covered Theory and history of theater
- Title of qualification awarded PHD with a thesis on Milan theatre life during Asburgical period (*La vita teatrale della Milano asburgica dalle pagine delle riviste di settore - 1827-1859*)
- Dates (from – to) April 1999
- Name and type of organisation providing education and training Università Statale di Milano
- Principal subjects/occupational skills covered History of theatre and performing arts
- Title of qualification awarded Degree in history of theatre and performing arts (110 e lode/110)
- Dates (from – to) 1993
- Name and type of organisation providing education and training Liceo Scientifico Statale G. B. Grassi Saronno (VA) Italy
- Principal subjects/occupational skills covered Scientific and humanistic subjects
- Title of qualification awarded Diploma (Certificate) di maturità scientifica (47/60)

**PERSONAL SKILLS  
AND COMPETENCES**

MOTHER TONGUE **Italian**

OTHER LANGUAGES

Self-assessment	<b>Understanding</b>		<b>Speaking</b>		<b>Writing</b>
	Listening	Reading	Spoken interaction	Spoken production	
	Proficient user C1	Proficient user C1	Proficient user B2	Proficient user B2	Proficient user B2

**SOCIAL SKILLS  
AND COMPETENCES**

Good team working and communication skills thanks to a personal attitude and acquired from training and advisor experiences constantly practiced within the research activity in Fitzcarraldo Foundation and in the other research and operative projects carried out in teams involving professionals with complementary skills.

Project management and interpersonal skills developed during the research activities and the management of projects involving people belonging to different educational and professional backgrounds.

Specific competences in socio-economic assessment, demand analysis, cultural indicator and statistics, cultural policies, audience development, social analysis, evaluation of cultural organisations and activities.

Deep knowledge of the cultural sector and trends, particularly performing arts and museums.

Deep knowledge of cultural communication, formal and informal learning.

**ORGANIZATIONAL SKILLS  
AND COMPETENCES**

Skills and experience in teaching, organizing and managing team working, focus groups and round tables, as well as conferences and seminars.

Skills in management and organization in the performing arts sector.

Skills in programming and managing Social Media Marketing strategies and activities, with specific responsibility in managing digital PR, coordinating the working group, building community, adv activities.

Skills in communication, meant as an outreach activity, marketing and diffusion, and within an institution (e.g. theaters, festivals and events), developed during the marketing and counselling activity.

**INFORMATICS SKILLS  
AND COMPETENCES**

Advanced use of Microsoft Office (Word, Excel, Power Point).

Advanced use of the most common Social Media Platforms (Facebook, LinkedIn, Twitter, Youtube, Pinterest, Instagram, Tumblr, Vimeo, Google+, Spotify, Soundcloud, Mixcloud, Storify) and instant messaging app (line, whatsapp, wechat, snapchat).

Skills in the use of open source software used as tools for quantitative surveys (namely Lime Survey, Survey Monkey, Google Forms) and for knowledge sharing and collaborative working (Mind Touch- wiki).

Daily use of Internet and e-mail tools.

## RECENT PUBLICATIONS

1. *Study on Audience Development. How to place audiences at the centre of cultural organisations*, European Commission, 2017
2. *Guidelines for innovative Museum communication*, Fondazione Fitzcarraldo for Veneto Region
3. Luisella Carnelli, "Operaestate Festival Veneto: a socio-cultural and economic analysis", in *Focus On Festivals Contemporary European case studies and perspectives*, Goodfellows Publisher, 2014
4. Luisella Carnelli, Luca Dal Pozzolo, "For a taxonomy of the festivals in Italy, or rather the five W of the festivals: who, what, when, where, why", in *Music Festivals, a Changing World* (Emmanuel Négrier, Michel Guerin, Lluís Bonet) Co publishing Michel De Maule, France Festivals and the Observatoire des Politiques Culturelles of the Wallonia Brussels Federation, 2013
5. Luisella Carnelli (per i capitoli 1.2, 3.2) in Osservatorio Culturale del Piemonte, Relazione Annuale 2008, Torino, IRES, 2009.
6. Luisella Carnelli (per i capitoli 1.2, 3.2) in Osservatorio Culturale del Piemonte, Relazione Annuale 2007, Torino, IRES, 2008.
7. Luisella Carnelli (per i capitoli 1.2, 3.2) in Osservatorio Culturale del Piemonte, Relazione Annuale 2006, Torino, IRES, 2007.
8. Luisella Carnelli (per i capitoli 1.5, 3.2) in Osservatorio Culturale del Piemonte, Relazione Annuale 2005, Torino, IRES, 2006.
9. Luisella Carnelli (per i capitoli 1.5, 3.3, 3.5) in Osservatorio Culturale del Piemonte, Relazione Annuale 2004, Torino, IRES, 2005.
10. Luisella Carnelli (per i capitoli 1.6, 3.4) in Osservatorio Culturale del Piemonte, Relazione Annuale 2003, Torino, IRES, 2004.
11. Alessandro Bollo, Luisella Carnelli, Dal byte al palcoscenico. Internet, spettacolo dal vivo, utenza, in "Economia della cultura", n. 2, maggio 2004.
12. Luisella Carnelli, Luca Dal Pozzolo, Pubblici e Teatro: la prospettiva dell'Osservatorio Culturale del Piemonte, in Fabiana Sciarelli, Walter Tortorella, Il pubblico del teatro in Italia. Il quadro attuale e gli scenari futuri, a cura del Ministero per i beni e le attività Culturali, Ufficio Studi e Osservatorio dello Spettacolo, Fondazione Rosselli, Napoli, Electa, 2004.
13. Luisella Carnelli, Ricerca e marketing al servizio dello spettatore: il caso del Piccolo Teatro di Milano, [www.fizz.it](http://www.fizz.it), aprile 2004.
14. Il Teatro di Genova, a cura di Luisella Carnelli, Roma, Bulzoni, 2003.
15. Il sito web del Teatro di Genova un felice compromesso tra volontà di apertura alla modernità e nuove strategie di comunicazione e promozione, in Il Teatro di Genova, a cura di Luisella Carnelli, Roma, Bulzoni, 2003.
16. Il cambiamento all'insegna della continuità. La gestione Repetti-Sciaccaluga nel solco di una tradizione consolidata, in Il Teatro di Genova, a cura di Luisella Carnelli, Roma, Bulzoni, 2003.
17. Aldo Trionfo e Giuseppe Patroni Griffi, in Storia della regia teatrale in Italia, Roma, Bulzoni, 2003.
18. Theatrical Life in Milan During the Habsburg Domination (1796-1859), from Paper to Bit: a Case Study, in AA.VV., Proceedings Ed-Media 2002, Norfolk (VA - USA), ACE, 2002.
19. Il Piccolo Teatro: la cultura oltre il palcoscenico, in Il piccolo Teatro di Milano, a cura di Livia Cavaglieri, Roma, Bulzoni, 2002.
20. Scelta di recensioni degli spettacoli dei registi presenti nel volume Il teatro di regia alle soglie del terzo millennio, a cura di Paolo Bosisio, Roma, Bulzoni, 2001.
21. Aggiornamento della cronologia degli spettacoli dei registi presenti nel volume Il teatro di regia alle soglie del terzo millennio, a cura di Paolo Bosisio, Roma, Bulzoni, 2001.

## **Annex A – Selection of Research and Consulting Assignments**

- 2017 – Visitors study for Palazzo Martinengo Brescia
- 2017 – Visitors study and capacity building for Polo Museale della Basilicata
- 2016-2019 - Researcher and trainer for the EU funded project *CONNECT CONNECTING AUDIENCES European Alliance for Education and Training in Audience Development* (Erasmus+)
- 2016-2017 – Researcher for the European Study *Study on Audience Development. How to place audiences at the centre of cultural organisations*, commissioned by the European Commission – Directorate-General for Education, Youth, Sport and Culture
- 2014-2018 Project Manager and Researcher for the EU funded project *BeSpesTACTive!*, an action/research and production/oriented large-scale cooperation project, strongly characterized by an experimental audience-centric approach in the performing arts
- 2014-2017 - Project Manager for the project *Nati con la cultura*
- 2015-2018 - Monitoring of the Artistic Residences in Italy
- 2014-2016 - Researcher and trainer for the EU funded project *ADESTE (Audience Developer Skills Training in Europe)* aimed at building a European professional profile for audience developer in the fields of arts and culture
- 2016 – Guide lines for the Capacity Building of *Matera 2019 European Capital of Culture*
- 2016 – Guide lines for the digital strategy of *Ravenna festival*
- 2015 – Customer satisfaction analysis of the exhibition *Barocco a Roma. La meraviglia delle arti.*
- 2015 - Guide lines for the digital strategy of *Fondazione Roma Museo*
- 2015 - Evaluation of the impact of the Cultural Activities in *Trentino*
- 2014 - Evaluation of the impact of *Carnevale di Ivrea*
- 2014 – Customer satisfaction analysis of *Ferrari Museum Maranello*
- 2014 - Evaluation of the impact of *Torino Jazz Festival 2014*
- 2015 – Guide lines for the digital strategy of *Compagnia di San Paolo*
- 2013 - Evaluation of the impact of *Torino Book Fair*
- 2013 - Evaluation of the impact of *Torino Jazz Festival 2013*
- 2013 - Evaluation of the brand of *Compagnia di San Paolo*
- 2012 - Evaluation of the impact of *Contemporary Art 2012*
- 2012 - Evaluation of the impact of *MITO Settembre Musica 2012 festival*
- 2012 - Multidimensional analysis of the visitors to the *Salone del Gusto and Terra Madre 2012*
- 2012 - Evaluation of the socio-economic impact of *Operaestate festival 2012*
- 2012 – Customer satisfaction Analysis of CRM for *CEMIT*
- 2012 – Audience Analysis of *Museo Civico Palazzo dei Consoli Gubbio*
- 2012 - Evaluation of the socio-economic impact of *Operaestate festival 2012*
- 2011 – Audience Analysis of *Contemporary Art 2011*
- 2011-2012 - Monitoring the theatrical residencies in *Puglia Teatri Abitati Project*
- 2012 – Audience Analysis of the *Ferrari Museum of Maranello*
- 2011 – Audience Analysis of *Jazz::Re::Found Festival*
- 2011 - Project Manager for the research project *CRESCO*
- 2010 - Audience Analysis of *Drodesera Festival*
- 2010 – Audience Analysis of *Ravenna Festival 2010*
- 2010 – Bench marking on tickets prices for festivals
- 2011 – Audience Analysis for the festivals granted by *Compagnia di San Paolo*
- 2009 - Evaluation of the impact of *Torino Book Fair*
- 2006-2008 - Monitoring the multidisciplinary residencies in *Piedmont / Cultural Observatory of Piedmont*