

ChIMERA

Innovative cultural and creative clusters in MED area

P.A. 1: Promoting Mediterranean innovation capacity to develop smart and sustainable growth

Obj. 1.1: To increase transnational activity of innovative clusters and networks of key sectors of the MED area

<https://chimera.interreg-med.eu/>

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ChIMERA

INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA

Methodology for the Development of Creative and Cultural Regional Industries

Project co-financed by the European
Regional Development Fund

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Introduction

ChIMERA Project

Cultural and Creative Industries (CCIs) are an important driver of sustainable growth and jobs development. This statement applies particularly to the Med area with its rich cultural heritage, its strong creative nature stemming from a tradition of cultural contamination and openness. These assets must be linked and combined with the regional economies to let CCIs become a crucial factor to foster innovation processes, as also through their strategic role as a transversal innovation driver through cross-fertilization processes in other sectors and regional assets.

ChIMERA aims to address common challenges related to innovation in CCIs by strengthening cooperation between strategic stakeholders, pooling experiences/competencies in an integrated systemic approach and by focusing in regional policy framework and Clusters development.

Therefore, ChIMERA is a unique and innovative European project that aims at enforcing innovation of Cultural and Creative Industries (CCIs) at European level through the development of regional and transnational clusters, increasing territorial synergies among companies, research units, public authorities and civil society.

ChIMERA project is being implemented on 7 countries led by 10 partners: Autonomous Region Friuli Venezia Giulia – Lead partner (Italy), Basilicata Region (Italy), Creative Apulia Cluster Association (Italy), Technology Park Ljubljana Ltd. (Slovenia), Local Company of Initiatives and Activities of Malaga S.A (Spain), Chamber of Commerce, Industry and Services of Terrassa (Spain), University of Algarve (Portugal), Region of Sterea Ellada (Grécia), Nice Côte d'Azur Chamber of Commerce and Industry (France), University Nice Sophia Antipolis (France), Ministry for Innovation and Public Administration (Albany) e Ministry of Economic Development – Directorate General for Industrial Policy, Competitiveness and SME's (Italy).

ChIMERA project is co-financed by European Regional Development Fund through the Programme Interreg Mediterranean.

More information on the web: <https://chimera.interreg-med.eu/>

Methodology for the Development of Creative and Cultural Regional Industries

The present **methodology aims to contribute to the creation and testing of new tools to promote the innovation of the Creative and Culture Industries Regional Ecosystems**. This methodology adopts a set of working tools such as: regional analysis, stakeholders' identification, frontrunners analysis (cases studies), regional working groups (RWG), monitoring and evaluation.

The tools promoted through this methodology were tested and evaluated by the partners involved in ChIMERA project, and can be adapted and replicated in other regions and sectors, according to specific needs and maturity level. Additionally, the main **target groups are related with the Quadruple Helix Model (QH) approach: policymakers (Government), SME (Industry), academia (University) and end-users (Civil Society) from Creative and Cultural Industries, who would like to develop a CCI Cluster at regional level**.

The present methodology follows the next framework:

The **first chapter** focus mainly the Cultural and Creative Industries Clusters and how to support the sector and the region to accomplish their true potential. Before developing a cluster, it is necessary to understand its specificities: what sectors or subsectors we are approaching (What?); the main reasons to develop a regional cluster and the different challenges that we could face (Why?); Identify who can support the implementation and development of the cluster (Who?); and, finally, embrace some tools to do it (How?).

In the **second chapter** it is presented the methodology for the development of creative and cultural regional industries cluster adopted and tested by ChIMERA project, as also the description of each steps – conceptualization, implementation and evaluation.

The **final chapter** address the main conclusions and recommendations of the development of creative and cultural regional industries cluster, including the evaluation and analysis of the methodology's implementation by the ChIMERA's partners.

One important aspect to consider before implement this methodology is that each territory has unique features, as well as different roles played by the actors involved in knowledge and innovation creation and exchange. In other words, *"Clusters cannot be understood as fitting into the narrow sectoral view that most industrial policies have, but should be considered as regional ecosystems of related industries and competences featuring a broad array of inter-industry interdependencies"* (Izsak, K., Ketels, C., Köcker, G. and Lämmer-Gamp, T., 2016).

1. Building a Creative and Cultural Industries Cluster

1.1 What?

According to the European Commission, Cultural and Creative Industries (CCI) are strategic for the promotion of smart, sustainable and inclusive growth at regional and international level. Through their economic, social, cultural and innovative potential, CCI are crucial drivers to stimulate creativity and innovation in Regional Entrepreneurship Ecosystem, contributing to change the economy as to broader cultural diversity within the CCI sector and in other sectors.

Therefore, it is important to understand what are Cultural and Creative Industries. In the present methodology it will be used the concept of Cultural and Creative Entrepreneurs, because it reflects the project challenges and the main target of the ChIMERA project. According to some European studies *“a cultural and creative entrepreneur can be understood as someone who creates or innovates a cultural or creative product or service and who uses entrepreneurial principles to organise and manage his/her creative activity in a commercial manner (...). Cultural and creative entrepreneurs have specific characteristics: they operate in difficult market conditions; produce goods that are 'cultural' by nature; work with people that are often more content-driven than commercially oriented; and usually create very small enterprises that exist on the basis of more permanent networks (...). Cultural entrepreneurship can be described as the concept of running a cultural or creative organisation; driven by an explicit strategic cultural mission; taking risks in balancing creative and management values; and contributing to a vital infrastructure in its direct environment”* (HKU, 2010).

Another concept to approach is the definition of Cluster. According to Porter (1998), a Cluster is a *“geographic concentration of interconnected companies, specialized suppliers, services providers, firms in related industries and associated institutions (for example universities, standards agencies, and trade association) in particular fields that compete but also co-operate”*. Another important definition is from Bezerra (1998): *“an agglomeration of geographically located companies that carry out their activities in an articulated way, starting from, for example, a given endowment of natural resources, the existence of labor, technological or business capacity the local affinity of their products. The interaction and synergy, resulting from the articulated performance, give the group of companies competitive advantages that are reflected in a superior performance in relation to the isolated performance of each company”*.

According to Smart Guide to Cluster Policy (Izsak, K., Ketels, C., Köcker, G. and Lämmer-Gamp, T., 2016), there are some principles to address regarding clusters theory: a) Critical mass, *“the more companies there are in a certain set of industries, the more likely it is that higher levels of productivity and innovation will be achieved (...). If there is a large local market, companies can focus more on being very good at a specific narrow activity, and employees can focus more on acquiring very specialised skills”*; b) Related Industries, *“companies need to engage with suppliers, service providers, and other partners from a range of related industries in order to be*

successful”; c) Location, “companies can and need to work with partners in many locations to access the technologies and supplies they need from the best possible sources. But local partners play a unique role: the type of interaction that companies can achieve with local partners is much richer”; d) Linkages, “while many of the benefits from proximity with companies in related fields occur ‘automatically’, companies can do better if they create an environment that supports active collaboration. For this collaboration to take place, companies have to overcome a collective action-problem that often exists in clusters.”

In short, the agents within the CCI Cluster must create and strengthen ties in order to feed knowledge flows, which intensify the cooperation processes that allow the learning process in the cluster. Better connections mean greater impact into the Regional Entrepreneurship Ecosystem, which is characterized by being integrated and interactive.

To achieve and boost this type of Cluster, and according to its specific context (region dynamics) and challenges, each partner or cluster manager can choose the subsectors (e.g.: gaming, design, filming industry...) to implement the presented methodology.

1.2 Why?

According to Foray et al. (2012), the CCI have “a multiple role to play in unlocking the creative and innovative potential of a region”, contributing significantly to the smart, sustainable and inclusive growth. According to the same authors, the cultural and creative industries are essential to the emergence of new activities and job opportunities; to promote structural and social change and economic diversification and innovation; “constitute a powerful magnet for tourism, generate a creative buzz, attract talent and contribute to changing the public image of regions and cities”; and, among others sectors, strengthen the ICT sector.

However, this sector still facing structural challenges related with accessing financial resources, digital shift (which implies among others constant market fluctuations) and training challenges. Also, due to the intangible nature of many of their assets its difficult to attract private investors. Although valuing the cultural and creative industries, in the practice, this sector hasn’t been sufficiently recognized by policy makers, even when responsible for cultural, social and economic gains for the society (HKU, 2010). Understanding those aspects represent a fundamental work to build a successful CCI regional cluster. According to studies from European Commission, considering the characteristics of the CCIs, the sectoral characteristics and the factors that shape the context surrounding the CCIs (determinants and environmental factors), is crucial to better understand and target issues that need further attention from policy makers.

In short, a multidisciplinary approach is needed and it is important to retain the relevance of the surrounding environment for the innovation of economic activities and that this diverges from territory to territory. **This requires customized policies and / or innovation strategies, based on the spatial or territorial context.** It is also necessary to realize that within the territory, processes of integration and interaction between local agents are being developed.

1.3 Who?

Following the presented conceptualization of clusters, ChIMERA project proposes a multi-actor approach to support the implementation of Cultural and Creative Regional Industries Cluster, setting actions and tools at transnational and regional level to favor policies implementation, capacity building and cross-fertilization for an innovative ecosystem. ChiMERA's approach develops an innovative business models in CCIs sector based on the virtuous interaction of all actors of the quadruple helix model.

According to the literature review, stakeholders and links between them are crucial aspects to consider in sustainable regional growth. In fact, the working model proposed is based on synergy among different actors (spheres) of Quadruple Helix Model: a) Governance or Public Administration: governmental entities and policy-makers; b) Industries: professionals, companies, financial sector, business organizations; cultural associations; c) Academia or Research and Education: educational institutions, research units, science and technology parks, technology transfer offices; d) Civil society: NGOs, citizens organizations and consumers. According to Cavallini et al. (2016) *“Academia and firms provide the necessary conditions for an integrated innovation ecosystem. Governments provide the regulatory framework and the financial support for the definition and implementation of innovation strategies and policies. Civil society not only uses and applies knowledge, and demands for innovation in the form of goods and services, but also becomes an active part of the innovation system.”*

In addition to providing the involvement of these different stakeholders, the presented methodology foresees the identification and involvement of a Cluster Manager, that will be responsible for the dynamization of the regional cluster.

1.4 How?

The Green Paper on the potential of cultural and creative industries (European Commission, 2010), as other European studies, argues that *“entrepreneurs must be given appropriate framework conditions. This includes a fair access to the market (...) new spaces for experimentation, innovation and entrepreneurship”*, matching needed skills of CCIs through partnerships between regional stakeholders. There are several aspects in order to build a sustainable environment for the CCI Cluster:

- Get an overview of the main characteristics of CCI and the main factors that influences directly and indirectly its ecosystem: main stakeholders (lead organizations and dynamic individuals), specific needs and challenges, benchmarking activities. In other words, mapping regional assets, considering the development level of CCI in the territory (region);
- Analyze the different environments in which the CCIs operate, including: market, policies, business support, financial funding and so on. Involving cultural, administrative and political stakeholders from different levels into the process,

allowing them to establish partnerships, nourishing internal and external networks and influence the building of new regional or local strategies;

Clusters are a supportive approach to promote the CCI *“Due to their inherent capacity to support cooperation between different innovation actors in a region, clusters are powerful instruments for fostering industrial competitiveness, innovation and regional growth. Currently, they are used by policy makers worldwide as building blocks for implementing different policies such as research & innovation, industrial and regional policies”*. Also, according to the same authors *“In the design phase, they can be used to identify the industrial strengths and assets in a region, contribute to set strategic priorities and make the right political decisions. For this purpose, cluster mapping and benchmarking are valuable tools that can be used to identify regional specialisation patterns and compare economic activities, including agriculture, and strengths with other regions in the EU”* (Foray et al., 2012).

The collaboration and networks between cluster’s stakeholders can boost CCI activities. This process allows innovative processes through information and knowledge exchange as also through practical collaborations and from each other resources, especially the startup that needs guidance in administrative, financial and innovation measures. According to the Green Paper, *“the interaction between private sector, CCI SMEs and higher educational institutions must be encouraged to allow for crossover learning processes and experimentation”* (European Commission, 2010).

The adoption of a cluster approach and QH aims to promote interaction between regional stakeholders. For this reason, the ChIMERA project developed the present methodology. In other words, a set of tools focused on the development and dynamization of these collaboration networks, allowing the creation or consolidation of regional clusters within the scope of the Cultural and Creative Industries. Thus, it is possible to present the cluster as a competitive advantage of regions. Launch, if necessary, new cluster initiatives or strengthen existing ones, and ensure appropriate budgetary provisions by streamlining regional, national and EU funding support. This methodology provides three distinct steps, however complementary and continuous:

Step 1. Conceptualization: The identification of regional data is not a trivial task and requires reliable statistical data and analysis. Cluster mapping and benchmarking activities are powerful tools to begin the assessment of regional specialisation patterns and comparing statistical findings among regions.;

Step 2. Implementation: After the analysis comes the implementation phase. This phase provides the application of a set of tools that will allow the dynamization of regional actors in order to develop the regional cluster. Or, if there is already a cluster working in the region, boost its dynamization through their existing regional actors and the involvement or addition of new players.

Step 3. Evaluation: This step it’s very important, because it allows to test the methodology by the ChIMERA’s partners, allowing to adjust and /or to improve the cluster strategy.

2. Development of Creative and Cultural Regional Industries Cluster

Foray et al. (2012) states that, *“The challenge is to further integrate CCIs in this context, promoting the emergence of 'creative ecosystems' throughout the EU, i.e. via the development of a creative environment that promotes traditional cultural assets (cultural heritage, touristic destinations, dynamic cultural institutions and services), stimulates the development of creative businesses, and supports spill-over effects into the local existing industries and fuel development”*.

Therefore, ChIMERA project aims to address common challenges related to innovation in CCIs by strengthening cooperation between strategic stakeholders, pooling experiences/competencies in an integrated systemic approach and by focusing in regional policy framework and Clusters development.

The development of the CCI cluster should be a process that includes three distinctive steps, as shown on Figure 1.



Figure 1 - Methodology for the development of regional of CCI Cluster

2.1 Conceptualization

The first step of the development of the CCI cluster should be the analysis of the state of the art of the CCI sector/relevant subsectors and the innovation system on the region, which should result in a SWOT analysis, to underline sectoral and innovation needs.

Regarding the **state-of-the-art analysis**, it can be done at different levels (municipal, regional or national), according to the needs and features of the CCI sector, and it should refer the Nomenclature of Territorial Units for Statistics (NUTS) and the different NUTS classification. For that, consult the link: <http://ec.europa.eu/eurostat/web/nuts/overview>. The state-of-the-art analysis should include the most complete characterization as possible.

First, it should start with a region presentation, namely territorial framework (geographical location, surface, etc.), demographic data (population data) and economic framework (role of your region in national economy; GDP per capita - value and share in national level). This description must include the key statistics about the region, as well as images, graphics or other visual content can be added preferably with good resolution. It also important to include a legal framework that should include the description of the legal framework on the CCI sector, the regional innovation strategies for smart specialisation (RIS 3) and other strategic documents. The identification of legal framework is important to have an overview of the existence (or not) of policies and/or specific legislation for CCI sector, including the most recent legislation or to the legislation currently in force of CCI.

This state of the art should also include a description of the sector including the identification of strategic challenges for CCI sector and the characterization of the creative system. Regarding the identification of strategic challenges for CCI sector it should be identified the regional initiatives organized in your region, including programs, festivals, conferences, meetings, European Capital of Culture, etc. This list allows to identify the regional or local offers in creative and cultural area, as well to understand the dynamism of the region. The characterization of the creative system in the region is crucial to understand the main regional actors who have contributed for the development and growth of CCI activities. The creative system must include reference to private sector (specialized companies, private institutions, associations, foundations, cooperatives, etc., which have an active role in the region), public sector (Governmental bodies, institutions, etc.), professionals involved (namely freelancer or independent professionals with the indication of their core activities - e.g.: design, visual arts, illustration, etc.) and the existence, or not, of the cultural and creative synergies among the different professionals. On this information, it is important to provide data (e.g. number of SMEs and employed people) and statistics that can sustain the selected information.

A description of the offer of Education provided by vocational schools, universities, research centres, laboratories, research institutes, and others, is important to know if each region is investing on the educational and research field of CCI sector. Therefore, the state of the art should include the list of the educational curricula offered of universities and/or third level educational institutions and/or vocational schools in the region (designation of the course, and a brief description of the course's objectives and professional outlets). This list must also include research centres, laboratories and research institutes, including research outputs such as (number of) patents, trademarks, utility models, copyright, etc.

Finally, this analysis must include a conclusion of the regional state of the art where it should be identified the main sectors or subsectors of the CCI sector, but also regional best practices. According to Serrat (2008), *"A good practice is defined as anything that has been tried and shown*

to work in some way – whether fully or in part but with at least some evidence of effectiveness – and that may have implications for practice at any level elsewhere.”

To help identify a best practice we can answer to 8 questions (Burke, n.d):

- 1) It produces superior results (superior is defined as 25 percent or higher results than the normal output)?
- 2) It is clearly a new or innovative use of manpower or technology?
- 3) It is recognized by at least three different references as a best practice (that is, three or more public domain sources have referenced this practice)?
- 4) It has received an external award for this practice?
- 5) It is recognized by their customers or suppliers?
- 6) It is recognized by an industry expert?
- 7) When the organization(s) utilizing it have a patent for this practice?
- 8) It leads to exceptional performance?

For each best practice it should be prepared a profile. On Table 1 we present one example of best practice profile.

Name	Mention the original name of the b.p.
Profile	A short descriptive title that can be accompanied by a short abstract. Indicate if the b. p. is a company, institution, project, cultural programme, etc. Also specify the main work core, processes, function, author(s), etc.
Description	Specify the processes, resources, tools, techniques, skills and works that are applied or developed by the b.p.
Context impact	If applicable, what problems does it solve? It is determinant for the improvement of the cultural and creative industry in the territory at municipal, regional, national and international level?
Links to Resources	Expert, author or owner contact details; website link; Facebook page; Twitter, etc.
Key words	List the key works that define the activity of the b.p. (Example: Graphic design; Web design; Web marketing; Multimedia)

Table 1 - best practice profile (example)

On annex I we present a state-of-the-art template that includes the presented information and can be used as the first activity to development Creative and Cultural Regional Industries.

The starting point of the conceptualization phase is the analysis of the CCIs sector/relevant subsectors and the innovation system in the region, which should result in a **SWOT regional analysis**, to underline sectoral and innovation needs. On Table 2 we present a template of the SWOT analysis for the CCI sector.

	STRENGTHS	WEAKNESSES
INTERNAL FACTORS	<i>E.g.: Are there characteristics that CCI development has a disadvantage relative to other economic sectors?</i>	
	OPPORTUNITIES	THREATS
EXTERNAL FACTORS	<i>E.g.: External chances to improve CCI and their socio-economic impact</i>	<i>E.g.: External elements in the CCI (and in economy in general) that could trouble for the development</i>

Table 2 - SWOT analysis template

We recommend the SWOT regional analysis to be carried out through questionnaires, collection of bibliographic data and / or regional workshops with relevant stakeholders. The use of participatory methods is considered the most effective way to gather contributions from all the intervenient.

The participatory method named “World Cafe” could be a used to animate a workshop aiming to create the SWOT regional analysis, allowing it to be more participative and requiring the contributions from several parties. On Table 3 we present a brief description of the workshop using the "World Cafe" method:

Disposition of the room and atmosphere	4 tables. Each table can have 4 chairs or none. In each table will be a cardboard with a key question and a 'host' who will conduct the discussion at this table. Blackboard and/or a flipchart to write key ideas to retain and / or conclusions. Permanent markers for the cardboards and for the flipchart. Informal atmosphere, relaxed, to give the sensation of being in a café.
Contents	4 questions or topics to be answered/discussed, in a participatory way by the participants.
Session dynamics	At each table there will be a host, previously chosen (by himself/ herself or by the group) who will receive each group and guide the discussion in order to gather answers (topics, ideas) to the question placed on the cardboard, during 15 minutes. After 15 minutes, the group moves to another table but the host remains. Each group will go through the 4 tables. The host will always remain the same and will bridge the results of the group that left and the group that arrives.

Closure	After all the groups have passed through all the 4 tables, each host will present the results of his/her table, posting the cardboard on the wall or on the blackboard, and the whole group in the plenary may also debate, delete something that is not relevant or add some Idea or topic that may arise, if everyone agrees.
Expected duration	120 min (2h): 15' for each table x 4 plus an extra 30 min for the introduction, the passages between the tables and delays.
Expected results of this session	Identification of the Strengths, Weaknesses, Opportunities and Threats of the cultural and creative industries sector in the region.

Table 3 - "World Cafe" method

The key question aims to identify or give an overview of the CCI regional needs. Therefore, it is recommended to select the main stakeholders who have a relevant role on each regional CCI sector. We recommend the use of the Quadruple Helix Model (

Figure 2) should be used for the selection of the participants.

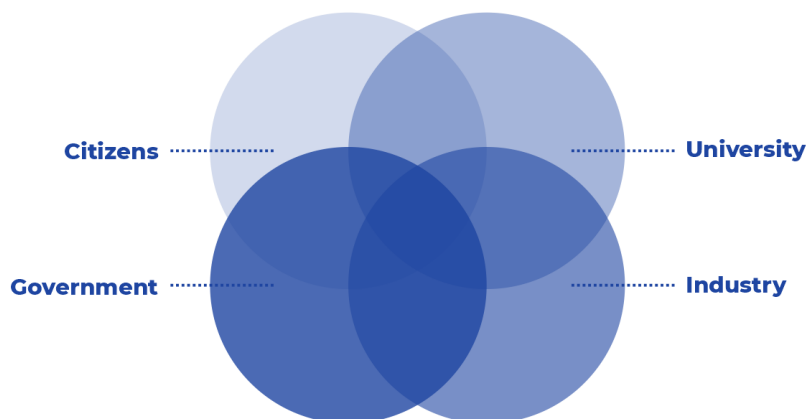


Figure 2 - Quadruple Helix Model

For an equal number of participants, a total of 20 persons (5 persons for each QH segment) might be reasonable to create an active and cohesive group, using the group dynamics of "World Cafe". The equitable participation of the parties of the Quadruple Helix Model is extremely important to collect diversified contributions and to involve the various regional parties.

After the regional analysis it is important to identify **Stakeholders** in the CCI sector, it is mandatory to create a regional database including, for instance:

- Contacts – address, email and telephone;

- Type of stakeholder – private, public, business company...;
- Contact person – name, function and direct contacts;
- Area expertise or action.

The conceptualization phase should end with the identification and **selection of indicator to characterize the CCI sector and evaluate the development and implementation of the CCI cluster**. We suggest the use of:

- Enterprises – number of enterprises, number of collaborators, location, area of activity, total revenue, number of clients, type of clients;
- Governmental entities – number of entities, location; area of activity,
- Financing programs for the CCI sector – number of programs, type of support, number of applications submitted, number of enterprises supported;
- Experts – number of experts, location; area of activity;
- Number of regional working group meetings;
- Number of initiatives organized in the sector (workshops, training courses, fairs...).

The resume of the conceptualization step is presented on Figure 3

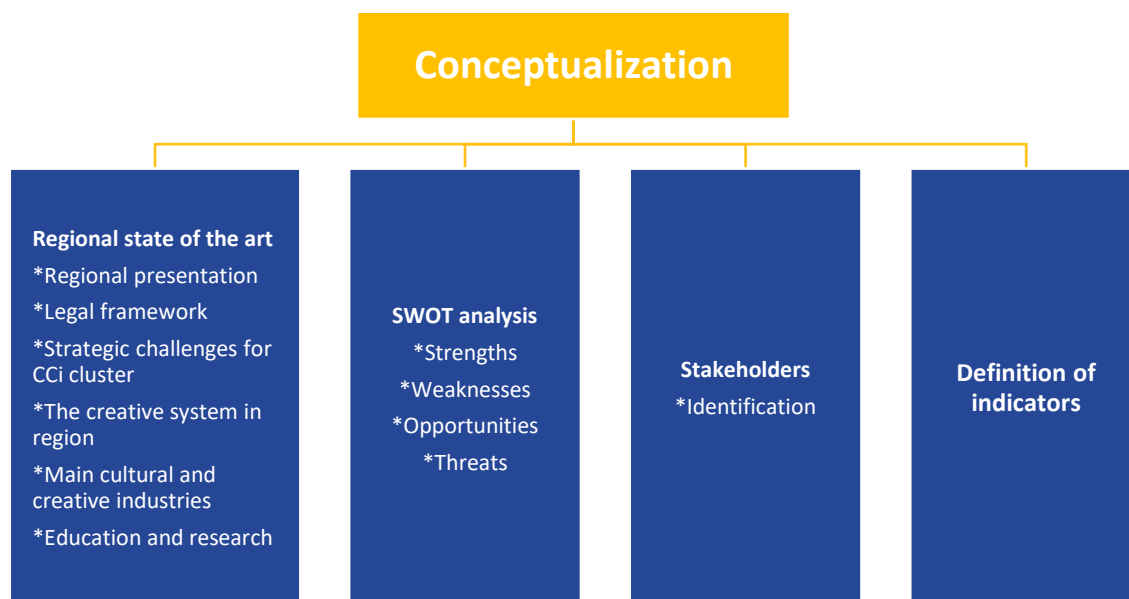


Figure 3 - Conceptualization phase

2.2 Implementation

The second step of the development of a CCI cluster is the implementation.

The implementation of the CCI cluster should start with the selection of a **Regional Coordinator** that should be responsible for the process and for the implementation and evaluation steps. On the other hand, this coordinator should also be responsible for the cluster dynamization.

*After this selection, the regional coordinator should create a **Regional Working Group** aiming to build a think tank group that will identify and evaluate the regional and transnational needs of the CCI sector. Despite the territorial diversity of the region, this group should be created following the Quadruple Helix Model (*

Figure 2), aiming to:

- 1) Involve parties with different levels of training and areas of employment;
- 2) Achieve an equal number of members of each helix in order to obtain a balanced working group;
- 3) Create an environment where the different helices can interact, build up a relationship and complement each other; and
- 4) Gather various recommendations and assessments in a holistic way.

Before starting this group, it is mandatory to create a regional contacts list, which will be useful to identify the main regional actors on CCI sector. Once the main regional stakeholders have been identified, the invitations should be addressed to each of the QHM segment:

1) **University:**

It should be identified professors, researchers and students who work on CCI field.

Below are presented some criteria to select representatives of the university sphere:

- 1.1) The invitation can be addressed directly to them (e.g.: personally, via email, phone call, etc.) and include their role on the group;
- 1.2) If you prefer to choose another invitation way, you can send emails to University's mailing list in order to get the most interested people for the function. For this selection, it is suggested the creation of a registration form which will allow the evaluation and election of the university members for the group.
- 1.3) Partners' universities can request the support of the Communication Department of the University to forward the message within the academic community.

2. **Industry:**

Taking advantage of contacts' list, identify who are the main actors on the Industry segment.

- 1.1) The approach can be done directly (e.g.: personally, via phone call) or via email to chambers of commerce, sectorial associations, local development agencies, Industrial liaison offices, foundations companies, SMEs, start-ups, etc., that have a significant regional role on CCI sector.
- 1.2) The selection criteria also can be done as mentioned above at University segment section.

2. **Government:**

The approach can be done directly (e.g.: personally, via phone call) or via email to the main regional policy actors (Public Institutes, Regional Boards, Representatives of National Government in the Region, etc.) that have a significant regional role on CCI sector or with a decisive position on regional policies and governance.

2) **Citizens:**

The selection of citizens can be done through the use of regional media and social networks, by creating a regional call to attract the regional citizens for the purpose.

We recommend that the group should be formed by a maximum of 20 members, namely, 5 persons for each QH segment. Another number can be defined but should be an even number.

Based on the list of Stakeholders compiled on the previous step and the constitution of the Regional Working Group, the next phase of the development of the CCI Cluster should be the selection of **Frontrunners**.

The frontrunners could be the stakeholders that work to promote and encourage cooperation between enterprises, organizations, universities and public entities with a view to increasing turnover, exports and skilled employment in the CCI sector. The frontrunners have to be transformative and integrative to influence the economy. To help to choose the frontrunners for the region we suggest you to consult the platform European Cluster Observatory: www.clusterobservatory.eu.

After the frontrunner analysis it should be created a frontrunner profile indicating a brief characterization including:

- Name
- Location
- Year of foundation/ launch
- General contacts (e-mail, telephone)
- Contact person (name, e-mail, telephone, function)
- Webpage (URL or link of Facebook/ LinkedIn pages)

This profile should also include more detailed information (Table 4):

Short Summary	Synthetic description of the frontrunner including overall characteristics or summary (role, implementation scale, etc.). [Max. 3 lines written]
Selection criteria	<p>Relevance - role, technical/procedural solutions about the frontrunner</p> <hr/> <p>Sustainability - Positive impacts for the CC sector (production, cohesion, job opportunity, etc.) and the elements or perspectives that can guarantee the progressive outcomes. Also, explain if those elements belong to a short / middle / long term perspective and if the durability of the case could generate other positive results</p> <hr/> <p>Transferability Describe if and how the frontrunner case can be transferable. Provide elements concerning the compliance with local legislations, the dependence from punctual conditions elsewhere the external condition needed for the application in other contexts.</p> <hr/> <p>Motivation and the usefulness in EU wide context - A synthetic explanation of the coherence with EU framework policies, if response to the main CC challenges, boosting clusters, increasing community awareness, etc.</p> <hr/>

Typology of the operation	Infrastructure - If is a cluster, association, platform, incubator, etc.
	Effective procedures - Project management, monitoring systems, policies, etc.
	Community involvement - Describe the impact of the frontrunner case in the community: Education of citizens, schools, etc.
	Networking - Describe the relation so far established by the frontrunner case, if has developing "trust building" generalized to municipal, regional, national and international scale.
Context of implementation	Provide a description of the context of implementation giving importance to territorial (local, regional, national, etc.), social, cultural and economic aspects.
Aims and activities	Describe in a detailed and synthetic way the objectives and the activities. Please consider it under a technical point of view.
Results	Describe in a detailed and synthetic way the results of the chosen case. Please consider it under a technical point of view. If possible, insert quantitative indicators of the results achieved.
Final sources	Please provide detailed information about the costs of the frontrunner case with emphasise on Project costs, administration costs (including staff costs and management costs for each year), potential incomes (sources and yearly amount).
Evidence of success	Describe if the frontrunner case has been already successfully selected and considered, if it has been awarded at local, national or EU level, if the frontrunner case has been reviewed by scientific analysis. Provide link to detailed information sources.

Table 4 - Frontrunner analysis

After the frontrunner analysis the regional working group should select some frontrunners key-experts and invite them for an exchange of knowledge with the regional working groups through the organization of **initiatives for capacity building** of innovation experts or key actors of the CCI sector. The activities developed should be linked with the cluster needs and/or interests and can include, for instance the participation or organization of:

- Workshops;
- Seminars;
- Training courses;
- Thematic workgroups;
- Regional events;
- Transnational events.

Figure 4 presents the resume of the implementation phase.

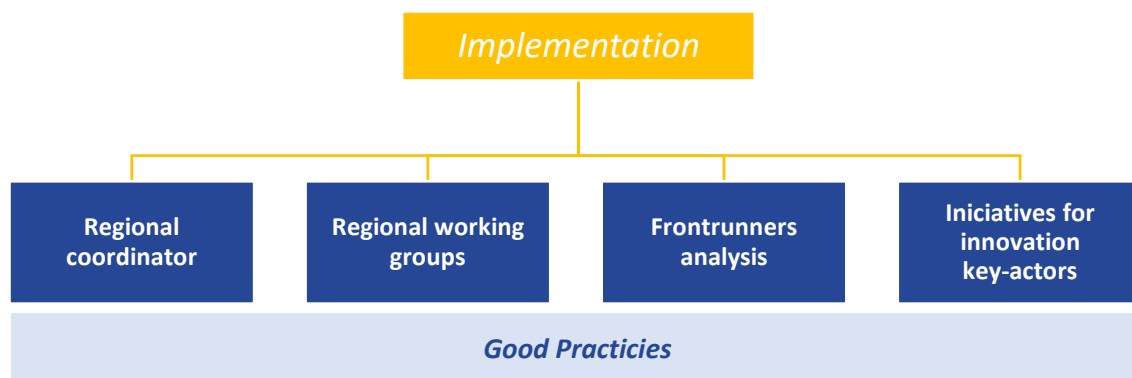


Figure 4 - Implementation phase

2.3 Evaluation

On the process of development of the CCI cluster it is mandatory to include an evaluation phase, aiming to control and monitor the activities and the dynamic of the CCI sector and its stakeholders. We recommend that the evaluation should be done using participatory methodologies involving the largest number of CCI sector stakeholders.

This phase should begin with a **Comparative Analysis** between the local state of the art and frontrunners analysis to have useful recommendations to fill gaps and tune up the innovation supporting system for CCI sector. We recommend this analysis to be done on a 2 days' workshop that should involve the regional working group, stakeholders, external and key-experts. On Annex II it is possible to find a proposal for this workshop. From this comparative analysis it should result some recommendations for the cultural and creative innovation, which should be send to all the participants and stakeholders.

It is also important to know the opinion of the actors about the implementation and development of the CCI cluster. Therefore, we recommend the creation of a **stakeholder's survey** and a **regional coordinators survey**. These surveys should be sent by e-mail and the results should be detailed analyzed. On Annexes III and IV we present an example of each survey. Nevertheless, the surveys can be adapted and adjusted to the cluster needs.

Besides, the indicators that were selected and implemented on the previous step should also be analyzed on this step. It is important to **monitor the indicators** and keep them updated.

This evaluation phase should end with the development of a Strategic Action Plan (SAP) to implement the innovation system, develop/strengthen/support the innovative CCI cluster and promote its internationalization.

The SAP is a sequence of steps that must be taken or activities that must be performed well, for a strategy to succeed. An action plan has three major elements:

- 1) Specific tasks: what will be done and by whom;
- 2) Time horizon: when will it be done;
- 3) Resource allocation: what specific funds are available for specific activities.

For the development of a Strategic Action Plan we need to follow these steps:

1. Definition the main idea that originates the action plan, for instance, it could be a problem that you would like to seen solved in your organization, city, region or country. However, the idea should be realistic considering the characteristics or needs of your territory, for instance, making previsions to see if the goal is achievable, and adjust it accordingly.
2. Expression of the main idea as a series of objectives, recording the number of goals at ACTION PLAN OBJECTIVES section, as a synthesis of the idea.
3. Definition manageable tasks or activities and of the expected results, it helps in this process, making it more attainable.
4. Development of strategies to monitoring the idea can be defined through the definition of a responsible entity for the implementation of the idea, being a way to giving it a seriousness and commitment for its future coordination and management. In addition, defining a partnership makes it transversal and participatory by different parties.
5. Definition of the calendar is the deadline for the action plan, to establish a precise timeline to achieve the action.
 Suggestion: start with a time point labeled "now" and ending with a point labeled "goal achieved", build a timeline on which you allocate dates by which you intend to complete each of the sequential actions listed under a particular goal. It is important get both sequence and timing right to reach "goal achieved" effectively.
6. Definition of the resources - Please note that financial, physical and human resources must be allocated to each action step. If resources are limited, or fall short of requirements at any stage, it may be necessary to return to an earlier step and revise the action plan.

Figure 5 summarizes the evaluation step.

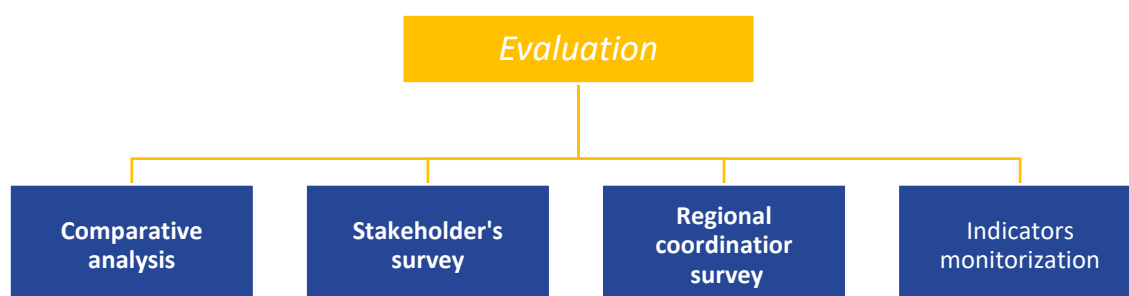


Figure 5 - Evaluation phase

Conclusion

According to Foray et al. (2012), *“The use of clusters (...) may imply important political decisions regarding the development of new cluster initiatives or the use of existing ones. New cluster initiatives can be launched, provided that they are crucial for implementing the regional governments’ visions and that will therefore be strongly supported in the future. Otherwise, new cluster initiatives should be avoided. Fragmentation and proliferation of cluster initiatives often leads to dispersion of forces and financial resources as well as to less cooperation and fewer synergies between them”*. For this reason, the present methodology considered the involvement of strategic key stakeholders.

Also, it is important to understand that Clusters can be crucial to the development of regional economy and competitiveness, however in order to be effective they need the right framework of commitment and *“building trust is critical for cooperation and involves focusing on strengths, adding value and connecting the right people”* (Izsak, K., Ketels, C., Köcker, G. and Lämmer-Gamp, T., 2016).

Aiming to enforce the innovation of Cultural and Creative Industries at European level through the development of regional and transnational clusters, increasing territorial synergies among companies, research units, public authorities and civil society, ChIMERA’s partners implemented the present methodology on their own regions, assuming the role of regional coordinator on the development of Creative and Cultural Regional Industries Cluster.

Since the methodology for the development of creative and cultural regional industries clusters was in fact implemented by the ChIMERA’s partners, we consider that it would be important to collect and analyze the process of the development of creative and cultural industries cluster on each region. Therefore, each ChIMERA partners was asked to answer to the Regional Coordinator Survey (Annex IV). The results of this study are presented on the next section.

After the implementation of the methodology for the development of creative and cultural regional industries clusters, ChIMERA’s partners will implement pilot actions that will continue the consolidation of the regional cluster, through cluster management support and approaching cultural and creative enterprises market and financial challenges.

ChIMERA’s implementation of the methodology for the development of creative and cultural regional industries clusters

As said before, ChIMERA project aims to address common challenges related to innovation in CCI by strengthening cooperation between strategic stakeholders, pooling experiences/competencies in an integrated systemic approach and by focusing in regional policy framework and clusters development. Therefore, with the implementation of the methodology

for the development of creative and cultural regional industries clusters the objective is to outline innovative clusters models.

The methodology was developed at both transnational level (by a transnational working group-TWG of experts) and regional level (by regional working groups-RWGs of key innovation stakeholders) by all ChIMERA's partners. Starting point was the analysis of the CCIs sector/relevant subsectors and the innovation system in each participating region, that results in a SWOT, to underline sectoral and innovation needs, developed at regional level by RWG and share them with other regions (in TWG).

Second step was the analysis of at least 12 frontrunners at MED and EU level on public policies for innovation, innovation systems/processes, supporting services and financial tools for innovation in private sector, mechanism favoring the interaction among key innovation actors in CCIs. These case studies analyses were carried out regionally by all partners and were shared by TWG/other regions. Then, to have useful recommendations to fill gaps and tune up the innovation supporting system for CCI subsectors, each P/RWG together with frontrunners representatives carries out a comparative analysis between its CCIs innovation ecosystem and frontrunners models in a capacity building process.

After this analysis, transnational event with two sessions was held - first one aimed share/validate the comparative analysis and the second one was an international investment forum to outline financial schemes for CCIs. From this event resulted a strategic action plan to develop innovative CCI cluster for each partner and the elaboration of a transnational work-plan to implement a kit of tools to the internationalization of CCIs clusters members and new financial schemes for CCIs sector.

When the implementation of the methodology for the development of creative and cultural regional industries clusters was concluded, **each partner answered the Regional Coordinator Survey** (Annex IV).

From the obtained results it is possible to conclude that **only one partner has the CCI cluster consolidated on its region, Creative Apulia Cluster Association**, which *"is recognized as "Productive cluster" as established in the Regional law 23/2007"*.

"In 2018, Puglia Creativa counted 126 members among the 7 sectors:

- *Cultural industries (ICT and software, media and multimedia, audiovisual, videogame industry, cinema, publishing);*
- *Creative industries (design, communication, architecture);*
- *Heritage (cultural heritage, visual arts, entertainment venues, multicultural centers, conservation, enhancement and use of cultural heritage, enhancement of the territory and the environment);*
- *Performing arts (theater, dance, music, festivals);*
- *Creative - driven (services to support cultural and creative industries, social innovation, cross---fertilization);*
- *Universities and other public and private education agencies;*
- *Labor unions and employers' agencies."*

However, **half of the partners** (50%, N=5 - Basilicata Region, Local Company of Initiatives and Business Activities of Malaga S.A., CCI Terrassa, University Nice Sophia Antipolis and Friuli

Venezia Giulia Autonomous Region), **recognize the existence of a CCI cluster on its regions but that it needs to be consolidated or needs to be supported.**

For instance, for Basilicata Region *“the Cluster’s activities will be oriented to support innovation projects already in place and to generate new ones throughout the regional territory. The cluster consists of 48 members: 46 companies and 2 research institutions (University of Basilicata and CNR). The entrepreneurial components of the Cluster are representative of different sectors: IT, crafts, third sector, tourism, etc.”* In the case of Local Company of Initiatives and Business Activities of Malaga S.A., *“PROCINEMA, the Malaga film producers cluster, is made up of eight producers from the province of Malaga with more than 15 years of experience in the sector. At present, the 11 companies are part of the cluster. These are local companies dedicated to small audiovisual productions (documentaries, promotional and musical videos, short films, etc. ...) and feature films. The cluster initially arises as an employer response to the unequal distribution of public resources for the production of films, after which it has faced the start of other innovative projects such as the promotion of sustainable developments.”* Regarding Friuli Venezia Giulia Autonomous Region, *“the creation of the CCI cluster is in progress. The cluster will be a sort of network of already existing bodies acting in the CCI support and it will provide companies with specialized services and community building actions.”*

The case of PACA – Sud region is different, *“there was a cluster (PRIMI) in charge with the valorization of CCI sector in PACA Region. Unfortunately, it stopped its activities and closed up”* (Université Nice Sophia Antipolis). PRIMI (acronym for Pôle Régional Image Multimédia Internet) was a cluster that brought together professionals in the audiovisual and cinema, animation, video games, Internet and digital communication sectors in the Provence-Alpes-Côte d'Azur region.

On the other hand, **there are four partners that still don't have the CCI cluster consolidated in their region** - Technology Park Ljubljana, University of Algarve, Region of Sterea Ellada and Nice Côte d'Azur.

In the case of Technology Park Ljubljana and region Sterea Ellada the CCI clusters they are on the process of consolidation. In Slovenia, the cluster *“is in process of consolidation due to overlapping activities of cluster core members”* (Technology Park Ljubljana), on the other hand, in the Region of Sterea Ellada the CCI cluster *“is in process of creating new synergies between Public and Private Institutions such as the Region of Central Greece, municipalities, Chambers of commerce, Cooperatives, Private companies and Educational institutions and fostering the already existents in the Region.”*

However, the case in the Algarve and on the Côte d'Azur is different. In the Algarve region the CCI sector *“is dominated by different professionals' profiles. In addition, the main regional actors have different visions of the sector. As a result, this sector is not organized and articulated, making it difficult to exploit their full potential”* (University of Algarve). On the Côte d'Azur *“The CCI cluster hasn't been created. The activities are split over the territory, and the stakeholders don't communicate with each other”* (Nice Côte d'Azur Chamber of Commerce and Industrie).

Despite of the different realities among the CCI sector/clusters of ChIMERA's partners it is crucial to better understand the reality of each region during the implementation of this Methodology and of their Creative and Cultural Industries Cluster, namely its main constraints and strengths.

On Table 5 we present main constraints in the CCI Clusters of the ChIMERA's regions. The results show that the “Environment for cooperation (time and resources)” was the more identified by the partners (21.9%, N=7), while “Financial support to promote common projects in the cluster” and “Cluster Strategy” were selected by 6 partners (18.8%).

Main constraints in the CCI Cluster	N	%
Mobilization of stakeholders	4	12,5
Interest from the stakeholders	1	3,1
Environment for cooperation (time and resources)	7	21,9
Financial support to stimulate the cluster	4	12,5
Financial support to promote common projects in the cluster	6	18,8
Technical support (human resources) to stimulate the cluster	1	3,1
Cluster Strategy	6	18,8
Governance Model	3	9,4
TOTAL	32	100

Table 5 - Main constraints in the CCI Cluster of the ChIMERA regions

Mine while, the “Interest from the stakeholders” and the “Technical support (human resources) to stimulate the cluster” where the constraints less selected (3.1%, N=1). In fact, these factors, along with “mobilization of stakeholders”, were most considered as main strengths of the CCI sector (Table 6).

Main strengths in the CCI Cluster	N	%
Mobilization of stakeholders	4	16,0
Interest from the stakeholders	8	32,0
Environment for cooperation (time and resources)	3	12,0
Financial support to stimulate the cluster	1	4,0
Financial support to promote common projects in the cluster	0	0

Technical support (human resources) to stimulate the cluster	4	16,0
Cluster Strategy	2	8,0
Governance Model	3	12,0
TOTAL	25	100

Table 6 - Main strengths in the CCI Cluster of the ChIMERA regions

Besides the characterization of the CCI cluster on each region it is also important to analyze the implementation of the methodology for the development of regional CCI Cluster. Therefore, **each partner was asked to indicate the activity in which had more and less difficulties (Table 7 and Table 8).**

According to the analysis of Table 7, we can conclude that **the activity more difficult** to implement was the “**Definition and implementation of initiatives for innovation key-actors**” (25%, N=4). This activity includes the organization of initiatives for capacity building of innovation experts or key actors of the CCI sector. However, these activities should be linked with the cluster needs and/or interests.

Activities that were more difficult to implement	N	%
Analysis of the state of the art of the CCI sector	3	18,8
Creation of selection criteria for the inclusion of stakeholders on the ICC Sector	2	12,5
Identification of stakeholders	1	6,3
Frontrunners analysis	2	12,5
Definition and implementation of initiatives for innovation key-actors	4	25,0
Creation of a regional working group	2	12,5
Selection of a regional coordinator	2	12,5
TOTAL	16	100

Table 7 - Activities from the implementation of the methodology for the development of regional CCI Cluster in which ChIMERA's partners had more difficulties

Local Company of Initiatives and Business Activities of Malaga S.A. states that “*the most difficult thing was to concrete the implementation of the strategy defined in the workgroup into*

operative tasks". On the other hand, it was also "difficult to engage users to participate in it". For Region of Sterea Ellada "It was very difficult to explain and analyze the specific methodology to the local players". In the case of Université Nice Sophia Antipolis, "the end of a dedicated cluster [PRIMI] makes coordination more difficult. However, other institutions can mobilize stakeholders and organize important events for CCI sector."

In addition, this activity, Definition and implementation of initiatives for innovation key-actors, wasn't indicated as the activity in which the ChIMERA's partners had more difficulty to implement (Table 8). In fact, the participants consider this activity to be structuring for the development of Creative and Cultural Regional Industries Cluster: "it allows to give a direction of the project" (CCI Nice Côte d'Azur) and to "work in the common vision" (University of Algarve), facilitating the identification of stakeholders and best practices (Friuli Venezia Giulia Autonomous Region, Local Company of Initiatives and Business Activities of Malaga S.A., Region of Sterea Ellada). Nevertheless, ChIMERA's partners also argue that the definition and implementation of initiatives for innovation key-actor also may cause some difficulties, namely the difficulty to engage the stakeholders to participant on the initiatives (Local Company of Initiatives and Business Activities of Malaga S.A.), the management of the different vision that the stakeholders have of the CCI sector (University of Algarve), the rigidity of the methodology to implement, that should be equal for all partners and territories (Université Nice Sophia Antipolis), and the short period of time to develop the initiatives (Friuli Venezia Giulia Autonomous Region).

The "Analysis of the state of the art of the CCI sector" was the second most difficult activity to implement by the ChIMERA's partners (22.2%, N=4). This activity should include an exhausting characterization of the CCI sector, including a territorial framework, a geographic description and an economic framework. The elaboration of the state of the art allows to have good comprehension of the territory (Creative Apulia Cluster Association, Technology Park Ljubljana, CCI Terrassa, University of Algarve, Region of Sterea Ellada, CCI Nice Côte d'Azur and Université Nice Sophia Antipolis), which *"is key for an adequate analysis for decision making and strategic planning"* (CCI Terrassa).

According to the University of Algarve, *"these difficulties are related with the spatial distribution of the companies in the territory and also with the profile of the professionals: Amador profiles, micro-companies and freelancers"*. CCI Terrassa also refer that *"it was difficult to find comparable sources of statistics and information for all CCIs involved"*.

In fact, the access to the information is one of the disadvantages of this activity (Creative Apulia Cluster Association, Technology Park Ljubljana, CCI Terrassa and Université Nice Sophia Antipolis), which makes this activity very time consuming (Region of Sterea Ellada, CCI Nice Côte d'Azur). Despite this issue, the existence of a very well-defined template (Local Company of Initiatives and Business Activities of Malaga S.A.) and the use of simple approach (Friuli Venezia Giulia Autonomous Region) can be an advantage for this analysis.

Regarding the activities that were less difficult to implement (Table 8) the activities that were more identified by the ChIMERA's partners were the "Identification of stakeholders" (27.8%, N=5) and the "Creation of a regional working group" (27.8%, N=5). The "Identification of

stakeholders” embraces the creation of a database including the stakeholders from the CCI sector while the “Creation of a regional working group” refers to the formation of a think tank group, composed by entities from different areas of expertise, that will identify and evaluate the regional and transnational needs of the CCI sector. Nevertheless, these two activities have a direct association.

Activities that were less difficult to implement	N	%
Analysis of the state of the art of the CCI sector	2	11,1
Creation of selection criteria for the inclusion of stakeholders on the ICC Sector	2	11,1
Identification of stakeholders	5	27,8
Frontrunners analysis	4	22,2
Definition and implementation of initiatives for innovation key-actors	0	0
Creation of a regional working group	5	27,8
Selection of a regional coordinator	0	0
TOTAL	18	100

Table 8 - Activities from the implementation of the methodology for the development of regional CCI Cluster in which ChIMERA's partners had less difficulties

These activities were also facilitated by the dynamic of the ChIMERA's partner. According to CCI Terrassa, *“in Catalonia Region there is a long tradition in Creative Industries and the sector is mature enough to have organizations representing the private sector and public bodies supporting it. The identification of key stakeholders was no difficult, but to engage these players in long lasting cooperation project has been more difficult.”* In the case of Region of Sterea Ellada, the creation of the Regional Working Group was *“relatively easily (...) due to the Business Support Center of Sterea Ellada.”* Local Company of Initiatives and Business Activities of Malaga S.A. has a similar situation: *“the main cluster for that sector in Málaga is Procinema that since the project started (ChIMERA) is getting more associates and is reaching more visibility in the region.”* In Friuli Venezia Giulia Autonomous Region, the *“CCI sector and audiovisual subsector players are easy to identify due to the limited sector and territory size.”*

The “Identification of stakeholders” is a simple activity that is *“easy to be implemented”* (Friuli Venezia Giulia Autonomous Region, Local Company of Initiatives and Business Activities of Malaga S.A. and Region of Sterea Ellada). Nowadays, this process is facilitated by the use of the information and communication technologies (Université Nice Sophia Antipolis).

Nevertheless, the “Identification of stakeholders” allows the creation of *“a database of the sector”* (University of Algarve) and has a direct association with the other activities established on the development of creative and cultural regional industries cluster, boosting the *“dialogue among all stakeholders for the definition of the Cluster and sectors’ development strategies”* (Creative Apulia Cluster Association). However, it can be difficult to identify *“the key person at each organization that could contribute to the project”* (CCI Terrassa) or, sometimes, to get an answer from the stakeholders (Université Nice Sophia Antipolis).

The “Creation of a regional working group” is an important activity because it *“involves representatives from all subsectors of the Cluster, but also Universities and labour/employers unions simplify the emergence of ICCs needs”* (Creative Apulia Cluster Association) and it allows the stakeholders to *“work in the common approach”* (University of Algarve, CCI Nice Côte d’Azur). According to CCI Terrassa this regional working group *“is the main source of inspiration, the place for project [ChIMERA] outcomes validation and a very valuable source of cooperation in the project implementation.”*

Although the methodology for the regional working group selection was very detailed (Friuli Venezia Giulia Autonomous Region, Local Company of Initiatives and Business Activities of Malaga S.A.) **the development of this activity wasn’t always easy. ChIMERA’s partners refer that it is important to select the right stakeholders** (Technology Park Ljubljana, Local Company of Initiatives and Business Activities of Malaga S.A.). **Nevertheless, the long-term motivation and commitment of the stakeholder to the regional working group can be a problem** (Technology Park Ljubljana, CCI Terrassa), as well has the management of *“different visions and approaches of CCI stakeholders or target groups”* (University of Algarve). Creative Apulia Cluster Association also adds up that *“because of the geographical distance, it becomes difficult to organize frequent meetings”*.

The analysis of Table 8 also show that **“Frontrunners analysis” was identified has the second activity less difficult to implement along ChIMERA’s project** (22.2%, N=4). This activity consists of identifying the stakeholders work to promote and encourage cooperation between enterprises, organizations, universities and public entities with a view to increasing turnover, exports and skilled employment in the CCI sector. In the case of the Algarve region there are *“few companies that develop innovative practices and products”* (University of Algarve) and on the PACA region *“there are many studies on CCI sector”* (Université Nice Sophia Antipolis).

ChIMERA’s partners agree that the “Frontrunners analysis”, and the identification of a role model, it is crucial when the mission is to develop a Creative and Cultural Regional Industries Cluster (Friuli Venezia Giulia Autonomous Region, CCI Nice Côte d’Azur, Université Nice Sophia Antipolis), allowing, for instance, to *“in-depth knowledge of the sector”* (Technology Park Ljubljana), to *“identify the gaps of the sector”* (Creative Apulia Cluster Association), to *“identify relevant features of cluster development strategy”* (Local Company of Initiatives and Business Activities of Malaga S.A.), to understand and know *“other project running in the same time in the Region”* (Region of Sterea Ellada), and to *“strengthen the links (in & out) of the Cluster”* (University of Algarve). However, this activity can be problematic if there is no interest and collaboration from the frontrunner (Techonology Park Ljubljana, CCI Nice Côte d’Azur, Université Nice Sophia Antipolis). Nevertheless, it could be difficult to choose the frontrunner, *“having*

actors in the Public sector and actors in the private sector that were performing as frontrunner.” (CCI Terrassa), or to “risk of excluding other good practices” (University of Algarve).

Table 7 and Table 8 also show that the activity “Criteria selection of Stakeholders” was selected by Technology Park Ljubljana and Nice Côte d’Azur Chamber of Commerce and Industrie as one of the activities more difficult to implement, and by Local Company of Initiatives and Business Activities of Malaga S.A. and University Nice Sophia Antipolis as one of the activities less difficult to implement. In the case of Technology Park Ljubljana this activity was hampered *“due to overlapping activities of various stakeholders”*. Local Company of Initiatives and Business Activities of Malaga S.A. refers that the criteria selection for the inclusion of stakeholders was easy because their cluster is active and, with ChIMERA’s project, Procinema is *“getting more associates and is reaching more visibility in the region”*. For Université Nice Sophia Antipolis is due to the existence of *“many studies on CCI sector in France and in PACA Region.”*

ChIMERA’s partners considered that this activity is important “and ensure the presence of the “Quadruple Helix” actors at local and regional level in the public, private, research and education sectors” (Creative Apulia Cluster Association, CCI Terrassa). Nevertheless, this activity was *“very easy to be implemented”* (Local Company of Initiatives and Business Activities of Malaga S.A., Region of Sterea Ellada, Friuli Venezia Giulia Autonomous Region) and helps to maintain the focus of the cluster (University of Algarve, CCI Nice Côte d’Azur).

Concerning the “selection of a regional coordinator” activity, two ChIMERA’s partners (Technology Park Ljubljana, Université Nice Sophia Antipolis) selected it as the activity more difficult to implement on the development of a creative and cultural regional industries cluster. The regional coordination is the person/organization responsible for the implementation of the methodology for the development of creative and cultural regional industries cluster and for the cluster dynamization. As said before, on ChIMERA’s project the partners assumed the function of the regional coordinator, implementing the methodology on each region.

ChIMERA’s partners agree that the existence of a regional coordinator is indispensable for the development of a cluster (Technology Park Ljubljana, Local Company of Initiatives and Business Activities of Malaga S.A., Region of Sterea Ellada, CCI Nice Côte d’Azur, Friuli Venezia Giulia Autonomous Region). This activity is *“a benchmark in the dialogue with policy makers and professional associations”* (Creative Apulia Cluster Association) and helps to *“focus on the goal”* (University of Algarve). **However, ChIMERA’s partners felt that it was difficult to manage the obligations from the personal job with the role of coordinator** (Creative Apulia Cluster Association, University of Algarve).

Recommendations

According to Foray et al. (2012), by fostering cross-sectoral connections, the implementation of *“clusters can contribute to implementing thematic-based strategies addressing new society challenges, and creating new competitive advantages in a region.”* However, this *“often requires a new mindset and courageous political decisions which may not be an easy task in some*

regions” (Foray et al., 2012). The implementation of the present methodology, specially is evaluation will allow the partners or cluster coordinator address some of the framework challenges, fostering for some adaptations or solutions regarding to the sector and territory features.

ChIMERA project main objective is to improve the innovation capacities of Cultural and Creative Industries sector (ICC), promoting the cooperation between companies, research centers, public entities and civil society. Thanks to ChIMERA project results, CCI key-actors will improve their innovation capacities, regions will strengthen their innovative CCI clusters by cooperating in a transnational network where cluster members will benefit from tailor-made services to meet their innovation needs. The transnational approach is needed to find synergies between regional CCI specializations and to promote the internationalization of innovative CCI clusters.

The “Methodology for the Development of Creative and Cultural Regional Industries” is the way to promote the cooperation dynamics among the CCI sector, allowing the members to achieve synergies that would hardly develop if they worked in isolation from their competing partners. As Michael Porter (200) points out, clusters have the potential to improve industrial competitiveness in three different ways: Increasing the productivity of cluster companies, bringing innovation, and stimulating the creation of new companies.

Therefore, the ChIMERA project designed a methodology to create and developed creative and cultural regional industries cluster. The methodology has already been presented, as well as the opinion of the ChIMERA’s partners of the experience on its region. However, **it is important to make some recommendations regarding to the methodology presented, supporting and guide the coordinators in the creation and management of a Creative and Cultural Regional Industries Cluster.**

First of all, we recommend the “Methodology for the Development of Creative and Cultural Regional Industries Cluster” to be a dynamic, continuous, global, personal, gradual and cumulative process, in which the cluster’s members work together, cooperate and interpret the ever-changing needs and activities of the cluster. Although the cluster is streamlined by a regional coordinator, all members must play an active role. The present methodology thus consists of a set of intentional actions, integrated, coordinated and oriented to develop a creative and cultural industries cluster adapted to the local, regional or national reality and needs. As a consequence of this dynamic, **there might be some changes on the activities proposed on the methodology, namely the order in which they are implemented and their duration.**

Regarding the conceptualization phase, the cluster development needs special attention. It is mandatory to **understand the concept of Creative and Cultural Industries and the different subsectors within.** Also, it is crucial to **understand the concept of Cluster and the different stakeholders and roles within the Quadruple Helix Model.** For example, it is possible to have different clusters of the same sector (different subsectors) on the same geographical area (region). This aspect is very important in order to develop a common vision regarding to the clusters development and understand the different stages of regional cluster development.

Moreover, it is also important make some considerations concerning the specific activities to be developed in each of the phases of the methodology.

Regarding the “Analysis of the state of the art of the CCI sector”, despite of being difficult to find the data and information required, it is important to try to keep it updated. To have a more complete version of the CCI sector it could be interesting to divide the sector into different subsectors to have a more sectoral focus instead of a generic approach.

On the “Creation of selection criteria for the inclusion of stakeholders on the ICC Sector” it is important to ensure that the criteria selected allow the presence of quadruple helix actors, in particular development agencies, universities and public administration. In the case of the industry, these criteria could also include Key Performance Indicators (KPI).

A KPI is a measurable value that demonstrates how effectively a company is achieving the business objectives, for instance financial metrics (profit, costs...), customer metrics (number of customers, customer satisfaction and retention...), and people metrics (employee satisfaction...). Since the selected criteria can influence the remain activities, for instance the identification of stakeholders and the creation of the regional working group, is crucial to tailor them according to the needs and context of the target region and sector. However, the criteria should not be too strict not to restrict the cluster

The **“Identification of stakeholders”** includes the creation of a database of the regional players of CCI sector, that fulfilled the criteria that were selected on the previous activity. This **database should always be update and the stakeholders can also be identified by the regional institutions during the methodology implementation or cluster development.** The identification of the stakeholders should also include direct contact with the organization, especially because sometimes it is difficult to find the key-person inside the stakeholder. **Therefore, the cluster should always be “open” for the possibility to include new stakeholders.**

On the **“Frontrunners analysis”** sometimes can be difficult for the frontrunner to share its best practice **it could be important to involve him more actively on the development of the creative and cultural industries cluster, for example include him on the initiatives for innovation key-actors or on the regional working group.** This collaborative path can help the frontrunner to be motivated to share its experience. Moreover, **instead of the identification of only one frontrunner, it could be beneficial to identify several projects and best practices that could be used as a model to better identify gaps and needs of the sector and the cluster, as also contributes more effectively to cluster development.**

The **“Definition and implementation of initiatives for innovation key-actors”** is a core activity for the dynamization of the Creative and Cultural Regional Industries Cluster, therefore **these initiatives should be dynamic and periodic.** These initiatives should involve the local stakeholders and be adapted to the cluster needs and reality, for instance, **it could be useful for the local stakeholders to meet best practices on different sectors or different regions/countries.**

Therefore, this activity, jointly with the **“regional working group”**, is structuring for the cluster evolution and for the definition of development strategies, and should receive a lot of attention and time. Along with the importance of these activities come the need to obtain financial resources, therefore it should be defined a budget for the implementation of these initiatives.

Specifically, about the **“Creation of a regional working group”** it is important to have a long-term commitment from the stakeholders, but it is difficult to have them motivated and actively involved. This problem could be solved using a more virtual interaction for the meetings, as well as the change of the location of the meeting to cope with geographical dispersion. Moreover, the regional working group need to be flexible and it needs to be possible to change the stakeholders involved. One way to involve new stakeholder could be the identification of more participants (regional players) by the members of the regional working group.

On the other hand, the opinion of the members of the regional working group it is also important for the development of a CCI cluster. Therefore, we recommend the creation of a survey to collect their experience and recommendations. This survey was not part of the presented methodology, but on Annex V we present an example.

In the view of the impact that the **“Definition and implementation of initiatives for innovation key-actors”** and the **“Creation of a regional working group”** could have on the development of creative and cultural regional industries cluster, these activities should be practical and dynamic, and should be moderated by personal outside the sector/cluster. This ensures the impartiality of the results achieved, while also controlling the bias of the work to be developed.

The **“Selection of a regional coordinator”** is indispensable for the development of creative and cultural regional industries cluster, however to be focused on the cluster obligations it could be important to assure the financial sustainability. The economic sustainability of the cluster can be assured by the stakeholders and can be enhanced by the establishment and development of networks, promoting the technology and knowledge transfer. Meanwhile, the defined strategy for the cluster can also play a significant role and external funding could be a solution, for example through participation in territorial cooperation projects or regional incentives.

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Annexes

I. State of the art template

i Before you begin to fill out the layout, please write a phrase or paragraph that justifies the focus scale of the state of the art (municipal, regional or national). The justification should refer the Nomenclature of Territorial Units for Statistics (NUTS) and the different NUTS classification. For that, consult the link: <http://ec.europa.eu/eurostat/web/nuts/overview>.

Placeholder Text. Please replace this text with yours.

REGION PRESENTATION

i For this chapter is required the integration of key statistics about each region. Images, graphics or other visual content can be added preferably with good resolution. It is compulsory the addition of a caption below of each image, referring its source/ credits, etc. If you do not have enough space to add visual contents in this chapter, please add in annexes section (8), with a proper identification as explained in the previous sentence.
(1-2 pages)

Territorial framework

i Geographical location, surface, etc.

Placeholder Text. Please replace this text with yours.

Demographic data

i Population data.

Placeholder Text. Please replace this text with yours.

Economic framework



Role of your region in national economy; GDP per capita (value and share in national level).

Placeholder Text. Please replace this text with yours.

LEGAL FRAMEWORK

Description of the legal framework on CCI



At different scales: regional, provincial, municipal level.

The identification of legal framework is important to have an overview of the existence (or not) of policies and/ or specific legislation for CCI sector.

Please refer only to the most recent legislation or in any case to the legislation currently in force of CCI. Please keep in mind the reference period 2013-2015; anyway take in consideration a 3 years period at least.

(1-2 pages)

Placeholder Text. Please replace this text with yours.

Regional innovation strategies for smart specialisation (RIS3)



If your region has a RIS3, please highlight what is written on cultural and creative industries.

Placeholder Text. Please replace this text with yours.

Other strategic documents



If so, please refer legal documents and policies related to CCI sectors or foreseen effects on CCI sectors.

Placeholder Text. Please replace this text with yours.

STRATEGIC CHALLENGES FOR CCI SECTOR

Regional initiatives



In this content please list cultural programmes, festivals, conferences, meetings, European Capital of Culture, etc., what is (or will be) organized in your region. This point aims to know the regional or local offers in creative and cultural area and to understand the dynamism of each region.

(1-2 pages)

Placeholder Text. Please replace this text with yours.

THE CREATIVE SYSTEM IN THE REGION



This chapter is crucial to understand the main regional actors who have contributed for the development and growth of CCI activities. For each chapter's paragraph, please provide data (e.g. number of SMEs and employed people) and statistics that can sustain the selected information.

(2-3 pages)

Private sector



Describe the specialized companies, private institutions, associations, foundations, cooperatives, etc., which have an active role in your region.

Placeholder Text. Please replace this text with yours.

Public sector



Governmental bodies, institutions, etc.

Placeholder Text. Please replace this text with yours.

Professionals involved

i *Namely freelancer or independent professionals. Please specify their core activities (e.g.: design, visual arts, illustration, etc.).*

Placeholder Text. Please replace this text with yours.

The cultural and creative synergy

i *This point will serve as conclusion to affirm the existence (or not) of interaction among different professionals, and how they work together.*

Placeholder Text. Please replace this text with yours.

EDUCATION AND RESEARCH

i *A description of the offer of Education provided by vocational schools, universities, research centres, laboratories, research institutes, and others, as it is important to know if each region is investing on the educational and research field of CCI sector.*

(2-3 pages)

Educational curricula offered

i *Please list the curricula of universities and/or third level educational institutions and/or vocational schools in your region (designation of the course, and a brief description of the course's objectives and professional outlets).*

Placeholder Text. Please replace this text with yours.

Research centres, laboratories and research institutes

i *Regarding the research centres, laboratories and research institutes topic, please provide a list of the research outputs such as (number of) patents, trademarks, utility models, copyright, etc.*

Placeholder Text. Please replace this text with yours.

MAIN CULTURAL AND CREATIVE INDUSTRIES



This chapter is the conclusion of each regional state of the art analysis.

(3-4 pages)

Identification of 3 main sectors or subsectors



On page 57 of ChIMERA application form is written: “(...) the project starts from a comprehensive analysis of best practice of innovative clusters models in CCI sector (with focus on audiovisual, design and digitalization) at transnational level.”

If in your territory some of this sectors are non-existent or irrelevant, please indicate other sector(s) or subsector(s) with more expression in your region, and justify your choice.

Placeholder Text. Please replace this text with yours.

Identification of 3 regional best practices



The identification of 3 regional best practices is a way to justify the above selection. Suggestion: Choose 3 regional best practices that can be involved on ChIMERA's future activities.

What is a good/best practice?

“A good practice is defined as anything that has been tried and shown to work in some way – whether fully or in part but with at least some evidence of effectiveness – and that may have implications for practice at any level elsewhere.”¹

Key questions to help identify best practices:²

- 1) It produces superior results (superior is defined as 25 percent or higher results than the normal output).
- 2) It is clearly a new or innovative use of manpower or technology.
- 3) It is recognized by at least three different references as a best practice (that is, three or more public domain sources have referenced this practice).
- 4) It has received an external award for this practice.
- 5) It is recognized by their customers or suppliers.
- 6) It is recognized by an industry expert.
- 7) When the organization(s) utilizing it have a patent for this practice.
- 8) It leads to exceptional performance.

¹ Serrat, O. (2008). *Identifying and Sharing Good Practices*, Asian Development Bank. Retrieved from: <https://www.adb.org/sites/default/files/publication/27598/identifying-sharing-good-practices.pdf>

² Burke, C. J. (n.d.). *10 Steps to Best-Practices Benchmarking*. Retrieved from: <https://www.qualitydigest.com/feb/bench.html>

Please fill out the form for each of the best practice (b.p.):

Best Practice 1

Name	Mention the original name of the b.p. Placeholder Text. Please replace this text with yours.
Profile	A short descriptive title that can be accompanied by a short abstract. Indicate if the b. p. is a company, institution, project, cultural programme, etc. Also specify the main work core, processes, function, author(s), etc. Placeholder Text. Please replace this text with yours.
Description	Specify the processes, resources, tools, techniques, skills and works that are applied or developed by the b.p. Placeholder Text. Please replace this text with yours.
Context impact	If applicable, what problems does it solve? It is determinant for the improvement of the cultural and creative industry in the territory at municipal, regional, national and international level? Placeholder Text. Please replace this text with yours.
Links to Resources	Expert, author or owner contact details; website link; Facebook page; Twitter, etc. Placeholder Text. Please replace this text with yours.
Key words	List the key works that define the activity of the b.p. (Example: Graphic design; Web design; Web marketing; Multimedia) Placeholder Text. Please replace this text with yours.

Best Practice 2

Name	Mention the original name of the b.p. Placeholder Text. Please replace this text with yours.
Profile	A short descriptive title that can be accompanied by a short abstract. Indicate if the b. p. is a company, institution, project, cultural programme, etc. Also specify the main work core, processes, function, author(s), etc. Placeholder Text. Please replace this text with yours.
Description	Specify the processes, resources, tools, techniques, skills and works that are applied or developed by the b.p. Placeholder Text. Please replace this text with yours.

Context impact *If applicable, what problems does it solve? It is determinant for the improvement of the cultural and creative industry in the territory at municipal, regional, national and international level?*

Placeholder Text. Please replace this text with yours.

Links to Resources *Expert, author or owner contact details; website link; Facebook page; Twitter, etc.*

Placeholder Text. Please replace this text with yours.

Key words *List the key works that define the activity of the b.p.
(Example: Graphic design; Web design; Web marketing; Multimedia)*

Placeholder Text. Please replace this text with yours.

Best Practice 3

Name *Mention the original name of the b.p.*

Placeholder Text. Please replace this text with yours.

Profile *A short descriptive title that can be accompanied by a short abstract.
Indicate if the b. p. is a company, institution, project, cultural programme, etc.
Also specify the main work core, processes, function, author(s), etc.*

Placeholder Text. Please replace this text with yours.

Description *Specify the processes, resources, tools, techniques, skills and works that are applied or developed by the b.p.*

Placeholder Text. Please replace this text with yours.

Context impact *If applicable, what problems does it solve? It is determinant for the improvement of the cultural and creative industry in the territory at municipal, regional, national and international level?*

Placeholder Text. Please replace this text with yours.

Links to Resources *Expert, author or owner contact details; website link; Facebook page; Twitter, etc.*

Placeholder Text. Please replace this text with yours.

Key words *List the key works that define the activity of the b.p.
(Example: Graphic design; Web design; Web marketing; Multimedia)*

Placeholder Text. Please replace this text with yours.

BIBLIOGRAPHY



List all bibliography consulted. The bibliographic information should follow the APA format (American Psychological Association)³.

This chapter is mandatory and has no limit of pages.

Placeholder Text. Please replace this text with yours.

ANNEXES



Annexes deemed relevant for a better understanding of what described in the above chapters.

You can attach for example the full texts of the laws described in chapters 2 and 3, or scientific articles illustrating in more detail what is described.

This material can be useful also for the educational activities.

This chapter has no limit of pages.

Placeholder Text. Please replace this text with yours.

—
END OF DOCUMENT

³ For the consultation of APA format rules, we suggest the on-line document: <http://www.iirp.edu/pdf/IIRP-APA-Guidelines.pdf>

II. Comparative Analysis Workshop

WHAT IS NECESSARY:

Room

Organization of tables in **U** for participants to have eye contact. Please, create a comfortable meeting environment, pleasant to sit and think to get the most out of the session. Make sure that the room is well lit and with the tools and resources that will be necessary. Minimize distractions so that the participants can be focused during the session.

Materials

Regional State of the Art & SWOT analysis printed
Laptop
Projection screen
Flip chart or writing board
Paper sheets
Paperboard
Colourful post-its (bigger size)
Pens

Participants

Regional Working Group
Key-experts related with the field of CCI (ex.: cluster), policy makers, analysts or consultants responsible for the creation of RIS 3.

Facilitators

3 persons to guide the workshop: 1 main host and 2 coaches to support the main host in specific activities.

Workshop methodologies

- 1) Who are you? & Who is she/ he?
- 2) Brainstorming & Brainwriting
- 3) World Cafe

DAY 1

WELCOME & KNOWLEDGE

1 hour max.

1. Welcome the participants according to protocol and a brief explanation about the aim of the workshop. *[10 minutes]*
2. To break the ice, the participants will be encouraged to meet each other through a group dynamic:

2.1. **Who are you?** *[5 minutes total for the entire group]*

The participants will be divided into pairs {1x1} to meet and interview the person of his/her side and will ask him/her: name, profession, entity/ institution/ company, main professional skills related with CCI, etc.

Each person should write the answers in a sheet paper as a memory aid.

2.2. **Who is she/ he?** *[2 minutes per person; total 30-45 minutes maximum]⁴*

The group reconvenes and each person will present the interviewer to the rest of the group.

The main host will be responsible for time control and by both dynamics. The participants should be synthetic and respect the time.

READ & DISCUSS

3 hours max.

The participants and the invited key-experts will analyse the regional State of the Art and the SWOT analysis, as a starting point to have a reference for discussion and reflection.

⁴ Depending the number of participants, this exercise should not be too long.

1. Both documents can be printed and delivered in the beginning of the workshop, or, previously sent by email, allowing the proper preparation of participants, avoiding lose time read it at the time.
2. The main host will monitor the time and throw questions to motivate the discussion among the participants → Please see: *KEY-QUESTIONS FOR DISCUSSION OF REGIONAL STATE OF THE ART & SWOT ANALYSIS*

LISTEN & LEARN

2-3 hours max.

1. Objective: Know in depth a real example that can be an inspiration.

An invited expert will present their case (e.g.: could be a regional or national CC cluster = frontrunner).

This session it is very important to have knowledge how a CC cluster works, its aim, role, etc.

The presentation should have a duration of 1 hour, depending of course the time that the speaker/expert will need.

After the presentation of CC cluster as a good practice, the main host will guide the session so that the participants can ask questions addressed to the CC cluster expert.

DAY 2

THINK & CHANGE I

3-4 hours max.

After reading the State of the Art and learning by a case study (e.i. CC cluster), the participants will point out similarities and differences = Brainstorming.

The main host and the key-experts should guide this session, e.g. the invited CC cluster member or CC manager that has an important role for the region.

Please see: *BRAINSTORMING*.

THINK & CHANGE II

3-4 hours max.

With the help of an expert, the participants will outline recommendations to fill gaps and tune up the CC innovation.

The ideas should follow the methodology presented in *THINKING & CHANGE II*.

KEY-QUESTIONS FOR DISCUSSION OF REGIONAL STATE OF THE ART & SWOT ANALYSIS

For this discussion, the main host will deliver to participants colorful post-its: Green paper for positive aspects; Yellow paper for negative aspects.

The room should have a spacious wall or board that allows separate Positive vs Negative, promptly divided/ aligned.

Each section (Positive vs Negative) has a coach that will organize the answers and build a logical map or structure based on participants' responses.

QUESTION 1

What are the main positive and negative points that should be highlighted regarding the situation of CCI in the region?

QUESTION 2

What are the main positive and negative points for the improvement of CCI in the region?

Methodology:

Individually, each participant will write down 5 positive and 5 negative aspects. (10 minutes)

The answers will be glued and exposed in the wall/ board in the respective aspects, and monitored by the coach of each section.

When the participants are responding the 1st question, the coach responsible for its section (Positive or Negative) organize the answers, separating them in the same space (wall/ board) the responses that are similar and the ones that are completely different. This subdivision will help organize participants' inputs.

Guidelines:

These two questions will boost the discussion, but it is possible to prepare further questions to complete the exercise and encourage a more varied participation.

The aim of this exercise is thinking in a concise and focused manner, allowing participants to start/activate the discussion. The debate should be done orderly, guided by the main host and by the coaches. As required for the SWOT analysis workshop, it is important that all participants can express their opinion, being important that not only one or two people monopolize the discussion.

The required preparation of the facilitators (1 host + 2 coaches) is crucial for the facilitation and orientation of the workshop. Whose has to be an expertise in regard of workshop theme, reading previously steps (State of the Art & SWOT analysis), and awareness about the CC sector in the region.

Taking part of was exposed at the wall or board, the main host with the support of the coaches, will throw questions that will stimulate the discussion.

The coaches should write notes about the main points discussed in the debate. These notes can be used as a memory aid for the day 2, if necessary of using them during the thinking and discussion scenes.

BRAINSTORMING

Objective

A brainstorming can help generate essential solutions to problems. It can also encourage people to commit to solutions, because they provide input and play a role in developing them. During the process, there should be no criticism of ideas, and creativity should be stimulated.

Methodology

“Brainwriting” is a written approach used to encourage generate and develop ideas. However, it is crucial giving to everyone equal opportunity to participate, and it enables all group members to think without any "blocking."

Duration

3-4 hours

Step 1: Prepare the group

Include people from a wide range of disciplines and/or professional experiences, and people with a variety of different thinking styles.

1. One person will be responsible for writing the ideas that come from the session (e.g. could be one of the coaches). It is important post notes where everyone can see them, such as on flip chart or whiteboard; or use a computer with a screen projector.
2. The main host will be the team manager *plus* the invited key-expert⁵, and will stimulate the group to get a variety of contributions.

Step 2: Present the Problem

For the usefulness of the session, it is essential define clearly the problem that should be solved, and lay out any criteria, making clear that the meeting's objective is to generate as many ideas as possible.

1. Give to the group enough time at the start of the session to they write down their own ideas as they can. (*15-20 minutes*)
Deliver a previously sheet paper divided into Similarities vs Differences in order to each person do its own “brainwriting”. This sheet will help the thinking and organize the ideas.

NOTE: The identification of *Similarities vs Differences* it is in relation of the real situation of your region in the CC sector, comparing it with the CC good practice or cluster presented on day 1.

2. Ask the group to share their ideas, while giving everyone a fair opportunity to contribute (*5-10 minutes per person*).
As mentioned on Step 1, the coaches will write down the ideas; one of them may be responsible by write down the participants' contributions on the Similarities side and the other on Differences side of the flip chart or writing board.

Step 3: Guide the Discussion

⁵ It is optional, for instance, the key-expert may not want be a team manager or be part of this action. This aspect should be negotiated, i.e., previously spoken with the guest.

Once everyone has shared their ideas, starts a group discussion to develop other people's ideas, and use them to create new ideas. Building on others' ideas is one of the most valuable aspects of group brainstorming. Encourage everyone to contribute and to develop ideas, including the quietest people, and discourage anyone from criticizing ideas.

In this part, the role of the facilitators (main host *plus* the key-expert – if applicable) is:

- maintain an energy supporting among the group and guiding the discussion;
- keep to one conversation at a time;
- refocus the group if people become sidetracked;
- allow everyone have fun while brainstorming.;
- stimulate the creativity;
- encourage the group to come up with as many ideas as possible, regardless of whether they are practical or impractical.

Do not follow one train of thought for too long. Make sure to generate a good number of different inputs, and explore individual ideas in detail. If a person needs to "tune out" to explore an idea alone, allow them the freedom to do this. Also, if the brainstorming session is lengthy, take plenty of breaks so that people can continue to concentrate.

THINKING & CHANGE II

Objective

Based on the contributions set up in THINK & CHANGE I (Brainstorming) the participants will outline recommendations to fill gaps and tune up the CC innovation. The intention is to consolidate the participants in different groups applying the method 'World Cafe' to have a variety of inputs.

The use of "Brainwriting" will function as a support for 'Thinking & Change II' exercise. More contributions achieved, more and varied results would be obtained for CC innovation recommendations.

Methodologies

World Cafe (as used for regional SWOT analysis)

Brainwriting (as used at THINKING & CHANGE I)

Duration

3-4 hours

Step 1: Introducing the focus theme

The main theme and subject should be clearly explained to participants know what will be their role and the focus question for contributions. Namely:

Recommendations for the Cultural and Creative innovation

Recommendations approach:

To give the diversity of economic, social, and political existing in the region. Practically all elements of the recommendations already are present in a region with variable degrees of maturity and results. The recommendations, therefore, are intend not as a sequential checklist of disconnected tasks, but as an interdependent and connected system of priorities and principles to improve and strengthen the skills and the innovation of the CC sector in the region.

Step 2: Organization & Brainwriting

1. Heteronomously, the participants will be divided into groups (4-6 depending the total number of participants)⁶ and will meet in separated tables or rooms, take into account the physical characteristics of the venue/ meeting room – application of the ‘World Cafe’ method. It is crucial that the atmosphere will be pleasant and not too noisy, which might can interfere the conversation of the other groups.
2. Based on the topics identified in THINK & CHANGE I (Brainstorming), each group will have a moment to deeply think and debate (during *1 hour*) in regard of Gaps vs Solutions to tuning up the CC innovation – Brainstorming II.
3. To boost their thinking and contributions, a flip chart or paperboard will be provided to each group, and aligned into Gaps | Solutions. In addition, it is recommendable that each person has an A4 sheet, with a blank table readily

⁶ It is important to gather persons with different professional experiences and thinking styles.

divided (Gaps | Solutions), in case each participant wishes write their own notes
 – Brainwriting II.

An example of possible or suggestive discussion topics:

GAPS <i>[Identification of the main causes of innovation gaps]</i>	SOLUTIONS (= Recommendations) <i>[Overcome skills and innovation gaps]</i>
<i>E.g.: vulnerability, low performance, low investment, few CC companies, etc.</i>	R1: Strengthen Framework Conditions <i>E.g.: policies that establish the fundamentals of a well-functioning economy</i>
	R2: Enhance the Efficiency of Investment <i>E.g.: Enhance policy effectiveness</i>
	R3: Increase the Level of Investment <i>E.g.: Increase private investment in skills and innovation development</i>
	R4: Build Stronger Public-Private Collaborations
	R5: Foster Intra-regional cooperation Etc.

4. If necessary (is not mandatory; it is optional) the main host, the coaches and the invited expert(s) will support or boost each group in some issues that can be stimulated for their discussion and identification of Gaps vs Solutions. Each partner should define this detail with antecedence in order to provide a well-organized service to the groups. However, the support should not affect, hamper and monopolize the results that each group should achieve, e.i., the facilitators have the role of encourage the thinking but not make any decisions.
5. First and to help the thinking, is suggested the identification of Gaps to, afterward, list the Solutions (= Recommendations). This message should be explained in the beginning of the exercise.

Step 3: Presentation and Discussion

The facilitators (main host *plus* the key-expert – if applicable) will lead the timing presentations of each ‘World Cafe’ group – *15-20 minutes per group*, totalizing *1 hour maximum* for groups’ presentations.

1. Each group will present to all participants their CC innovation recommendations. One person of the group can be the responsible for presenting them, as representative of the group. It is important respect the time to achieve an equal exposition for each 'World Cafe' group.
2. After the presentation of all 'World Cafe' groups, the main host and the key-expert will lead the discussion, asking the involvement of all the participants in order to highlight the results. In this phase, is necessary validate possible recommendations that are quite similar but written in a different way. The intention is to write down a final document for "Recommendations for the Cultural and Creative innovation", and find a common agreement among the participants about the file.
3. At the time, a document should be created by one of the coaches preferably in *Word format* and, simultaneously, shared through projection screen for the best knowledge of all.
4. During the discussion phase, it is crucial that the main host apply the methodology used in *II - Brainstorming; Step 3: Guide the Discussion* – with the aim of maintain the necessary dynamism, interest and participation of all.

III. Stakeholders Survey

Evaluation of the Development of Regional Cluster of CCI

This survey aims to evaluate the stakeholder's opinion of implementation of the methodology for the development of a Regional Cluster of CCI.

Organization:

Contact Person:

Contact:

Email

Telephone-

1. Please provide a brief description of your organization and its role on the CCI sector:

2. How did you find out about the development of a Regional Cluster of CCI?
 - ☐ Through another stakeholder
 - ☐ Through the regional coordinator
 - ☐ Through social media

3. Which are the **main constraints** in the CCI sector in your region? (select 3 maximum)
 - ☐ Mobilization of stakeholders
 - ☐ Interest from the stakeholders
 - ☐ Environment for cooperation (time and resources)
 - ☐ Financial support to stimulate the cluster
 - ☐ Financial support to promote common projects in the cluster
 - ☐ Technical support (human resources) to stimulate the cluster
 - ☐ Cluster Strategy
 - ☐ Governance Model
 - ☐ Other. Which?

4. Which are the **main strengths** in the CCI sector in your region? (select 3 maximum)
 - ☐ Mobilization of stakeholders
 - ☐ Interest from the stakeholders
 - ☐ Environment for cooperation (time and resources)
 - ☐ Financial support to stimulate the cluster
 - ☐ Financial support to promote common projects in the cluster
 - ☐ Technical support (human resources) to stimulate the cluster

- Cluster Strategy
- Governance Model
- Other. Which?

5. Is your organization interested in have an active role on the development of regional CCI Cluster?

- Yes
- No
- Maybe – please clarify

6. If your organization is interested on participate actively on the development of regional CCI Cluster please indicate the activities in which you wish to participate, if not, pass to question 6.1

- Creation of selection criteria for the inclusion of stakeholders on the ICC Cluster
- Identification of stakeholders
- Definition and implementation of initiatives for innovation key-actors
- Creation of a regional working group
- Selection of a regional coordinator

6.1. Please justify your answer.

7. Regarding the methodology for the development of regional CCI Cluster, and when applicable, please indicate, for each activity/instrument, your opinion.

	positive aspects	negative aspects	comments / recommendations / suggestions
state of the art			
Criteria selection of Stakeholders			
Identification of stakeholders			
Frontrunners analysis			
Initiatives for innovation key-actors			
Regional working group			
Regional coordinator			

IV. Regional Coordinator Survey

Evaluation of the Methodology for the Development of Regional Cluster of CCI

This survey aims to evaluate the implementation of the methodology for the development of a Regional Cluster of CCI of each ChIMERA project partner.

Partner:

Date:

Region:

1. Is the CCI Cluster consolidated in your region?
 - ☐ Yes
 - ☐ No

2. Please provide a brief description of your CCI Cluster:

3. Which are the **main constraints** in the CCI Cluster in your region? (select 3 maximum)
 - ☐ Mobilization of stakeholders
 - ☐ Interest from the stakeholders
 - ☐ Environment for cooperation (time and resources)
 - ☐ Financial support to stimulate the cluster
 - ☐ Financial support to promote common projects in the cluster
 - ☐ Technical support (human resources) to stimulate the cluster
 - ☐ Cluster Strategy
 - ☐ Governance Model
 - ☐ Other. Which?

4. Which are the **main strengths** in the CCI Cluster in your region? (select 3 maximum)
 - ☐ Mobilization of stakeholders
 - ☐ Interest from the stakeholders
 - ☐ Environment for cooperation (time and resources)
 - ☐ Financial support to stimulate the cluster
 - ☐ Financial support to promote common projects in the cluster
 - ☐ Technical support (human resources) to stimulate the cluster
 - ☐ Cluster Strategy
 - ☐ Governance Model
 - ☐ Other. Which?

5. Regarding the implementation of the methodology for the development of regional CCI Cluster please indicate the activity in which you had **more difficulties**:

- Analysis of the state of the art of the CCI Cluster
- Creation of selection criteria for the inclusion of stakeholders on the ICC Cluster
- Identification of stakeholders
- Frontrunners analysis
- Definition and implementation of initiatives for innovation key-actors
- Creation of a regional working group
- Selection of a regional coordinator

5.1. Please justify your answer.

6. Regarding the implementation of the methodology for the development of regional CCI Cluster please indicate the activity in which you had **less difficulties**:

- Analysis of the state of the art of the CCI Cluster
- Creation of selection criteria for the inclusion of stakeholders on the ICC Cluster
- Identification of stakeholders
- Frontrunners analysis
- Definition and implementation of initiatives for innovation key-actors
- Creation of a regional working group
- Selection of a regional coordinator

6.1. Please justify your answer.

7. Regarding the methodology for the development of regional CCI Cluster, and when applicable, please indicate for each activity/instrument a brief description of advantages, disadvantages and suggestions of its implementation.

	advantages	disadvantages	suggestions
state of the art			
Criteria selection of Stakeholders			
Identification of stakeholders			
Frontrunners analysis			
Initiatives for innovation key-actors			
Regional working group			
Regional coordinator			

V. Regional Working Group Survey

Evaluation of the Regional Working Group for the Development of Regional Cluster of CCI

This survey aims to evaluate your experience as a member of the regional working group for the development of a Regional Cluster of CCI.

Note: Please X mark the selected answers.

1) How did you hear about this regional working group?

- ☐ By email / invitation
☐ By phone contact / invitation

2) Focusing on the points below, classify the organization of the regional working group.

	Not satisfactory	Satisfactory	Good	Very good	No answer
Preparation (invitations, communication, information)					
Location (initiative location, meeting rooms...)					
Support Materials and Documents Available					
Technical devices and features used during the session					
Session coordination and moderation					
General organization					
Additional Information (optional):					

3) Focusing on the points below, classify the programme of the regional working group.

	Not satisfactory	Satisfactory	Good	Very good	No answer
Reception of participants					
Group dynamics and interaction between participants					
Session Thematic Content					
Objectives of the session					
Practical session results					
Session Duration					
Additional Information (optional):					

4) Focusing on the points below, how important was the session to you?

	Not satisfactory	Satisfactory	Good	Very good	No answer
It was inspiring					
Provided useful and pertinent information about regional CCI					
Showed how to be more participative in the CC sector					
It allowed to meet and communicate with other participants in an informal and unusual way.					
It allowed greater awareness of regional dynamics of CCIs					
It allowed to learn from the experience and knowledge of the other participants.					
It allowed to know and learn from different points of view					
It allowed to meet new problems and challenges					
Identified potential projects and / or collaborative work in the CC sector					
Additional Information (optional):					

5) Focusing on the points below, refer to the most (+) and least (-) important aspects of the session.

	(-) Less important	(+) More important
Capacity of facilitators to engage the participants		
Dynamics and exchange of experiences		
Orientation of different groups or thematic tables		
Opinion Sharing		
Theme addressed		
Knowledge and professional experience of stakeholders		
Object of analysis and content produced		
Session Duration		
Additional Information (optional):		

6) Focusing on the points below, which aspects would you like to see improved?

	Not satisfactory	Satisfactory	Good	Very good	No answer
The session could have been organized differently					
The session could have taken place in a shorter period of time.					
The punctuality of participants					
The coffee break served					
The materials provided could be more succinct and / or graphically appealing					
Too much theory or irrelevant additional information					
At times, the session was dispersed and other topics not relevant to the topic or session were discussed.					
Additional Information (optional):					

7) If you have the chance, would you like to participate on other the regional working group for the development of a Regional Cluster of CCI?

Yes of course!	
Perhaps!	
I think not!	
No way!	
Other (Specify):	

8) If you wish, you can write other comments or suggestions about this session.

Interreg
Mediterranean



ChIMERA

**INNOVATIVE CULTURAL
AND CREATIVE CLUSTERS
IN THE MEDITERRANEAN AREA**

Project co-financed by the European
Regional Development Fund

PROJECT PARTNESHIP

Autonomous Region Friuli Venezia Giulia
Italy (Lead Partner)

Basilicata Region
Italy

Creative Apulia Cluster Association
Italy

Technology Park Ljubljana Ltd.
Slovenia

Local Company of Initiatives and Activities of Malaga S.A
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