



smath

**Smart atmospheres of social and financial innovation
for innovative clustering of creative industries in MED area**

Deliverable n. 4.2.2

**“HANDBOOK TO SUPPORT TRANSFERRING
ACTIVITIES”**



Project co-financed by the European
Regional Development Fund

Project information

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Consortium:

Veneto Region - Direction of Cultural heritage Cultural Activities and Sport, IT, Lead Partner

Ca' Foscari University of Venice , IT

Friuli Venezia Giulia Autonomous Region, IT

Barcelona Activa SA SPM, ES

Institute of Culture of the Municipality of Barcelona, ES

Technopolis City of Athens SA, GR

The Culture and Heritage Industries Cluster, FR

TVT Innovation, FR

Agency for Territorial Marketing Ltd., SI

Zagreb Innovation Centre Ltd., SI

Introduction

Deliverable 4.2.2 “Handbook to support transferring activities” is integrative part of the SMATH project Activity 4.2 „Strengthening the market potentials of CIs“, with objective to set-up main project's achievements, success cases and ideas generated looking at CIs industries and related cross-innovation actions involving Cultural sites and actors as a model of intervention.

The handbook itself will give guidance and practical instruments and info how to conduct transferring activities addressed to all actors potentially interested. It will identify instruments to be used and methodologies to be applied.

SMATH project partnership elaborated tools and methodologies delivered by the project and selected those that should, within the transferring process, generate strongest impact to replicability and applicability of the SMATH project outcomes and results beyond project partnership and participating territories.

This deliverable will support project partners in terms of transferring activities to selected target groups.

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1. General framework

1.1 Objectives of the SMATH project

In line with the Europe 2020 strategy for growth and jobs, culture and creative sector should increasingly contribute to employment and growth across Europe. There is a lot of untapped potential in the cultural and creative industries to create growth and jobs and Europe must identify and invest in new sources of smart, sustainable and inclusive growth drivers to put in place the right conditions for creativity and innovation to flourish in a new entrepreneurial culture (COM/2010/0183).

The MED countries and in particular the territories that are part of the project are accumulated by the fact of a rich presence of cultural engines (cultural core) and a suboptimal connection between this cultural engine and business oriented creative industries. The challenge is to achieve the full potential and boost the power of the cultural engines in order for them to truly act as catalyst of creativity and innovation.

SMATH identifies and tackles the territorial challenge in overcoming the gap between the theoretical conjunction of the cultural and creative sectors and the lack of real connections between the two sectors in practice. This will be done via innovative clustering based on the quantitative and qualitative increase in the dialog between cultural engines and creative industries on one side, and fine tuning of the value enhancing service to the specific needs of creative industries on the other. The combination of the two: increases dialog and the fine tuning of the value enhancing services generate smart atmosphere.

Smart atmosphere equals innovative clustering as the dynamic product of the relations “culture factories” and “value enhancing services” involved in local cluster of creative and cultural production able to increase transnational activity of innovative clusters and networks in CCI - one of the key sectors of the MED area.

The objective of SMATH is to strengthen the competitiveness of creative industries in the MED area by structuring “Smart Atmospheres” as innovative clustering of cultural engines and value enhancing services. SMATH raises awareness of the need to better connect cultural productions and business interests in order to fully develop the potential of creative industries. The relation between cultural productions and creative business has so far been more theorized than practiced. Abstract models assume that a “cultural core” would almost automatically inspire new creative entrepreneurship. Policy evaluation and evidence from research have shown that is rarely the case. Culture and creativity, close in theory, in practice tend to operate within distinct modes of production that may even diverge. The project capitalizes on this evidence to shape a new, specific spirit of collaboration between culture and creativity. Social innovation is proposed as the trigger of such an improved connection, implemented with the creation of Smart Atmospheres. It is through the multiplication of social ties and the strengthening of relational bonding that smart atmospheres are generated. In particular, the objective is to embed in richer collaborative atmospheres the two aggregates of “cultural engines” and “value enhancing services”.

Such social innovation will be sustained with greater mutual knowledge, cross-fertilization and a highly focused development of practice-based models and tools.

SMATH project aimed to achieve 3 main results:

1. Practice-based awareness of the potential of cultural for creative industries

The project will generate and diffuse a sounder and more practical awareness of the economic potential of culture for the development of creative business. Misleading quick-fixes and automatism often contained in abstract models will be replaced by evidence-based approaches based on specific analysis conducted at the local and regional level.

This will result in repertoires of narratives and cases that will outline both the good practices and the complexities of combining cultural production with business orientation. SME will be able to use such awareness to fully capture and exploit in innovative ways the potential of culture-based approaches. Policy makers will dispose of a knowledge base for designing less generic instruments for the development of creative industries.

2. Process and model of social innovation tailored to the peculiar characteristics and need of SME in the creative sector

Creative nests are the physical and symbolic spaces in which Smart Atmospheres are activated and generate positive spillovers. The creative nests are catalyst for social innovation, initiating processes and intensifying relationships among subjects of the cultural industries and the value enhancing services. The project will set up a richer collaborative fully blown cultural atmosphere shaped as an innovative cluster that will cause moments dialog and comparison between the two aggregates of “cultural engines” and “value enhancing services”. Continuous relational bonding between the cultural engines and creative industries starts and stabilizes this atmosphere that stops being something sporadic and becomes permanent, a proper change. The nests will be developed in the project partners territories and the model will be replicable on other sites. The value of modelling and transferability is the activation dimension of the smart atmospheres.

3. More effective transmission of cultural content to creative industries

Express the full potential of cultural engines to boost their power, in order for them to truly act as the fundamental fuel of creative industries. This can only be done via innovative clustering based on the increase in the quantity and quality of dialog between cultural engines and creative industries on one side and fine tuning of the value enhancing service to the specific needs of creative industries. While the dialog is enhanced through models of smart atmosphere, the fine tuning is done by setting-up a network of investors able to cooperate and to support the CCI sectors with a variety of financial instruments tailor-made to CCIs needs and able to maximise their potentialities of growth.

4. More focused administrative capacity within local and regional governments

Knowledge transfer to public officials will improve the capacity of local governments to intervene and promote culture and creativity based economic development. Through training courses, meeting and actions of sensibilization the local and regional administrative authorities will gain better understanding to the need and modes to govern the continuation of smart atmospheres.

1.2. Handbook Methodology

“Handbook to support transferring activities” represents a guidance and consists of practical instruments and info how to conduct transferring activities addressed to all actors potentially interested. In addition, the Handbook identifies instruments to be used and methodologies to be applied.

The Handbook elaborates 3 main topics relevant for the transferring process:

1. To whom the transferring activities will be addressed to (target groups)?
2. Which of the project outcomes will be transferred (methodologies, tools, pilot action reports, success cases)?
3. How will selected project outcomes be transferred?

Transnational systematic approach has been used in the starting phase of Handbook preparation. All project partners were invited to fill the questionnaire (Annex 1.) that enabled transnational ranking of project outcomes relevance and instruments to be used for the transferring processes.

1.3. Objectives of the Handbook in relation to the SMATH project objectives

SMATH project aims at developing a model of social innovation tailored to the peculiar relation between cultural productions and creative business to overcome the key issue of the divergence between the two sectors. This objective will be reached through generation of smart atmospheres increasing the social ties and the strengthening of relational bonding between the cultural and creative industry.

At the same time project to raise awareness of the diversity between them to better connect cultural productions and business interests in order to fully develop the potential of creative industries and to increase and improve the capacity of local government to govern the relationship between cultural and creative industries.

To do so, project delivered/is delivering a number of preliminary studies, training courses, methodologies, toolkits and has set-up “Creative nests” as a generators of the Smart Atmospheres. In addition, the project set-up the MED Creative Cluster and implemented a pilot action as a demonstration of the project approach where, within the Smart atmospheres and with support of the project methodologies, profit oriented creative entrepreneurs were connected with the cultural engines to jointly develop new business/project ideas with market potential.

Main objective of the handbook is to transfer documented knowledge and experience gained within the SMATH project, thus trigger and support replication and application of the project approach beyond the territories represented by the project partners.

A second level objectives of the handbook are as follows:

- To define the main content of tools (methodologies and instruments) for the transfer to the target users.
- To define the target users, including a description of their particular needs and fields of activity that should be addressed in the process of transfer taking into consideration the pairing of the target groups’ specialities.
- To provide the guidelines for use and implementation of the tools (methodologies and instruments) contained in the D4.1.2.

2. Key elements of the Transferability Methodology

2.1. Target groups, their needs and goals

Project target groups and their description according to the application form

TARGET GROUPS	DESCRIPTION
Sectoral agency	Cultural Agencies, Film Mission, Performing arts networks, etc
Business support organisation	Chamber of Commerce, Economic centres, Entrepreneurial Associations
Education / training centre and school	Schools, Education institution, Arts Academies, etc
Enterprise, except SME	Agencies dealing with advertising, film mission, media and multimedia, etc
General public	citizens, particularly youths
Interest groups including NGOs	Cooperatives operating with Culture, Association in charge to manage cultural heritage sites, etc
Higher education and research	Universities, Academia, etc
Infrastructure and (public) service provider	Public agencies dealing with the management of cultural heritage
International organisation, EEIG	Cultural Alliances, cultural and creative networks, etc
Local public authority	Municipalities
National public authority	National Agencies for Culture
SME	SMEs working on Creative and Cultural sectors
Regional public authority	Regional Authorities and Regional Department dealing with Innovation, Culture, Creative Sectors

Target groups selected for the transferring process:

1. Creative Industries Operators
2. Clusters from the creative industries
3. Policy makers
4. Intermediary organizations (Business support organizations)
5. Citizens (general public)
6. Investors¹

Table 1: Grid of needs and goals that should be addressed during the transferring process in relation to the particular target groups

Target group	Needs	Goals
Creative Industries Operators	<p>Improved managerial capacities (marketing, sales, management)</p> <p>Better understanding of cultural engine potentialities for joint business ideas</p> <p>Access to finance beyond short term loans for micro loans for funding gaps and public subsidies for CCIs</p>	<p>To improve managerial capacities of small, often micro SMEs in the creative sector</p> <p>To improve marketing and sales skills</p> <p>To increase awareness on cultural engines potentialities in generating joint business ideas</p> <p>To increase awareness and knowledge in accessing alternative financing mechanisms, such as the crowdfunding</p>
Cultural Engines	<p>Improved managerial capacities (marketing, sales, management)</p> <p>Upgrade of cultural offer in terms of digitalization, promotion, new portfolio of services</p> <p>Better connection with creative SMEs in terms of more efficient utilization of their market potential</p> <p>Access to finance</p>	<p>To improve managerial capacities of small, often micro SMEs in the creative sector</p> <p>To improve marketing and sales skills</p> <p>To increase awareness on potentialities in generating joint business ideas with creative entrepreneurs</p>

¹ Additional target group outside the ones mentioned in the project application form, due to their relevance in financing of the CCIs projects.

		To increase awareness and knowledge in accessing alternative financing mechanisms, such as the crowdfunding
Clusters from the creative industries	Target participants will face challenge how to motivate and empower managers of SMEs and cultural engines for the next step in the transferring process (transfer of Smart Atmospheres to the final users).	<p>Improve entrepreneurial culture</p> <p>Additional perspective included in the firms' business model</p> <p>Generation of new solutions, products and services based on the cooperation between creative SMEs and cultural engines</p> <p>Improved market access for the CCIs products, solutions services</p>
Policy makers	<p>Target participants will face challenge how to put in place the right conditions for favouring the cooperation between creative SMEs and Cultural Engines.</p> <p>The objectives are: (1) to make this target group fully aware of the importance of collaborations between profit oriented creative SMEs and Cultural Engines</p> <p>; (2) to make them aware of their potential driving role that they can assume on the innovation process adopting new policies and instruments according to the SMATH project approach (e.g. taking over a driving role within Creative Nests)</p>	<p>Facilitate the tools to design and implement conducive Programme for establishment of Creative Nests and Smart Atmospheres</p> <p>Design and implement financial programmes supporting profit-oriented cooperation of creative SMEs and Cultural Engines in the starting phase</p> <p>Enhance the interest among policy makers on the importance of SMATH approach to local economies</p>

Intermediary organizations (Business support organizations)	Target participants will face challenge how to support creative SMEs to link with the Cultural Engines and to access alternative financing mechanisms	<p>Facilitate the tools to design and Implement conducive Programmes for business linkages between creative SMEs and cultural engines</p> <p>Generate new services related to: conjunction of creative entrepreneurs with cultural engines; support in business plans development and support to access to alternative financing mechanisms</p>
Citizens	Understanding of the value and benefits to their local communities and economies by investing in joint projects generated by Creative Nests via alternative financing mechanisms (e.g. crowdfunding)	<p>Increase quality, usability and sustainability of solutions available in the market</p> <p>Increase awareness on innovative potentialities of creative industries and benefits of investing in creative SMEs and cultural engines collaboration projects</p>
Investors	<p>Understanding of the value and benefits to their local communities and economies by investing in joint projects generated by Creative Nests.</p> <p>Investment motivation should go beyond sole profit and decision for investing should include in evaluation also the social benefits of investing in such projects and secondary impact on local economies by increased offer of cultural products, services, events.</p> <p>In addition, citizens can also represent relevant “crowd” as investors in CCI projects via the local crowdfunding platforms</p>	<p>To trigger and encourage investments of the so called “Business angels” also in CCI projects, due to their social impacts and secondary impact on local economies.</p> <p>To encourage citizens to invest in local CCI projects via the crowdfunding platforms.</p>

2.2. Methods and instruments that can be transferred

The content and materials that will be transferred will include deliverables and outputs created within the Work package no. 2 and no. 3 of the SMATH project

Those deliverables include training courses, studies, methodologies, pilot action with series of events, seminars and development of business plans, organization of a market place, set-up of local network of private investors interested to work with projects / ideas from Cis; set-up of a MED Creative Cluster; SMATH toolkit; SMATH Platform, etc.

Table 2: Grid of key content that should be transferred in relation to particular target group

TARGET GROUP	CONTENT TO BE TRANSFERRED	TYPE OF CONTENT	DESCRIPTION OF THE CONTENT
Creative Industries Operators	D. 2.3.4 SMATH video	Digital communication	SMATH video will present the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination
	D.2.3.5 SMATH storytelling	Video	As a result of the piloting phase, paying attention to the transnational events organized, 5 story telling will be prepared to support transferring actions and the follow-up of the SMATH platform
	D. 3.1.1 Methodology for the implementation of pilot activities	Method	An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform

	D. 3.6.2 The Crowdfunding experience to support start-ups and new products	Service	According to the selected crowdfunding platforms, entrepreneurs and start-ups will be assisted to promote their ideas through the platforms. 1 proposal from each Nest will be assisted for the uploading on the crowdfunding platform
	D. 3.6.3 Promoting EU funding opportunities addressed to CIs industries	Service	An online service host in the SMATH platform will select call for proposals and request of partnership for the submission of proposals to be founded under COSME, CREATIVE Europe Key words will highlighted opportunities to link CIs and Social Innovation
	D. 3.7.2 Strengthening the joint cooperation and the cross-innovation activities by CIs industries	Service	A crowdsourcing platform will be linked to the SMATH platform and populated with Ideas for new services and products, proposal for partnership, etc coming from all actors involved in the project. The platform will foster cooperation among CIs.
	D. 3.7.3 Setting up a international service to promote the cooperation in MED area	Method	It will be supported to identify potential partners to develop new products and services focusing on the 3 transnational social innovation sectors identified. Each Nest will assist SMEs from CIs to finalise 2 transnational cooperation
	D. 3.8.2 Interim Evaluation Report of Pilot activities	Report	The Interim evaluation will be elaborated by the Scientific Committee with the support of the Partnership in the middle of the phase and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.

	D.4.2.3 Handbook to strengthen the cooperation of Creative Industries and Investors	Tool	As a result from the pilot activities with the involvement of crowdfunding platforms, public and private Investors and networks of financiers, an handbook with success cases and practical instruction for Cis' operators and Investors will be elaborated
Cultural engines	D. 2.3.4 SMATH video	Digital communication	SMATH video will present the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination
	D.2.3.5 SMATH storytelling	Video	As a result of the piloting phase, paying attention to the transnational events organized, 5 story telling will be prepared to support transferring actions and the follow-up of the SMATH platform
	D. 3.1.1 Methodology for the implementation of pilot activities	Method	An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform
	D. 3.6.2 The Crowdfunding experience to support start-ups and new products	Service	According to the selected crowdfunding platforms, entrepreneurs and start-ups will be assisted to promote their ideas through the platforms. 1 proposal from each Nest will be assisted for the uploading on the crowdfunding platform
	D. 3.6.3 Promoting EU funding opportunities addressed to CIs industries	Service	An online service host in the SMATH platform will select call for proposals and request of partnership for the submission of proposals to be founded under COSME, CREATIVE Europe Key words will highlighted opportunities to link CIs and Social Innovation

	<p>D. 3.7.2 Strengthening the joint cooperation and the cross-innovation activities by Cis industries</p> <p>D. 3.7.3 Setting up a international service to promote the cooperation in MED area</p> <p>D. 3.8.2 Interim Evaluation Report of Pilot activities</p> <p>D.4.2.3 Handbook to strengthen the cooperation of Creative Industries and Investors</p>	<p>Service</p> <p>Method</p> <p>Report</p> <p>Tool</p>	<p>A crowdsourcing platform will be linked to the SMATH platform and populated with Ideas for new services and products, proposal for partnership, etc coming from all actors involved in the project. The platform will foster cooperation among CIs.</p> <p>It will be supported to identify potential partners to develop new products and services focusing on the 3 transnational social innovation sectors identified. Each Nest will assist SMEs from CIs to finalise 2 transnational cooperation</p> <p>The Interim evaluation will be elaborated by the Scientific Committee with the support of the Partnership in the middle of the phase and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.</p> <p>As a result from the pilot activities with the involvement of crowdfunding platforms, public and private Investors and networks of financiers, an handbook with success cases and practical instruction for Cis' operators and Investors will be elaborated</p>
Clusters from the creative industries	<p>D. 2.3.4 SMATH video</p> <p>D.2.3.5 SMATH storytelling</p>	<p>Digital communication</p> <p>Video</p>	<p>SMATH video will present the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination</p> <p>As a result of the piloting phase, paying attention to the transnational events organized, 5 story telling will be prepared to support transferring actions and the follow-up of the SMATH platform</p>

	D. 3.1.1 Methodology for the implementation of pilot activities	Method	<p>An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform</p>
	D. 3.6.3 Promoting EU funding opportunities addressed to CIs industries	Service	<p>An online service host in the SMATH platform will select call for proposals and request of partnership for the submission of proposals to be founded under COSME, CREATIVE Europe</p> <p>Key words will highlighted opportunities to link CIs and Social Innovation</p>
	D. 3.7.2 Strengthening the joint cooperation and the cross-innovation activities by CIs industries	Service	<p>A crowdsourcing platform will be linked to the SMATH platform and populated with Ideas for new services and products, proposal for partnership, etc coming from all actors involved in the project. The platform will foster cooperation among CIs.</p>
	D. 3.8.2 Interim Evaluation Report of Pilot activities	Report	<p>The Interim evaluation will be elaborated by the Scientific Committee with the support of the Partnership in the middle of the phase and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.</p>
	D. 4.2.1 Report on the strategic role of CIs for the MED growth	Method	<p>The Report will support the transferring activities addressed to Regional authorities, organizations and networks operators working on the MED Growth</p>
	D.4.2.3 Handbook to strengthen the cooperation of Creative Industries and Investors	Tool	<p>As a result, from the pilot activities with the involvement of crowdfunding platforms, public and private Investors and networks of financiers, a handbook with success cases and practical instruction for CIs' operators and Investors will be elaborated</p>

	D. 4.3.1 Creative Industries Action Plan in MED	Method	The Action Plan will contribute to Europe 2020, to the strategy addressed to CCIs and the valorization of Cultural and Artistic Heritage in Europe. Moreover, synergies with sensitive sectors will be explored and highlighted.
Policy Makers	D. 2.3.4 SMATH video	Digital communication	SMATH video will present the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination
	D. 3.1.1 Methodology for the implementation of pilot activities	Method	An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform
	D. 3.8.2 Interim Evaluation Report of Pilot activities	Report	The Interim evaluation will be elaborated by the Scientific Committee with the support of the Partnership in the middle of the phase and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.
	D. 4.2.1 Report on the strategic role of CIs for the MED growth	Method	The Report will support the transferring activities addressed to Regional authorities, organizations and networks operators working on the MED Growth
	D. 4.2.4 Model of Agreement to set-up PPPs to strengthen Creative Nests' operativeness	Tool	The model of agreement will support the follow-up and the transferring actions by the Partners. The Private and Public Partnership will be considered one opportune instrument to support the follow-up of the SMATH actions

	D. 4.3.1 Creative Industries Action Plan in MED	Method	The Action Plan will contribute to Europe 2020, to the strategy addressed to CCIs and the valorization of Cultural and Artistic Heritage in Europe. Moreover, synergies with sensitive sectors will be explored and highlighted.
Intermediary organizations (Business support organizations)	D. 2.3.4 SMATH video	Digital communication	SMATH video will present the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination
	D. 3.6.3 Promoting EU funding opportunities addressed to CIs industries	Service	An online service host in the SMATH platform will select call for proposals and request of partnership for the submission of proposals to be founded under COSME, CREATIVE Europe Key words will highlighted opportunities to link CIs and Social Innovation
	D. 3.1.1 Methodology for the implementation of pilot activities	Method	An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform
	D. 3.8.2 Interim Evaluation Report of Pilot activities	Report	The Interim evaluation will be elaborated by the Scientific Committee with the support of the Partnership in the middle of the phase and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.
	D. 4.2.1 Report on the strategic role of CIs for the MED growth	Method	The Report will support the transferring activities addressed to Regional authorities, organizations and networks operators working on the MED Growth

Citizens	D. 2.3.4 SMATH video	Digital communication	SMATH video will present the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination
	D.2.3.5 SMATH storytelling	Video	As a result of the piloting phase, paying attention to the transnational events organized, 5 story telling will be prepared to support transferring actions and the follow-up of the SMATH platform
	D. 3.7.2 Strengthening the joint cooperation and the cross-innovation activities by Cis industries	Service	A crowdsourcing platform will be linked to the SMATH platform and populated with Ideas for new services and products, proposal for partnership, etc coming from all actors involved in the project. The platform will foster cooperation among CIs.
	D. 3.1.1 Methodology for the implementation of pilot activities	Method	An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform
	D. 3.8.2 Interim Evaluation Report of Pilot activities	Report	The Interim evaluation will be elaborated by the Scientific Committee with the support of the Partnership in the middle of the phase and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.
	D.4.2.3 Handbook to strengthen the cooperation of Creative Industries and Investors	Tool	As a result from the pilot activities with the involvement of crowdfunding platforms, public and private Investors and networks of financiers, an handbook with success cases and practical instruction for Cis' operators and Investors will be elaborated

Investors	D. 2.3.4 SMATH video	Digital communication	SMATH video will present the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination
	D. 3.1.1 Methodology for the implementation of pilot activities	Method	An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform
	D. 3.6.3 Promoting EU funding opportunities addressed to CIs industries	Service	An online service host in the SMATH platform will select call for proposals and request of partnership for the submission of proposals to be founded under COSME, CREATIVE Europe Key words will highlighted opportunities to link CIs and Social Innovation
	D. 3.8.2 Interim Evaluation Report of Pilot activities	Report	The Interim evaluation will be elaborated by the Scientific Committee with the support of the Partnership in the middle of the phase and will consolidate main results and achieved indicators, offering input regarding the progress of pilot activities.
	D. 4.2.1 Report on the strategic role of CIs for the MED growth	Method	An overall plan concerning the piloting phase will be elaborated and instruments and tools will be able to monitor a constant flow of data and information through the SMATH platform

	D.4.2.3 Handbook to strengthen the cooperation of Creative Industries and Investors	Tool	As a result from the pilot activities with the involvement of crowdfunding platforms, public and private Investors and networks of financiers, an handbook with success cases and practical instruction for Cis' operators and Investors will be elaborated
	D. 4.2.4 Model of Agreement to set-up PPPs to strengthen Creative Nests' operativeness	Tool	The model of agreement will support the follow-up and the transferring actions by the Partners. The Private and Public Partnership will be considered one opportune instrument to support the follow-up of the SMATH actions

2.3. Guidelines for implementation of transferability

Recommendations provided in this section have been selected according to the experience and approach used in the project “Co-Create”, funded as well by the ERDF and the INTERREG MED programme.

As elaborated in the D. 4.1.1 of the Co-Create project for an effective transfer process it is essential that a careful analysis is done initially taking into consideration, on the one hand, the target user’s particularities (needs, absorption capabilities individual features) and, on the other hand, the specific methods and tools to be transferred.

This section of the handbook will elaborate basic transferability project outcomes, deliverables and accompanying materials, while it is up to partners to decide which additional project findings will they transfer to the target groups. This section will also provide recommendations on how to approach to transferring process.

The central project findings that should be transferred:

1. Deliverable 2.3.4 SMATH video

SMATH video presents the project's progress, milestones and major results and will constitute an effective story telling tool of dissemination.

Transferring material: video

Transferring method: presentation of video at thematically connected workshops, conferences, distribution of video link by e-mail, upload of video on SMATH platform and dedicated web sites of project partners and social medias

2. Deliverable 2.3.5 SMATH storytelling

As a result of the piloting phase, paying attention to the transnational events organized, 5 story telling (in form of videos) will be prepared to support transferring actions and the follow-up of the SMATH platform.

Transferring material: video

Transferring method: presentation of video at thematically connected workshops, conferences, distribution of video link by e-mail, upload of video on SMATH platform and dedicated web sites of project partners and social medias

3. Output 3.1 Transferability toolkit

The toolkit represents a base tool from the preparatory phase with the fine tuning of methodologies and instruments in synergy with similar projects, with an aim to enhance the entrepreneurial attitude of Cultural "engines", to strengthen the collaboration between

Creative industries and Cultural operators/factories, the clustering to strengthen their marketing approach and to increase knowledge and competence to develop appropriate investment/financial plans and attract investors.

Transferring material: Toolkit

Transferring method: Presentation of a toolkit at workshops/training to potential members of Creative Nesta

4. Output 3.2 Creative and Cultural operators assisted to promote collaboration with new products and services

The piloting phase consisted of several activities addressed to economic operators representing: Cultural "engines" (Theatres, Museum & cultural tangible heritage, cultural events/traditional events, performing arts, etc), Creative industries (multimedia sectors, film mission, designers, architects, creatives, etc). Totally 300 economic operators were involved in all piloting activities (study visits, events, pitching events, fairs, etc) to cooperate for new projects strong marketing-oriented, supported by specific business and investments plans able to attract financiers and apply for public funding. Moreover, the piloting stressed the strict connection of CCI with Social Innovation (sustainable tourism, social cohesion, urban regeneration).

Basic transferring materials:

1. D.3.1.1. Methodology for the implementation of pilot activities
2. D. 3.3.1 "Creative nests": Elaboration of a portfolio of services and a management model
3. D.3.1.3 Training course on CIs, Cultural Engines and collaborative innovation
4. D. 3.8.2 Interim Evaluation Report of Pilot activities
5. D. 3.8.3 Final Evaluation Report of Pilot activities

Additional transferring materials:

1. Training methodologies, tools, preliminary studies, services, training programmes and contents used (mostly the ones delivered within project activities from 3.2. to 3.7)

Transferring method: Presentation of materials within trainings/workshops to the new potential MED cluster members and operators willing to set-up Creative Nest in their regions.

5. D. 4.2.1 Report on the strategic role of CIs for the MED growth

The Report will support the transferring activities addressed to Regional authorities, organizations and networks operators working on the MED Growth.

Transferring material: Report in the form of document

Transferring method: Presentation of a report within thematic workshops / trainings, distribution of a report via e-mail, upload of a report SMATH platform and dedicated web sites of project partners and social medias.

6. D.4.2.3 Handbook to strengthen the cooperation of Creative Industries and Investors

As a result from the pilot activities with the involvement of crowdfunding platforms, public and private Investors and networks of financiers, an handbook with success cases and practical instruction for Cis' operators and Investors will be elaborated.

Transferring material: Handbook in form of a document

Transferring method: Presentation of a report within thematic workshops / trainings, distribution of a report via e-mail, upload of a report SMATH platform and dedicated web sites of project partners and social medias.

7. D. 4.2.4 Model of Agreement to set-up PPPs to strengthen Creative Nests cooperativeness

The model of agreement will support the follow-up and the transferring actions by the Partners. The Private and Public Partnership will be considered one opportune instrument to support the follow-up of the SMATH actions

Transferring material: Document

Transferring method: Presentation of a report within thematic workshops / trainings, distribution of a report via e-mail, upload of a report SMATH platform and dedicated web sites of project partners and social medias.

Methodological approach

For the direct transfer of methods, tools and instruments, in direct contact with target users, the methodological Train the trainer approach, could be used.

This should be an iterative process based on a practice approach. The participants will first understand the theories and methods, but at the same time, they will apply them immediately, testing the tools on their personal context.

This active and practical methodology on design thinking should be the base of the transferring process, with the general aim of learning how to apply SMATH project approach:

Learning: this phase is about the knowledge transfer and theoretical explanation. The participants of the transfer activity will understand the main pillars, methods and tools in order to apply them for their use.

Ideation - application: having understood and assimilated the pillars, it's important to make them tangible. Each participant must be able to apply the knowledge, turning it into real process.

Testing / Presentation: the process must be tested and tried, in order to make it strong and effective.

Evaluation, Re-design: after the transfer, partners can refine all the material produced. This part is related to the participant's ability to apply and turn the advices and the pillars understood into a real workshop or for its particular use.

When appropriate various method and tools designed during the project can be used for the transfer such as Design Toolkit for SMEs ¹ with three tools: Look Inside, Look Outside, Look Beyond and Brief generation canvas.

These tools are intuitive tools that SMEs can use independently. They were developed by the Politecnico di Milano in the form of the Co Create project document titled "TRAIN THE TRAINERS 2nd Edition".

SMATH project delivered several documents and one online training dedicated to the transferring phase. Partners are advised to consult following project deliverables and apply directions and knowledge:

1. Training course on the transferring phase (Project deliverable D. 4.1.2.), organized on 5th May 2020 in the form on online training
2. Methodology for the Implementation of Transferring phase (Project deliverable D. 4.1.1)
3. SMATH transferring plan (Project deliverable SMATH D 4.1.3)

2.4. Plan for transferability implementation

Even though the project will deliver SMATH transferring plan, that summarises all actions planned at transnational and local level and will identifies synergies with Horizontal Projects, on-going project and other EU Initiatives, this section of the handbook will highlight transferring activities planned in the scope of the project lifecycle, where the project outputs and relevant deliverables should be transferred to the target groups.

Table 3. Grid of transferring events

TITLE OF TRANSFERRING EVENT	DESCRIPTION	DELIVERABLES TO TRANSFER (exemplary list)
Workshop addressed to Policy Makers and Innovation stakeholders	Each project area will organize 1 technical workshop addressed to Policy makers and Innovation stakeholders where main outputs concerning this target will be used to promote the participation to the DATA Hub and the enlargement of the areas interested	D. 2.3.4 D. 3.1.1 D. 3.8.2 D. 4.2.1 D. 4.2.4 D. 4.3.1
Seminars addressed to SMEs, start-ups and Academia from the Creative and Cultural sectors	Each area will organize technical seminars in view to promote entrepreneurship and to enlarge the number of SMEs interested to join the thematic groups established both at National and Transnational Level (3.8.2)	D. 2.3.4 D. 2.3.5 D. 3.1.1 D. 3.6.2 D. 3.6.3 D. 3.7.2 D. 3.7.3 D. 3.8.2 D. 4.2.3
Transnational Seminars to strengthen the relationships with Private investors	Each Area will organize technical seminars addressed to Private investors to increase the awareness and the attention to the potential value of Cis. The handbook prepared in D.4.2.3 will support the activities.	D. 2.3.4 D. 3.1.1 D. 3.6.3 D. 3.8.2 D. 4.2.1 D. 4.2.3 D. 4.2.4
Seminars addressed to Intermediary organization	The seminars will present the opportunity to be involved with the organization of the local activities within the Nests and the opportunities to support Creative Industries' strategies both at Local and EU level.	D. 2.3.4 D. 3.1.1 D. 3.6.3 D. 3.8.2 D. 4.2.1

3. Expected outcomes

The transferring activity is essential to strength the impact of the project. It will ensure the effective transfer of the project's outputs to the interested target groups which is the main direct outcome of the transferability

Main project's achievements, success cases and ideas generated looking at Cis industries and related cross-innovation actions involving Cultural sites and actors will become a model of intervention.