



Project co-financed by the European
Regional Development Fund

Chebec

Hacking the Mediterranean economy through the Creative and Cultural sector

Project number 3115

Priority Axis 1: Promoting the Mediterranean innovation capacities to develop smart and sustainable growth

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

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Project co-financed by the European
Regional Development Fund

WP 3 TESTING

WP 3.5 Internal Pilot Evaluation

WP 3.5.1. Pilot Evaluation Report

Deliverable	Pilot Evaluation Report (WP 3.5.1) ¹
Description	This report is part of the project's overall evaluation and includes: a summary of the evaluation findings, the full evaluation report, technical suggestions for transferring and participants/organisers data and feedback.
WP 1.2.1 Responsible Partner:	UVEG - University of Valencia
Contributing partners:	ART-ER S. Cons. p. a. AMI - Aide aux Musiques Innovatrices CoBO - Municipality of Bologna CIMAC - Intermunicipal Community of Central Alentejo Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura e Politiche Giovanili SERDA - Sarajevo Economic Regional Development Agency CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville BA - Barcelona Activa SA SPM AF - Arty Farty

¹ Contractual delivery date: March 2020
 Actual delivery date: October 2020
 Project start date: 1 February 2018
 Duration: 30 months + 3-month extension
 Lead partner: ART-ER S. Cons. p. a

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Executive Summary

Internationalisation processes provide new opportunities for product and service innovation, audience development and new business models that may be leveraged by artists and cultural entrepreneurs. However, access to international markets is limited to cultural and creative organizations due to their nature, characterized by self-employment, small and micro-enterprises, and cultural and linguistic diversity. Moreover, artists and cultural and creative professionals tend to have project-based careers and a high degree of mobility, while they often have an irregular and unpredictable income and combine several jobs to earn a living (European Commission, 2018).

To tackle these barriers, the Chebec project tested a support programme aimed at enhancing the internationalisation and entrepreneurial competencies of the companies and professionals of the Cultural and Creative Sectors (CCS). To do so, the Chebec programme implemented 9 pilot experiences in 9 regions located in European countries (Italy, France, Portugal, Spain and Bosnia & Herzegovina), achieving the following results:

- **82 cultural and creative organisations participated** in the internationalisation programme.
- Nearly **400 hours of training**, with an average of 43 hours for each pilot.
- Almost **1,280 hours of consultancy** provided to **66 beneficiaries**, each of whom had access to nearly 20 hours.
- **2 of the 3 planned mobility actions** were executed and were **attended by 40 beneficiaries in each case**. The mobility in Bologna had to be cancelled due to the Covid-19 outbreak and was finally replaced with a series of webinars on EU projects.
- **18 internationalisation plans were funded** through the **Innovation Voucher** scheme, with nearly **50,000 € invested by partners**.
- Development of **three practical tools to promote and accelerate internationalisation processes**:
 - **A webtool to assess** an organisation's **readiness to implement an internationalisation plan**.
 - **Online training guide** for cultural entrepreneurs and startups that included practical advice on how to internationalise an artistic or creative project.

- **Map of CCI clusters and networks** of Chebec regions to identify potential collaborations and key actors in other regions.

The experiences tested within the pilots demonstrated the usefulness of a training and support programme for the internationalisation of cultural and creative organisations, as it helped them solve issues such as the lack of skills in business and audience development and access to funding. Moreover, the mobility actions gave cultural entrepreneurs the opportunity to acquire international experience and explore potential translocal collaborations. However, the content and activities of the programme had to be adjusted depending on the amount and specific nature of the organisations that took part in each of the pilots to maximise its effectiveness.

The capacity-building programme (training + consultancy) achieved very positive results and the beneficiaries found it quite satisfactory on average. Through this training programme, beneficiaries increased their knowledge of European programmes and mobility grants. Some of them even prepared proposals for calls for European projects, which could be highlighted as one of the positive outcomes of the project.

The Chebec project helped develop a regional network of cultural and creative entrepreneurs, thus stimulating collaboration within the CCS and increasing their international activities despite the uncertainties generated by the Covid-19 outbreak.

1. Introduction

It is widely recognised that Europe's rich diversity of cultural heritage and cultural expressions strengthens its identity. Culture is a powerful driver of change and an ideal means of communication across language barriers that empowers people and facilitates social cohesion, as the EU recognises in the European Agenda for Culture. The EU is aware of the intrinsic value of its Cultural and Creative Sectors (CCS), which contribute directly to job creation and economic growth and are estimated to contribute 4.2% of the EU Gross Domestic Product (European Commission, 2018). However, the social and financial barriers to cultural participation that still remain evidence the need for support policies that promote opportunities in the Cultural and Creative Sectors through funding initiatives and the removal of mobility barriers and administrative obstacles.

To turn opportunities into growth and jobs, cultural and creative enterprises and professionals need favourable framework conditions: a regulatory environment that rewards creation, better access to finance, opportunities to scale up and internationalise, and a supply of specific skills (European Commission, 2018; pp 6). The cultural and creative sectors in Europe are characterised by self-employment, small and micro-enterprises, and cultural and linguistic diversity. Artists and cultural and creative professionals tend to have project-based careers and a high degree of mobility, while they often have an irregular and unpredictable income and combine several jobs to earn a living.

Under this strategic framework, the Chebec project aimed to develop smart and sustainable growth in the MED region by testing a support programme oriented towards the development of internationalisation and entrepreneurial competencies among CCI companies and professionals. Specifically, it experimented with a support programme designed to help enterprises and professionals develop their internationalisation competencies and broaden their international contact networks. The programme included training and consultancy sessions, mobility actions, matching events and an Innovation Voucher scheme to foster transregional collaboration.

As set out in the Application Framework, this deliverable is part of the Evaluation of Work Package 3 (Testing). It includes the final evaluation of the pilots, which presents the results of the pilots implemented in Slovenia, Italy, France, Portugal and Spain, a section with technical suggestions on how to transfer the results and the conclusions of the evaluation.

The Methodology section explains the methodological approach to the pilot evaluation and presents the techniques and data sources used. The methodology incorporates a process perspective, comparing expectations and results, and an agent perspective, considering the points of view of both partners and beneficiaries.

The evaluation results are divided into two sections. The first section presents a general summary of the evaluation that covers the implementation of the pilots, the results obtained and the participation of the different stakeholders. The second section presents the detailed results of the training and mentoring programmes, the mobility actions and the Innovation

Vouchers. The deliverable ends with a section presenting the conclusions and recommendations of the project.

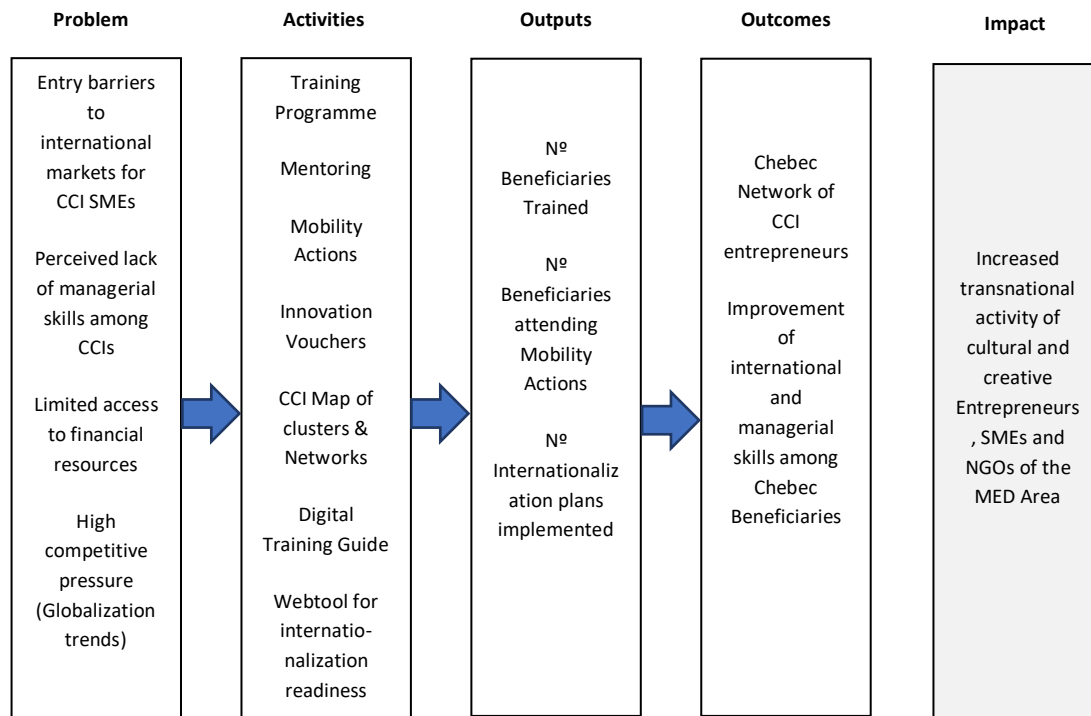
2. Methodology

The evaluation follows a methodological approach based on the Theory of Change (evolutionary approach) and the Stakeholder Theory (actor analysis), which frame the entire Chebec project. Both methodologies are useful to analyse the territorial impacts and the capitalisation of the pilot results. This framework provides the baseline for measuring the changes that occurred during the process without losing sight of the context and the actors involved. The evaluation process combines quantitative and qualitative instruments to gather information from different sources and paint a detailed picture of the project's development and results.

The Theory of Change is a methodology used to evaluate social and economic intervention programmes and projects that focuses on the process and the agents that triggered the change rather than the quantitative measurement of the outcomes that is customary in standard evaluation practice (Weiss, 1995). The basic approach is to map out the hypotheses of these programmes and projects and the expectations about medium and long-term results once the intervention is completed.

The Theory of Change is a useful evaluation tool because programmes are based on the achievement of theoretical goals. By focusing on the paths or processes through which the goals are achieved, this theory provides useful qualitative and quantitative information that helps us understand why an action or a programme intervention worked or didn't (Weiss, 1995; European Commission, 2013). Figure 1 shows the Chebec Theory of Change.

Graph 1. Chebec Theory of Change



Source: Own elaboration

The starting point of the Chebec Theory of Change is the complex situation that CCIs find themselves in with respect to internationalisation due to the existence of entry barriers that hinder the access of SMEs to international markets. The European Union has devoted considerable efforts to creating a suitable framework to enable the free movement of goods and services between the countries of the Union, from which small organisations can also benefit. However, cultural and linguistic differences, lack of experience in international markets and limited financial capacity make it difficult for CCIs to access the international market. Moreover, the perceived lack of entrepreneurial skills and the risk of working with intangible products limit the access of CCIs to finance (European Commission, 2013), which is an essential resource for maintaining competitive capacity in an environment marked by globalisation and digital business models.

The objective of the Chebec programme was to increase economic sustainability and foster job creation within the CCIs through an innovative, comprehensive approach to support services (see Application Form) that promoted transnational activities. In addition to the training and mentoring programme, which sought to improve the international competencies and entrepreneurial capacities of cultural agents, the Innovation Voucher scheme was designed to capitalise on the acquired know-how of beneficiaries by financing the most mature internationalisation plans.

Complementary activities and tools such as the mobility actions, the Map of CCI clusters and networks, the digital training guide and the internationalisation readiness webtool were deployed to foster international activity and networking amongst beneficiaries.

Since Chebec aimed to pilot organisational change processes within an ecosystem that involved a multiplicity of agents, a stakeholder approach was adopted. Identifying and mapping the points of view of each stakeholder provided qualitative information, be it local knowledge or specific information (i.e. technical knowledge), that could lead to new approaches and improve the programme's performance.

Evaluating the pilot actions required collecting information from multiple sources. Table 1 summarises the three main methodologies and data sources, their purpose and the results. These methodologies will be explained in greater detail in the following subsections.

Table 1. Pilot evaluation methodologies and data sources

	Qualitative methodologies		Quantitative methodologies
	Literature review	Project documentation review	Ex Ante, Mid-term and Final evaluation surveys
Purpose	To set a suitable framework for the pilot evaluation	To collect qualitative information from local pilots	To collect quantitative information to measure the pilot results
Instruments	Working notes (Desk Research)	Working notes (Desk Research)	Lime Survey tool
Sources	<ul style="list-style-type: none"> - Academic publications - Sectoral reports - Policy recommendations 	Documentation on the 9 Pilot projects (Progress reports, deliverables, AF, etc)	<ul style="list-style-type: none"> - Partners' responses - Beneficiaries' responses - Stakeholders' responses
Outputs	Theoretical framework for the assessment of internationalisation and managerial skills	Qualitative results of the 9 pilot projects	Quantitative analysis of the Ex Ante, Mid-term and final evaluation surveys

Source: Own elaboration

2.1. Literature review

The purpose of the literature review is to draw a conceptual map of the internationalisation process, identifying the main variables, strategies and policies that need to be taken into account in the design of the evaluation indicators. The literature related to programmes that support the internationalisation of CCIs comprises four areas:

- 1. Internationalisation and entrepreneurs:** This area focuses on the managerial dimension of entrepreneurs and SMEs that embark on an internationalisation process and the strategies and processes they implement to gain access to a new market abroad. It covers the diverse factors that drive internationalisation processes as well as the barriers that hinder them. Internal elements that condition internationalisation, namely skills and competencies, are also considered.

2. **Artistic mobility and cultural diplomacy:** This refers to the movements of artists and particularly the context in which artistic mobility develops. It is widely recognised that travelling can be a source of inspiration that may help artists to improve their work. However, artistic mobility is conditioned by the legal, economic and political framework.
3. **Cultural and Creative Industries (CCIs):** This includes aspects that define the structural characterisation of CCIs such as organisational size, turnover, employment and other indicators and attributes. The references about CCI business models complete the analysis of the CCI market structure.
4. **Cultural policies:** This area addresses the role of the public sector in the promotion of the CCIs, which rely on a suitable legal framework, the availability of funding schemes and other instruments designed to foster creative entrepreneurship.

Table 2. Literature review summary sheet

Area	Keywords	Findings	Studies and References
Internationalisation and entrepreneurs	Strategies & Processes	Innovation may influence the internationalisation of an entrepreneur's activities through an increase in the competitiveness of the firm. Joint ventures, consortiums and other collaborative schemes are risk-sharing internationalisation strategies that might be suitable for CCI entrepreneurs. Given the limited resources and market power of SMEs, their internationalisation processes differ significantly from those of established multinationals. Fostering relationships with a variety of networks provides SMEs with diverse sources of information that can help them gain access to international markets.	Castaño, Méndez & Galindo, 2016; Lin, 2010; Musteen, Francis & Datta, 2010
	Drivers & Barriers	Although competitiveness is not conditioned by size, limited financial resources (diseconomies of scale) can hinder internationalisation. Imperfect information is also an issue for entrepreneurs, as it may affect key factors such as price, competitive environment, customer habits, linguistic barriers and other economic and legal aspects. Limited internal demand pushes cultural entrepreneurs towards international markets.	Onkelinx & Sleuwaegen, 2008
	Skills & Competencies	Intercultural skills – to be able to understand cultural policies and trends in targeted countries. To be able to manage/ be part of international teams. Organisational skills – to be able to set long-term goals by managing the available resources efficiently. To be able to adjust production to changing situations.	Varbanova, 2016, 2013; Mercer, 2011

Artist Mobility	Travel & Inspiration	Travel has positive spillovers on an artist's work, as it provides access to new ideas and experiences. Moreover, short-term business visits may enhance productivity through access to know-how.	Piva, Tani & Vivarelli, 2020; Hellmanzik, 2013; Andersen, & Dalggaard, 2011.
	Mobility Framework	Regulatory obstacles, economic and political issues challenge artists' mobility. National mobility programmes are fragmented and not connected by a clear strategy and vision	KEA, 2018; OMC-EWC, 2014; Capiou, Wiesand & Cliché, 2006
Cultural and Creative Industries	Market structure and value chain	Cultural and Creative firms have shown more resilience than firms in other sectors. Cultural enterprises (especially artists) display a high propensity for self-employment), which reflects the independent and specialised nature of many occupations in the cultural sector. In 2016, 1.2 million cultural enterprises generated more than EUR 190 billion of value added in the EU-28. These enterprises represent 5% of the non-financial business economy. The vast majority of these are SMEs, heavily dominated by micro-enterprises with only 1 to 3 employees.	Fontainha & Lazzaro, 2019; Eurostat, 2019; Aguiar, 2017; EY, 2014; HKU, 2010
	Business models	Firms in the creative industries must combine their entrepreneurial management with their creative capabilities to successfully identify and exploit marketplace opportunities. They need cross-functional teams that balance creativity and managerial skills. Easy integration into other sectors. Digitalisation offers huge opportunities to CCIs, such as market extension, product innovation and customisation and management of customer relations through social media. As a result, digitalisation has given rise to a multiplicity of disruptive business models that coexist with traditional models.	Li, 2020; Benghozi & Lyubareva, 2014; Lyubareva, Benghozi, & Fidele, 2014; Moreau, 2013; Parkman, Holloway & Sebastiao, 2012.

Cultural Policy	Policy recommendations	<p>The role of national and regional governments in the promotion of the internationalisation of CCI involves several aspects such as the legal framework in which artists operate, the fiscal incentives and measures for funding purposes, promotional activities and events and travel grants.</p> <p>Local policies designed to support artistic projects should provide a suitable environment for creative entrepreneurs to grow: Investment in creative clusters, start-up networks, facilitating access to low-cost artist studios, incubators and accelerators, etc</p>	<p>OMC-EWC, 2018; European Commission, 2018; UNESCO, 2018; Varbanova, 2016; Scott, 2006.</p>
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Source: Own elaboration

2.1.1. Documentation review

The evaluation also considered the internal documents of the Chebec project, not only as an instrument to monitor the status of the pilots but also as a source of qualitative information on the main characteristics and context of the pilots. The main items of project documentation used were:

- The **reports on pilot implementation**. They were particularly useful because they provided comprehensive information on the development of each of the pilots, especially in qualitative terms. They included details on the beneficiaries that participated in the pilot, the topics covered in the training programme and other relevant information regarding the mentoring programme, the Innovation Vouchers and the mobility actions.
- The **reports on the mobility actions** provided complementary information to analyse the results of these initiatives.
- The **progress reports** issued by all partners throughout the project made it possible to closely monitor the progress of each pilot, the actions carried out and their results.
- **Other documents**: agendas of the mobility actions, Excel spreadsheets that summarised the status of each pilot, partners' emails, etc.

2.1.2. Ex Ante, Mid-term and Final evaluation surveys

The online surveys provided systematised data, which facilitated the monitoring of the pilots and made it possible to quantitatively identify the difference between the results and the objectives. The pilot evaluation covers the three stages in which the surveys were conducted, namely Ex Ante, Mid-Term and Final evaluation. These surveys provided information on the initial status of the pilot, the midway point (where the key was to determine whether the pilot was on the right track to achieve its objectives) and the final result of the project. Table 3 summarises the details of the Ex Ante, Mid-Term and Final evaluation surveys.

Table 3. Ex Ante, Mid-term and Final evaluation surveys: Surveys data sheet

	Ex Ante evaluation	Mid-term evaluation	Final evaluation
Survey Universe:	- Project partners - Beneficiaries - Stakeholders	- Project partners - Beneficiaries	- Project partners - Beneficiaries - Stakeholders
Sample size:	- 10 partners - 68 beneficiaries - 16 stakeholders	- 10 partners - Training survey: 59 beneficiaries - Seville Mobility: 34 beneficiaries - Marseille Mobility: 28 beneficiaries	- 10 partners - 43 beneficiaries - 17 stakeholders
Dates of realisation:	19/12/2018 – 08/04/2019	- Mid Term survey for partners: 26/11/2019 – 20/12/2019 - Training survey: 14/06/2019 – 29/07/2020 - Mobility surveys: 12/04/19 – 13/05/19; 17/09/19 – 26/10/19	17/09/2020 – 07/10/2020
Collection of information:	Online questionnaire designed and managed with the LimeSurvey tool.		
Responsible organisation:	Survey design, data collection and the analysis of the results is the responsibility of ECONCULT at the University of Valencia.		

Source: Own elaboration

The main objective of the Ex Ante survey was to identify the *initial expectations* of the stakeholders involved in the Chebec Testing phase (WP3): needs, motivations and priorities. The purpose was to establish the objectives, strategies and expected results of the Pilot Actions and define the indicators that would be used at subsequent stages to evaluate the progress of the project.

The objective of the Mid-Term survey was to monitor the activities and assess the performance of the Chebec partners leading the different WPs of the project (especially from WP1 to WP4). This evaluation phase also monitored the evolution of the Chebec Theory of Change and identified emergent elements that had not been considered at the beginning of the project.

A summative survey was then developed to contrast the final results with those of the Ex Ante and Mid-term evaluations and close the evaluation cycle. In this phase, three different questionnaires were designed: one for the partners, one for the beneficiaries and one for the stakeholders. This stage evaluated the outcomes of the pilot actions based on a comparison between the initial expectations and objectives and the results of the local and international strategies implemented. This final evaluation provided a characterisation of the expected process of change, including a description of the sequence of steps taken and the reasons why the objectives were (or were not) achieved.

In view of the crisis situation caused by the spread of Covid-19, it was decided to conduct a survey to determine how the virus affected the development of the Chebec project. The results are summarised in a report available on the [Chebec website](#). Although this report is not included in the evaluation, it may provide some insight into the context generated by the pandemic.

As shown in the table above, the response period for the Ex Ante and Training surveys is very long. This is because the Ex Ante was open from the time the first partner selected its beneficiaries (19/18/2018) until the last beneficiary selection process was completed

(08/04/2019). The same applies to the Training Survey, which was open from the end of the first training programme (14/06/2019) until the last one (29/07/2020).

3. General overview of the Pilot evaluation

The Chebec project implemented 9 pilot actions in 9 different Mediterranean regions from 5 European countries. In the two years that passed from the beginning of the pilot experiences to the end of the project, a series of activities were carried out with the beneficiary organisations of each of the regional pilots. These activities were designed to enhance the entrepreneurial skills of CCI professionals and companies and develop tools to help them boost their internationalisation capacities and business plans.

This report provides an overall assessment of the Chebec project and therefore does not include the individual results of each of the 9 pilot projects. Details of the training programme delivered by each pilot can be found in the pilot implementation reports (Deliverable 3.2.1).

This section analyses the results of the Chebec project, taking into account the opinions of the beneficiaries, partners and stakeholders collected through the Ex Ante, Mid-term and Final surveys. Where possible, the initial expectations of those involved at the beginning of the project have been compared with the final results.

The analysis starts with an assessment of the *pilot implementation development* based on the results of the mid-term partner survey. Then, the *general results of the Chebec project* are presented (evaluation of services and tools, internationalisation of beneficiaries and impacts). Finally, the section *views of the project's stakeholders*, based on the Ex Ante and Final stakeholder surveys, describes the types of stakeholders that Chebec interacted with and their opinion about the project.

3.1. Pilot implementation development

Before proceeding to analyse the results of the Chebec project, it has been considered appropriate to include a brief analysis of the pilot implementation process. Looking at the development of the project will make it easier to identify emerging elements that were not initially considered.

This section presents the information obtained through the Mid-term partner survey. The Mid-term evaluation was carried out in the intermediate phase of the project to determine whether the Chebec pilots were developing as expected. The objective of the survey was to monitor the development of the activities and pilot projects led by each partner.

The following table shows the number of applications received by each local pilot, the number of organisations chosen as beneficiaries of the project and the actual number of organisations that actively participated in it during the mid-term stage.

Table 4. Operational aspects: Number of beneficiaries admitted and actively participating

	Applications received	Admitted	Actively participating (Mid-term)	Final
UVEG	14	14	10	9
CoBo – ART-ER	9	9	9	9
Lazio Region	10	10	10	9
Barcelona Activa	27	10	8	8
CIMAC	19	10	9	8
SERDA	6	6	6	6
AMI	9	7	7	4
Arty Farty	8	6	5	4
CCSEV	14	10	5	3
AVERAGE	12,89	9,11	7,67	6,67
TOTAL	116	82	69	60

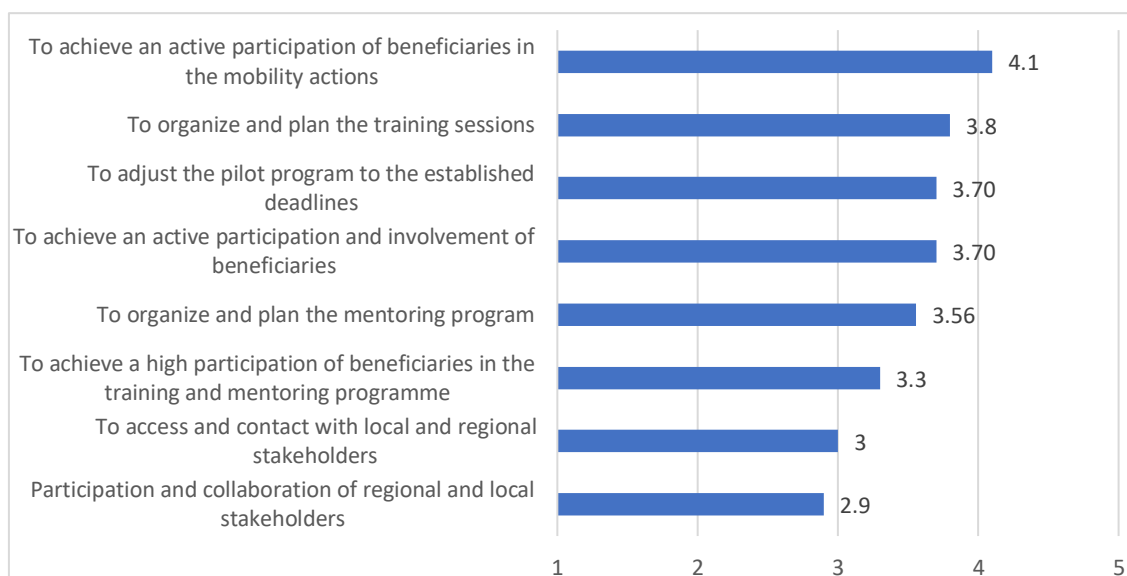
Source: Mid-Term survey. Own elaboration

As can be seen in the table, the response to the call for applications, and therefore the number of beneficiaries, was different for each pilot. These differences are related to the specific features of each of the 9 regions where the project was developed. However, these particularities are secondary, as all the regions involved face similar challenges and therefore share a common diagnosis.

The total number of beneficiary organisations admitted at the beginning of the project was 82. The number of beneficiaries per pilot varied from 6 and 14 organisations. However, due to the natural *wear and tear* of the project, the number of beneficiaries actively participating in it decreased over the course of its development. At the time of the mid-term survey (December 2019), the total number of beneficiaries actively participating had fallen to 69 and the number of organisations that completed the project was 60. The reasons for this decrease include issues with work-life balance and personal reasons. However, most of the beneficiaries that completed the Chebec programme showed great resilience and interest in the project, which is a good indicator of the value they found in its contents and activities.

To find out how the different local pilots were developing, partners were asked about the difficulties they had managing various aspects. Graph 2 shows the average evaluation of each aspect by the 10 partners on a scale of 1 to 5, where 1 means very difficult and 5 means very easy to achieve.

Graph 2. Mid-term evaluation: Assessment of pilot implementation development



Source: Mid-Term survey. Own elaboration

As can be seen in the graph, the easiest thing to achieve was the *participation of the beneficiaries in the mobility actions*. This shows that the beneficiaries were very willing to travel to take part in the mobility actions and had great expectations about the opportunity to network with the rest of the beneficiaries. Furthermore, beneficiaries who did not participate in mobility actions found it more difficult to make contact with beneficiaries from other Chebec regions. This would confirm that "human contact" is the best tool to foster transregional collaboration.

The survey results also show that achieving *active participation and involvement of the beneficiaries* throughout the pilot was not very difficult, as it received an average rating of 3.7 out of 5. However, achieving high levels of *participation in training and mentoring sessions* was slightly more difficult (3.3 out of 5). This is because, in many cases, the project's activities were not compatible with the obligations of the beneficiary organisations. To address this issue, project leads had to make additional efforts and be proactive to ensure beneficiaries could be involved in local activities.

Team building is a must for the success of the Chebec program. The dynamisation of each local group of beneficiaries is very important to facilitate networking among them. Their interactions favour the experience for a shared learning process. On this participatory approach depends both the emergence of innovation processes and the interaction during the mobility actions.

According to the survey results, the most difficult part of the development of the pilots was getting the stakeholders involved. "To access and contact with local regional stakeholders" received an assessment 3 out of 5, while the "participation and collaboration of regional and local stakeholders" was given an average of 2.9 out of 5. This poses a question about the interest in the subsequent capitalisation and transfer of the pilot experience. The participation of local and regional stakeholders from the beginning of the project is a challenge that needs to be

addressed if Chebec is to be systematised and scaled up as a good practice. Arguably, partners could have increased their communication efforts to reach key stakeholders and achieve greater engagement.

The following section is an analysis of the strategy, contents and working methodology of the Chebec pilot experience.

3.2. Results of the Chebec pilot

An analysis of the intermediate state of the Chebec project makes it possible to better understand the final results. This section presents an evaluation of the general results of the project and its main impacts, taking into account the views of the Chebec beneficiaries and partners. It is worth highlighting the value of integrating these two complementary perspectives: a user approach defined by the direct day-to-day experiences of the beneficiaries (bottom-up knowledge) and the institutional and academic perspective of the partnership (top- down knowledge). This way, the specificities of the cultural and creative sectors and the public policy framework can both be integrated into the analysis.

This section includes the evaluation of three main dimensions:

- *Results of Chebec: services, tools and internationalisation status*
- *Impacts generated on the beneficiaries and on the territory*
- *Stakeholders approach*

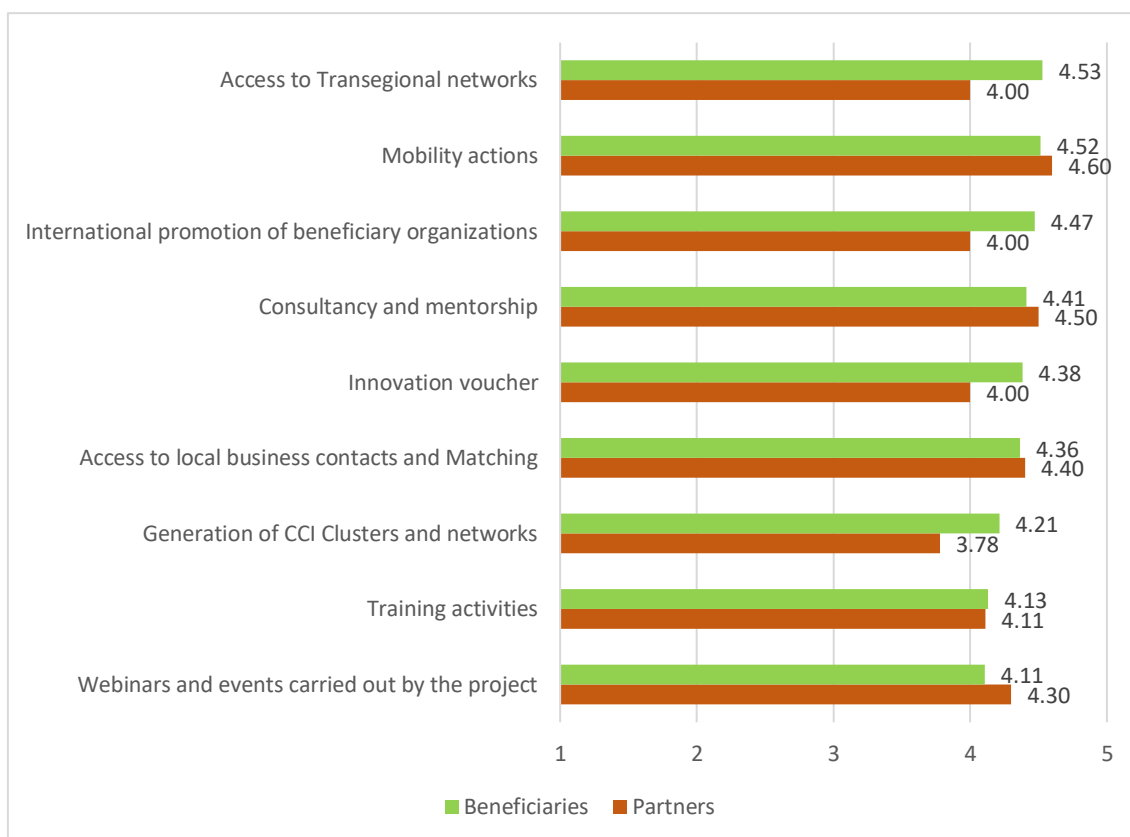
As noted in the methodology section, the final results are compared where possible with the initial expectations of the project to develop a dynamic evaluation from the perspective of the beneficiaries and the Chebec partnership.

3.2.1. General results: Services, tools and internationalisation status

The Chebec project offered beneficiaries a number of services and tools to test which of them were useful to promote the internationalisation of cultural organisations. At the beginning of the programme, both beneficiaries and partners were asked about their expectations of each of these services. These expectations are an initial indicator of the value given to the different tools and services and provide an approximation to their perceived usefulness from the complementary perspectives of beneficiaries and partners.

The following graph compares the initial expectations of the beneficiaries about the services provided by Chebec with those of the partners on a scale of 1 to 5, where 1 is the minimum rating and 5 is the maximum.

Graph 3. Ex Ante: Beneficiaries' and partners' expectations about services provided by Chebec

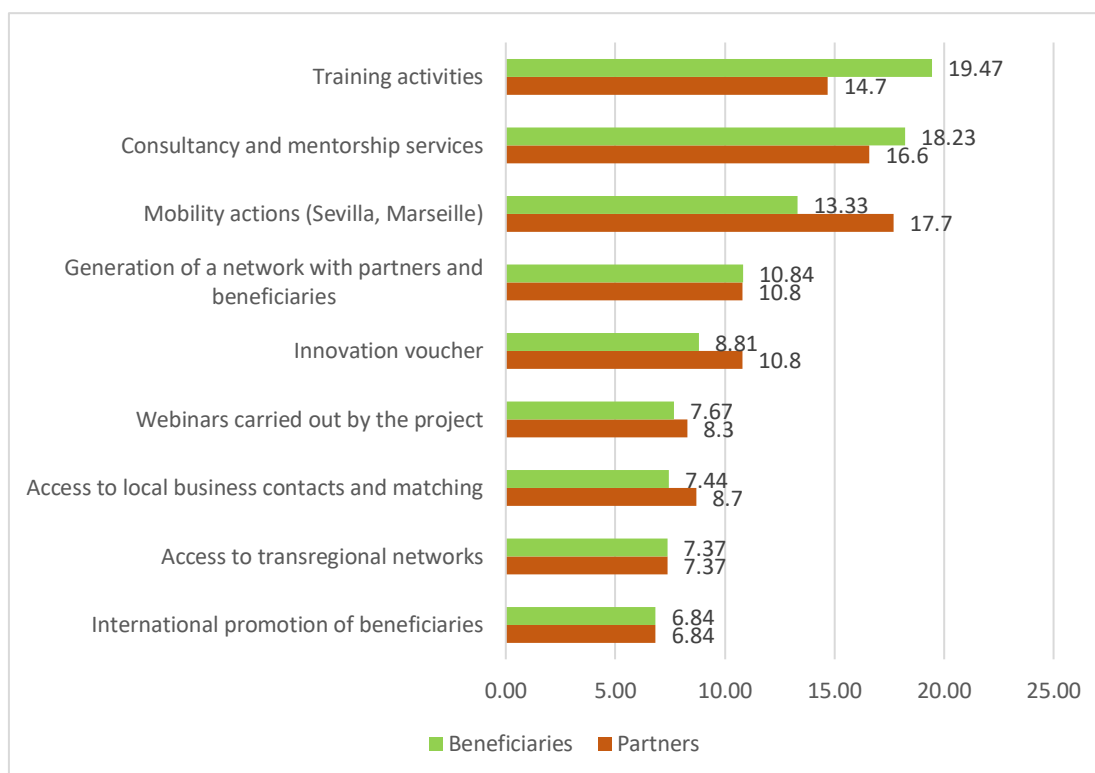


Source: Final survey. Own elaboration

As can be seen from the graph, the initial expectations about the services provided were very high (almost all services had an average expectation level of more than 4 out of 5). For some of the services (*Training activities; Access to local business contacts and matchmaking; Mobility actions and Consultancy and mentorship*), the expectations of the beneficiaries were practically the same as those of the partners. However, the beneficiaries had higher expectations than the partners about services such as *Access to transregional networks; International promotion of beneficiary organisations; Innovation Voucher and Generation of CCI Clusters and networks*. This shows that some services had more potential and were more useful to the beneficiaries than the partners initially thought.

In the final survey, beneficiaries and partners were asked to rate the same services after their implementation by distributing 100 points according to their relevance. The aim was to get respondents to prioritize the services they felt were most relevant rather than assign high ratings to all the services. The following graph compares the average number of points allocated to each of the services by beneficiaries and partners.

Graph 4. Final: Beneficiaries' and partners' evaluation of the services provided by Chebec



Source: Final survey. Own elaboration

As can be seen in the graph, the three most valued services by both beneficiaries and partners are *training activities*, *consultancy services* and *mobility actions*. The results of these services, together with those of the Innovation Voucher, are described in detail in section 4 of this report.

However, there are remarkable differences between the assessment that beneficiaries and partners made of these services. For the beneficiaries, the most relevant service was the *training activities* (with an average distribution of 19.47 points), which the partners relegated to third place (average of 14.7 points). Similarly, although the most relevant service for the partners was the *mobility actions* (17.7), it was only the third most relevant for the beneficiaries (13.33).

The *Innovation Voucher* received an average of 8.81 points from the beneficiaries, compared to 10.08 from the partners. The slightly lower valuation from the beneficiaries may be due to the restrictions in the implementation of the voucher, which will be discussed in section 4.3.

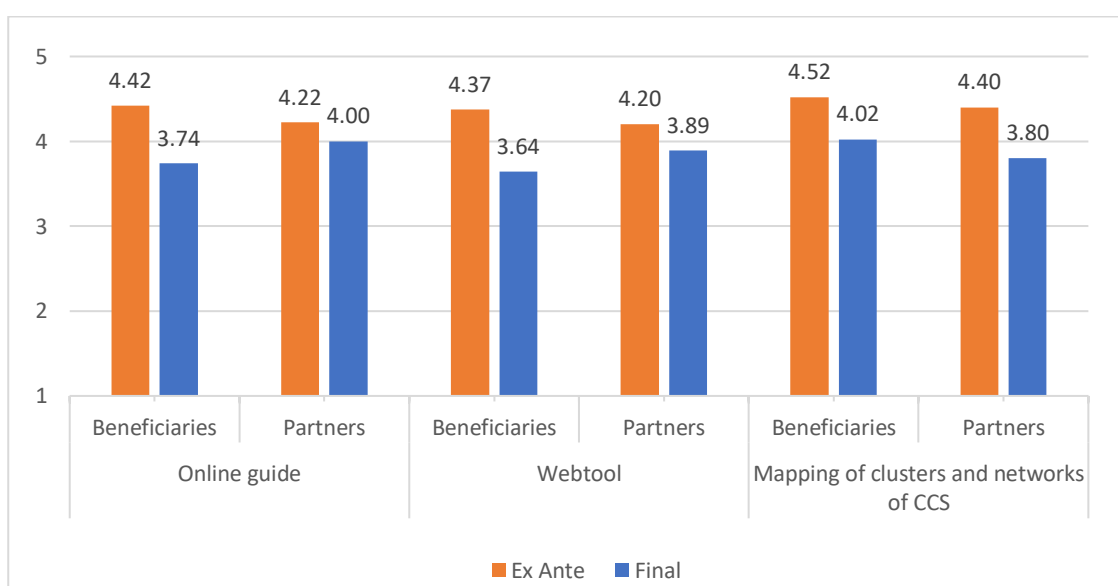
Beneficiaries and partners seemed to agree on the services that were less relevant. *International promotion of beneficiaries*, *access to transregional networks* and *access to local contacts* were identified by both groups as the least relevant services.

Finally, it is worth noting that the best ratings were given to services associated with “internal” project activities (training, consultancy and mobility), while the lowest ratings correspond to “external” factors (local business, transregional networks, international promotion) linked to

stakeholder interaction and territorial scale-up that require medium-term maturation processes.

Besides offering a series of services, Chebec also developed three tools aimed at facilitating the internationalisation of the cultural sector. These three tools are an [Online training guide](#) on internationalisation for the cultural sector, an [Internationalisation readiness](#) assessment webtool and a [Map of cultural clusters and networks](#) in the Chebec regions. The following graph compares the initial expectations expressed by beneficiaries and partners in the Ex Ante survey (where 1 means minimum expectations and 5 maximum expectations) with the perceived level of usefulness reflected in the results from the final survey (where 1 means minimum usefulness and 5 means maximum usefulness).

Graph 5. Ex Ante expectations vs Final evaluation of the tools generated by Chebec



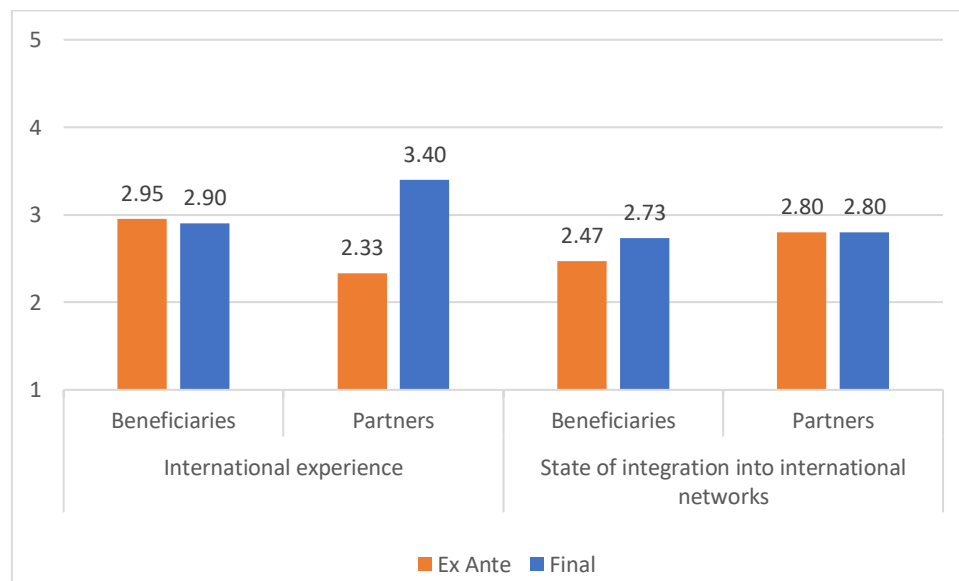
Source: Ex Ante and Final surveys. Own elaboration

The graph shows that the initial expectations were higher than the final assessment, as is the case of most of the aspects analysed in this report. Both beneficiaries and partners had very high expectations about all three tools, although the beneficiaries' expectations were slightly higher in all three cases. Although initial expectations were not met, both beneficiaries and partners made a positive assessment of the usefulness of all three tools.

In terms of the *Online guide*, beneficiaries rated its usefulness with a 3.74 out of 5, compared to the 4 out of 5 from the partners. It should be noted that the launch of the online guide coincided with the final survey, which means that some of the beneficiaries had not had the opportunity to use and analyse the tool when they filled in the questionnaire. In the case of the *internationalisation readiness webtool*, the level of usefulness perceived by the partners (3.89) was higher than that attributed by the beneficiaries (3.64). In contrast, the *Map of CCI clusters and networks* was the aspect that was least valued by the partners (3.8) but best valued by the beneficiaries (4.02). It was also the only tool that the beneficiaries found more useful than the partners.

Since one of Chebec's main objectives was to improve the internationalisation experience of the beneficiaries and to integrate them into international networks, these two aspects were included in both the Ex Ante and the Final survey. The following graph shows the assessment of the *international experience of the beneficiaries* both by the beneficiaries themselves and by the partners in the two periods (1 meaning minimum experience and 5 maximum experience). The graph also shows the assessment of the *state of integration of the beneficiaries into international networks* by the beneficiaries and the partners in both periods (1 meaning minimum integration and 5 maximum integration).

Graph 6. Ex Ante vs. Final internationalisation status of beneficiaries



Source: Ex Ante and Final surveys. Own elaboration

When analysing the graph, what stands out the most is the fact that the beneficiaries' perception of their *international experience* not only did not increase but also slightly decreased (average of 2.95 out of 5 in the Ex Ante survey and 2.9 in the final survey). The main explanation behind these results may be that the programme placed greater emphasis on the training and consultancy sessions, which were held locally. The results of the internationalisation phase were also affected by the Covid-19 outbreak, which caused the cancellation of the mobility in Bologna and the final event in Lyon. This meant that the international experience provided by Chebec was practically limited to the mobility actions in Seville and Marseille. Another possible explanation could be that, after receiving training on internationalisation and understanding how an internationalisation plan is carried out, the beneficiaries changed their perception of their international experience. In other words, the beneficiaries are now more aware of what internationalisation entails and of the work they still have to do to become international organisations.

In contrast, the partners' view of the international experience of the beneficiaries was more positive at the end of the project. In the Ex Ante survey, the partners said that the beneficiaries had an average level of *international experience* of 2.33 out of 5, while in the final survey the

rating increased to 3.40 out of 5. Therefore, by the end of the project, the partners believed that the beneficiaries had gained more *international experience* than the beneficiaries themselves.

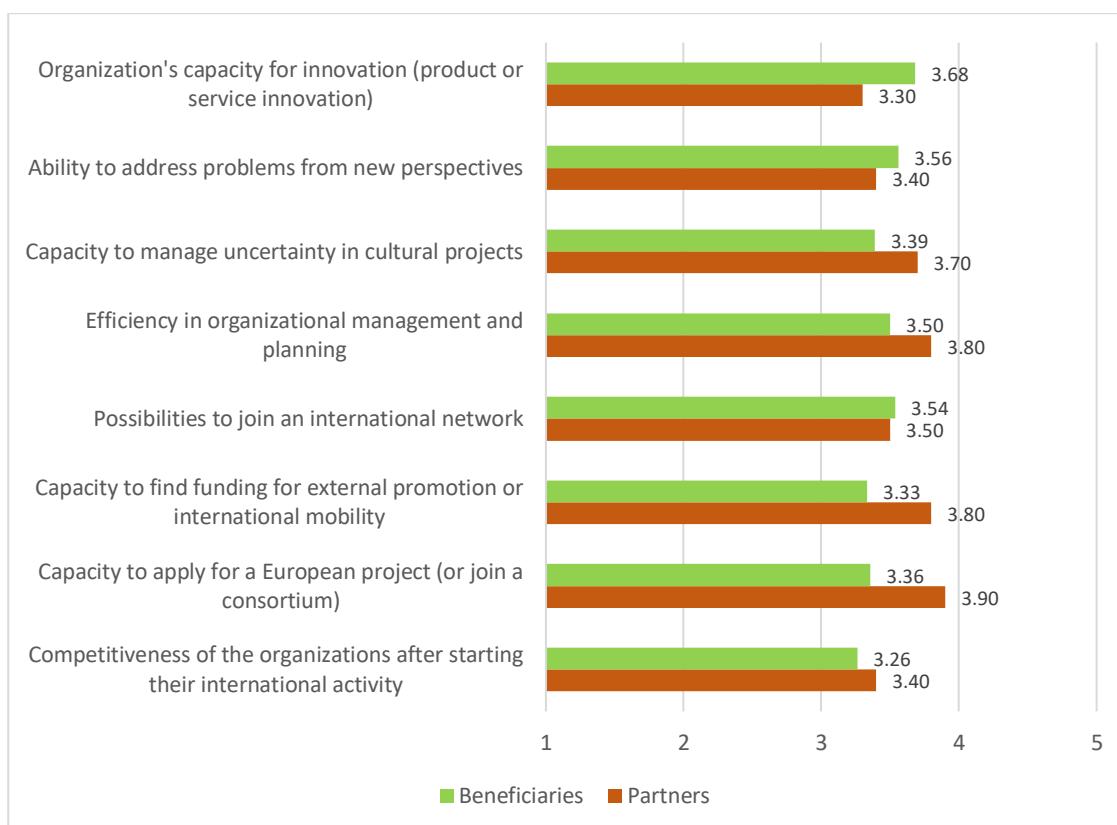
With regard to the *state of integration in international networks*, the beneficiaries did believe that their level of integration (2.73 out of 5) was higher than before participating in Chebec (2.47 out of 5). As far as the partners are concerned, they rated the level of integration of beneficiaries with a 2.8 out of 5 in both periods. These results show that there is still a long way to go both in terms of the internationalisation of the beneficiaries and their integration into international networks.

3.2.2. Impacts on beneficiaries and territories

This section analyses the impact of Chebec on two levels: the beneficiary organisations and the territories where the pilot experiences took place. Both the Ex Ante and the Final survey include questions about the impacts of the project to enable a comparison between the expectations of beneficiaries and partners and the end results. The two surveys use the same scale of 1 to 5, although the Final survey includes some variables that were not initially considered. The comparison between the two surveys shows that, despite the moderately positive results of the final survey, the initial high expectations were not met.

Since the project was in the last phase of its implementation, the final survey included questions designed to evaluate to what extent Chebec had contributed to improve aspects such as competitiveness, access to financing or the planning and management of the productive activity. The following graph compares the average assessment of Chebec beneficiaries and partners of the aspects related to the impact on beneficiaries (where 1 means minimum contribution and 5 maximum contribution).

Graph 7. Impact of Chebec on beneficiaries and partners



Source: Final survey. Own elaboration

As shown in the graph, there are only slight differences between the perceptions of the beneficiaries and those of the partners. These discrepancies can be explained by the different perspectives of analysis and the information that each group had at their disposal.

Beneficiaries thought that Chebec had had the greatest impact on their *capacity for innovation in products and services*. This issue is of particular importance, as this capacity is key for competitiveness, adaptation and resilience in the market.

If we consider the partners' point of view, they attributed the highest values to the *capacity to apply to European projects* (3.9) and the *capacity to find funding for external promotion and mobility* (3.8). Beneficiaries also valued these aspects positively, although their rating was nearly 0.5 points below that of the partners.

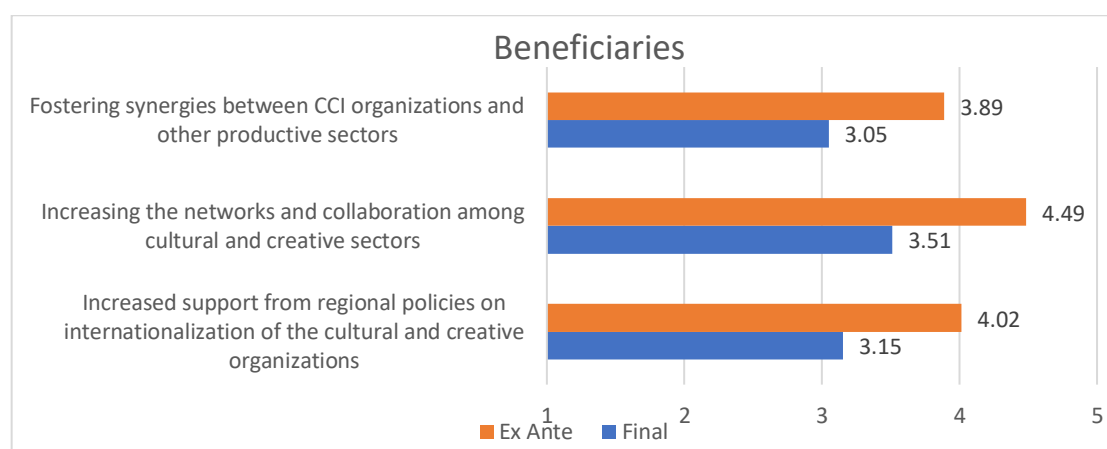
The beneficiaries' assessment was also more moderate than that of the partners, albeit to a lesser extent, in aspects such as *organisational management, managing uncertainty in cultural projects and competitiveness*. Partners and beneficiaries had similar views about Chebec's impact on the beneficiaries' ability to join an international network, which they rated with a 3.50 on average.

Chebec's partners and beneficiaries were also asked about the impacts of the project at the territorial level. The aim was not only to evaluate the immediate impacts of Chebec, but also to

assess the transformation processes that took place in the medium and long term in the local and regional context as a result of the implementation of the pilots.

The Ex Ante survey reflected the expectations of both partners and beneficiaries about Chebec's *contribution to fostering synergies among CCI, creating networks, and increasing public support*, while the Final evaluation reflected their perception at the end of the project. Overall, there is a gap between the expectations and the results achieved. The following graphs show a comparison between the expectations and the results from the point of view of beneficiaries (Graph 8) and partners (Graph 9). The average assessment of the project's regional impact is based on a scale of 1 to 5, where 1 means minimum and 5 means maximum.

Graph 8. Impact of Chebec at a regional level (Beneficiaries)

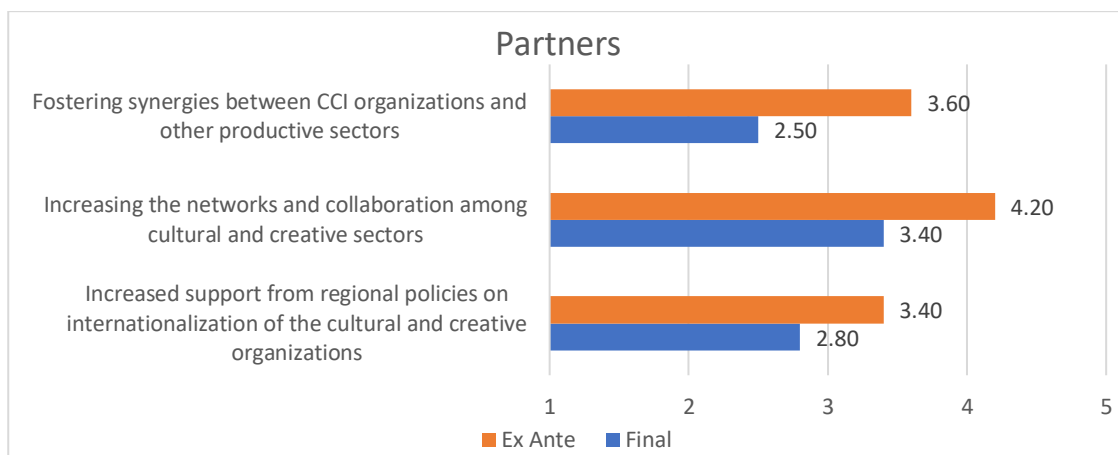


Source: Ex Ante and Final surveys. Own elaboration

As shown in the graph, the beneficiaries' expectations were close to 4 out of 5 on average, while their perceptions about the final results were closer to 3 on average. *Increasing networks and collaboration between CCIs* had the highest in both the Ex Ante and the Final surveys. This issue is very important since, as stated in our report [Impact of Covid-19 on the Chebec project](#), the capacity of the cultural and creative sectors to organise and mobilise will be key to tackle the structural crisis brought about by the Covid-19 pandemic. However, it is worth noting that this aspect also presents the largest gap between expectations and results, with a difference of 0.98 between the Ex Ante (4.49) and the Final survey (3.51). Despite the gap, this aspect received the highest rating out of the three areas considered.

With regard to an *increased support from regional policies for internationalization*, there was a difference of 0.87 between the expectations and the results (4.02 Ex Ante vs 3.15 Final). Finally, there was a variance of 0.84 in the beneficiaries' perception of Chebec's contribution towards *fostering synergies between CCIs and other productive sectors* (3.89 Ex Ante vs 3.05 Final).

Graph 9. Impact of Chebec at a regional level (Partners)

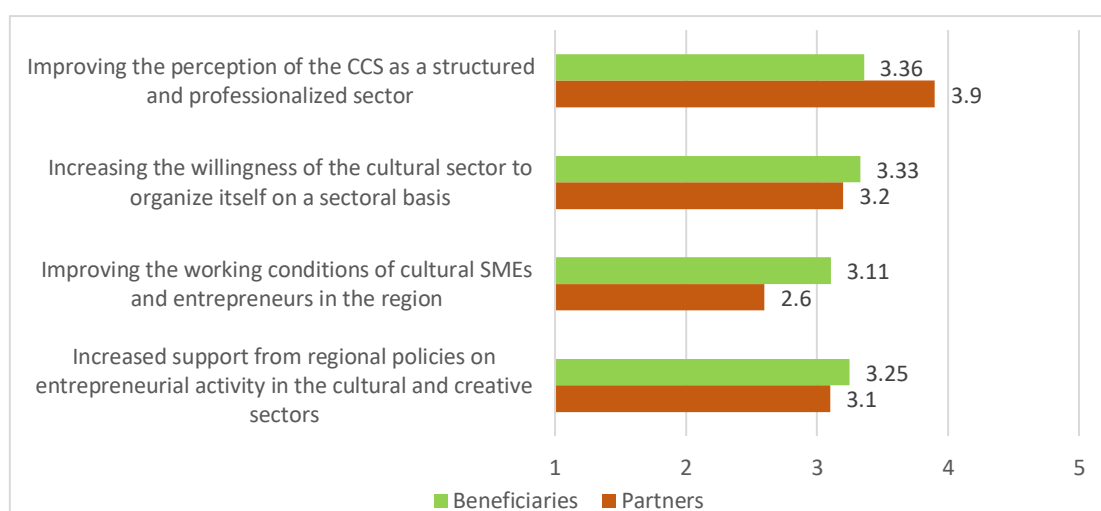


Source: Ex Ante and Final surveys. Own elaboration

The partners' assessment of the final results was also lower than the expectations. However, unlike in the beneficiaries' case, the greatest difference was found in the contribution towards *fostering synergies between CCIs and other productive sectors*, with a difference of 1.10 between the Ex Ante (3.60) and the Final (2.50) survey. With regard to Chebec's contribution towards *increasing the networks among CCIs*, there was a gap of 0.80 between expectations and results (4.20 Ex Ante vs 3.40 Final), while the project's contribution towards an *increased support from regional policies for internationalization* showed a difference of 0.60 (3.40 Ex Ante vs 2.80 Final).

Four new variables were included in the Final survey to gather additional data on ongoing processes that the Chebec project may have influenced in some way. The following graph presents the beneficiaries' and partners' assessment of these four variables (where 1 means minimum contribution towards regional impact and 5 means maximum contribution).

Graph 10. Additional impact variables included in the Final survey (Beneficiaries & Partners)



Source: Final surveys. Own elaboration

The survey showed a high certain degree of consensus among beneficiaries partners on these variables. As shown in the graph, the greatest difference was found in their assessment of Chebec's contribution to the *improvement of the perception of the CCS as a professionalised and structured sector*. In this case, the partners' rating was higher than that of the beneficiaries (3.9 and 3.36, respectively). It is possible that the partners' opinion was slightly biased following the implementation of the training programme. This variable is interesting because the perception of the sector is linked to variables such as visibility, identity, structuring and mobilisation, which are key for its capacity building strategy.

In the case of Chebec's contribution to the *improvement of the CCS' working conditions*, the beneficiaries' rating was higher than that of the partners (3.11 and 2.6, respectively). The beneficiaries' positive assessment of the impact of Chebec on their working conditions is also noteworthy given the generalised employment precariousness in the sector.

As for the *increase in regional public support for entrepreneurship in the CCS* and the *willingness of the sector to organize itself on a sector basis*, beneficiaries and partners agreed that Chebec's contribution was rather modest, with a very slight difference between their assessments (0.15).

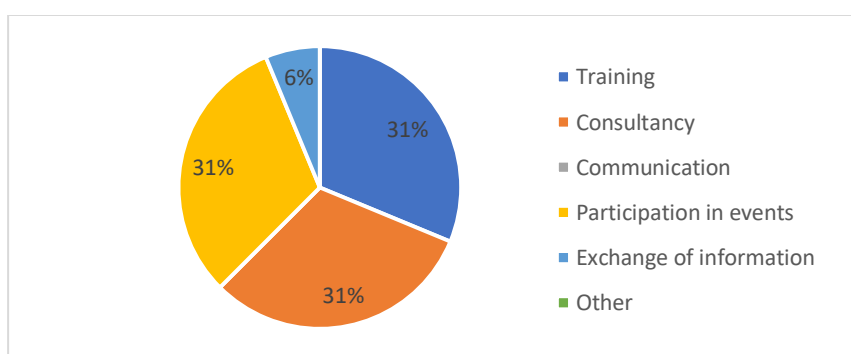
3.3. Stakeholders

One of the main objectives of Chebec was to involve different stakeholders and carry out a territorial transfer of the knowledge acquired during the project. Despite the difficulties associated with their integration, stakeholders were key players in Chebec's long-term journey.

For this reason, the evaluation also includes the stakeholders' assessment of the project. This section compares the initial stakeholder expectations set out in the Ex Ante survey with the assessment made in the final survey. It is worth noting that the analysis that follows is limited by the low response rate. Only 16 stakeholders responded to the Ex Ante survey and 16 completed the final survey, while some of the partners did not get responses from any of their stakeholders.

In the final survey, stakeholders were asked how they had engaged with the project. The nature of their collaboration is shown in the graph below.

Graph 11. Stakeholders: Types of collaboration

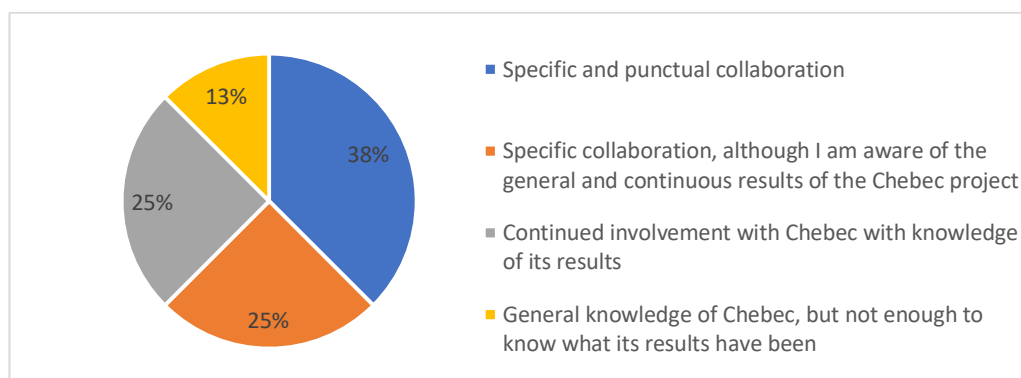


Source: Stakeholders Final survey. Own elaboration

Most of the stakeholders were involved in the project either through the training sessions or the consultancy programme (31%). There was also a significant number of stakeholders who participated in Chebec events (31%).

It was also important to determine whether the stakeholders' participation in the project had been specific or continuous and whether they were aware of its results. The following graph shows the distribution of stakeholders according to these variables.

Graph 12. Stakeholders: Specific or continuous collaboration



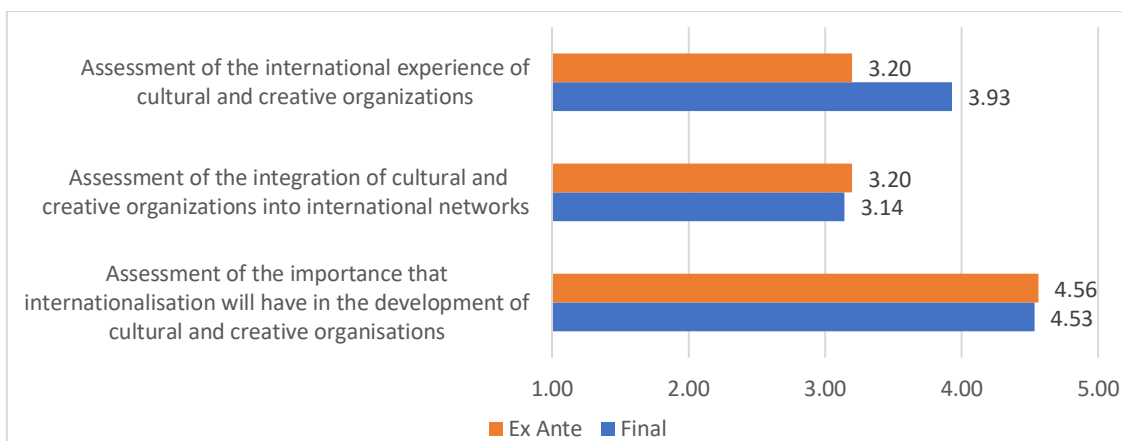
Source: Stakeholders Final survey. Own elaboration

More than half of Chebec's stakeholders collaborated with the project only in specific instances. Of those who were involved for a specific purpose, 25% were aware of the general results and 38% had no knowledge of the outcomes. Only 25% of the stakeholders surveyed said they had been continuously involved in Chebec and were aware of its results. Finally, 13% of respondents said that they had an overview of Chebec but did not have enough information about the results.

Two versions of the final survey were distributed depending on the stakeholders' knowledge of the Chebec project and its results. The stakeholders who were not aware of the project results were asked two questions about their contribution to the internationalisation of the CCS and the usefulness of continued collaboration with Chebec. In terms of their contribution to internationalisation, stakeholders highlighted the information provided to beneficiaries on the CCS, the tools available, the existing European programmes and previous experiences. With regard to the usefulness of continued collaboration, stakeholders stressed the need to maintain and consolidate the networks established through the project to continue exchanging experiences and creating new interactions and synergies.

Regardless of their awareness of Chebec's results, all the stakeholders were asked about their perception of the internationalisation of CCIs. It was also considered particularly relevant to compare their initial views with the views they had after collaborating in the Chebec project. The following graph compares the average responses of the Ex Ante and Final surveys (where 1 means minimum rating and 5 means maximum rating).

Graph 13. Stakeholders: Ex Ante vs. Final perception of CCI internationalisation



Source: Stakeholders Ex Ante and Final surveys. Own elaboration

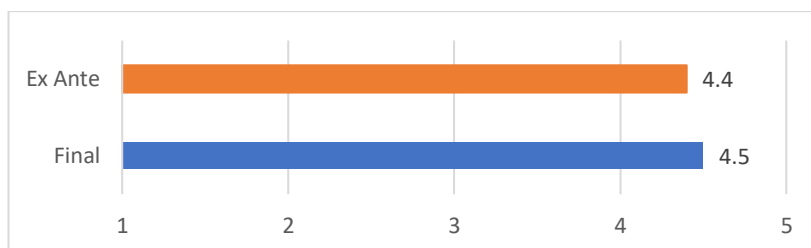
The stakeholders' assessment of the international experience of cultural and creative organisations was higher in the final survey (3.93) than in the Ex Ante survey (3.2). After participating in Chebec and making contact with the beneficiaries, stakeholders said that they believed that the CCIs have a relatively high level of international experience. Their assessment of the integration of CCIs in international networks was practically the same at the beginning (3.20) and at the end of the project (3.14), which means that their participation in Chebec did not have an impact on their views in this regard.

In the Ex Ante survey, stakeholders highlighted the importance of internationalisation for the development of cultural and creative organisations (4.56 out of 5). By the end of the project, their assessment practically had not changed (4.53). Therefore, taking part in Chebec only reinforced their opinion that internationalisation is key for CCIs.

The following four graphs analyse the responses of those stakeholders who indicated that they were aware of the results of the Chebec project (8 stakeholders, 50% of the total number). Those who were not sufficiently aware of the results were not asked to evaluate them. Given the limited size of the sample, no major conclusions can be drawn from this analysis.

One of the main objectives of the evaluation was to compare the expectations of stakeholders with the views they had after the project had been carried out. The following graph compares their expectations about the usefulness of Chebec at the beginning of the project (where 1 means minimum expectation and 5 maximum expectation) with their final perception (where 1 means minimum usefulness and 5 maximum usefulness).

Graph 14. Stakeholders: Expected vs. Final perception of Chebec's usefulness



Source: Stakeholders Ex Ante and Final surveys. Own elaboration

As can be seen in the graph, stakeholders had very high expectations about the usefulness of the Chebec project (4.4 out of 5). The final average rating of 4.5 out of 5 is a very positive result for Chebec, as this recognition of the project's usefulness will increase its transferability.

The next graph compares the initial expectations and final perceptions of stakeholders in regards to the impacts generated by Chebec. In the case of the Ex Ante survey, 1 represents minimum expectations and 5 means maximum expectations. In the Final survey, 1 means minimum impact and 5 corresponds to maximum impact.

Graph 15. Stakeholders: Ex Ante expectations vs. Final perceptions of impacts generated by Chebec

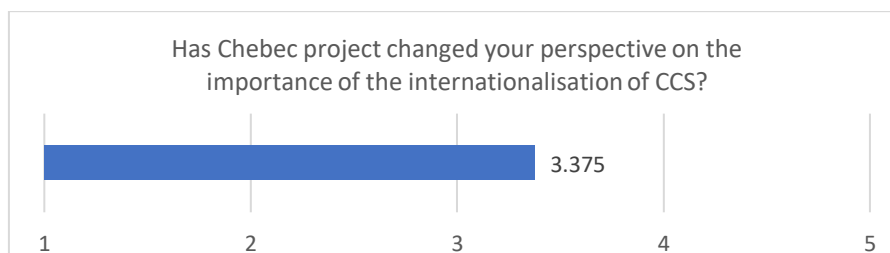


Source: Stakeholders Ex Ante and Final surveys. Own elaboration

Stakeholder expectations about the impacts generated by Chebec were very high. Although the final perceptions were a little lower, the general assessment was positive. Their expectations about the changes that Chebec would bring in terms of the regional SCC internationalisation policies were rated with a 4.20 out of 5. However, the final rating dropped to a 3.29 out of 5. This means that although stakeholders still believed that Chebec had had a positive impact on regional policies, they felt the impact had not been as significant as expected.

Did Chebec change the stakeholders' views on the importance of internationalisation for the cultural and creative sector? The following graph represents the average rating given in response to this question. Here, 1 means no change and 5 represents a very significant change.

Graph 16. Stakeholders: Change of perspective on internationalisation thanks to Chebec

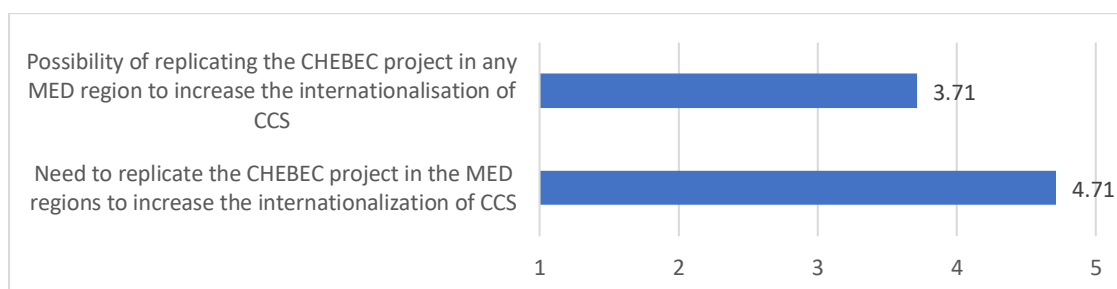


Source: Final stakeholder survey. Own elaboration

As previously noted, stakeholders already believed that internationalisation was very important for CCS when Chebec started. After being involved in the project, they became even more aware of the cultural and creative sector's need to internationalise, with a change rate of 3.37 out of 5.

Finally, in the Final survey, stakeholders were asked whether they believed that Chebec would be replicated in the future and whether this replication was necessary. The following graph shows the average values for these two questions (where 1 means minimum likelihood / need and 5 means maximum likelihood / need).

Graph 17. Stakeholders: Replication of Chebec in MED regions



Source: Final stakeholder survey. Own elaboration

According to the graph, *stakeholders agreed that it is very necessary to replicate the Chebec project in the MED regions in order to increase the internationalisation of CCS* (4.71 out of 5). However, their average assessment of the likelihood of this happening was lower (3.71 out of 5). This moderate assessment perhaps indicates an awareness that the replication of a project like Chebec will largely depend on European programmes.

4. Detailed results of the three main services

Following a general analysis of the results and impact of the Chebec pilot project, this section presents a more detailed analysis of each of the three complementary phases of the pilot. As previously indicated, the Chebec pilot project included three main types of activities: *training*

and mentoring programme, transregional mobility activities and Innovation Vouchers. Due to the Covid-19 outbreak in February 2020, the third transregional mobility action, which was to take place in Bologna in March, was replaced by a series of online activities. These activities are also evaluated in this section.

It should be noted that, although the programme is structured in three different phases, these overlap in time. Although the mobility actions and the Innovation Voucher scheme were implemented at the same time in all the regional pilots, the training and mentoring programmes did not have a common implementation date and were organised between January 2019 and July 2020. For example, most pilots were still implementing the training programme and had not started the mentoring programme when the Seville mobility action took place (April 2019).

The main source of information for the analysis that follows is the results of the beneficiary surveys, as they were the ones who used the services (user approach). D. 3.2.1 Pilot Implementation Reports have also been taken into account, since they provide the context in which the survey responses should be interpreted.

4.1. Training and mentoring

The training and mentoring programmes were planned as a whole to generate synergies between the theoretical knowledge acquired during the training sessions and its practical application through the design of the internationalisation plans. Table 5 summarises the number of training sessions and total amount of hours offered by each of the pilots.

Table 5. Summary of training sessions and total hours for each pilot

Pilot	Sessions	Hours	Hours/Session (Average)
AMI	4	14h	4 h/Session
CCSEV	4	20h	5 h/Session
Lazio Region	6	36h	6 h/Session
SERDA	8	17h 30 min	2 h/Session
CoBo – ART-ER	9	68h	8 h/Session
Arty Farty	10	36h 30 min	4 h/Session
UVEG	11	44h	4 h/Session
CIMAC	13	40h	3 h/Session
Barcelona Activa	30	113h	4 h/Session
TOTAL	95	389h	4 h/Session

Source: D. 3.2.1 Pilot Implementation Reports. Own elaboration.

As seen in the previous table, a total of 95 sessions were carried out with an average of 4 hours per session, practically reaching 390 hours overall. The training programmes were implemented differently in each of the pilots. However, most of the pilots tried to deliver the training in a few

sessions, as they had to be compatible with the beneficiaries' main activities. Four-hour sessions seemed to be the optimal solution to ensure compatibility.

Table 6 presents the consultancy hours received by the beneficiaries of each pilot.

Table 6. Summary of hours of mentoring services for each pilot

Pilot	Beneficiaries receiving consultancy	Hours per beneficiary	Total hours
AMI	7	1h	7h
Arty Farty	3	3h	12h
Lazio Region	10	3h	31h
UVEG	9	4h	66h
SERDA	6	12h	74h
CCSEV	5	20h	100h
Barcelona Activa	8	16h	129h
CoBo – ART-ER	9	20h	182h
CIMAC	9	75h	675h
TOTAL	66	17h	1.276h

Source: D. 3.2.1 Pilot Implementation Reports. Own elaboration.

As with the training, the mentoring programme was adapted according to the characteristics of beneficiaries in each pilot. For instance, Arty Farty implemented a mixed mentoring programme with open sessions, while CIMAC provided each beneficiary with tailored consultancy services. Further details can be found on the Pilot Implementation Reports submitted by each partner.

4.1.1. Training programme

In order to achieve internationalisation, it was essential to offer beneficiaries an initial training programme that allowed them to acquire the necessary skills and competencies. Given the characteristics of the cultural and creative sector, the training also had to cover entrepreneurial competencies and project management skills.

The structure and contents of the training programme were different for each of the regional pilot projects². Although in all cases the training focused on entrepreneurship and internationalisation skills, each pilot adapted the programme to the specific needs of its beneficiaries.

This section will cover:

- *Evaluation of the aspects related to the organisation of the Chebec training programme*
- *General satisfaction with each regional training programme*
- *Evaluation of results and impacts*
- *Analysis of entrepreneurial and internationalisation competencies*

² Details of the training programme for each pilot can be found in the "Pilot Implementation Reports" (Deliverable 3.2.1).

The following graph shows the beneficiaries' average assessment of the organisation of the Chebec training programme (where 1 means lowest valuation and 5 means highest valuation).

Graph 18. Training evaluation: Before training days

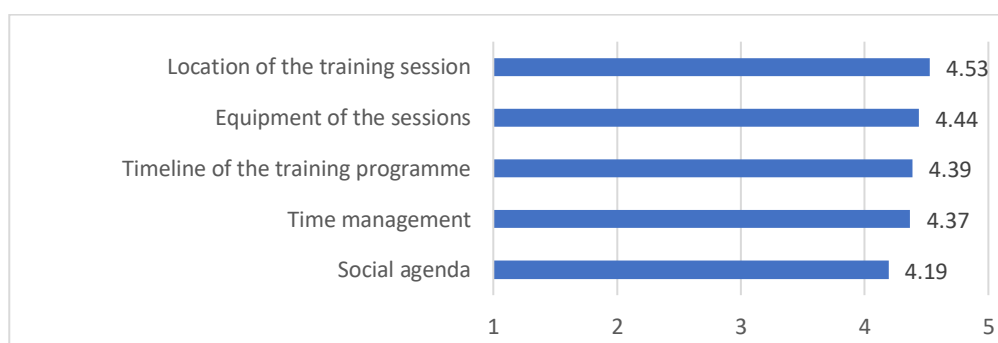


Source: Training survey. Own elaboration

According to the beneficiaries, the agenda for the training sessions was available with enough time in advance (average rating of 4 out of 5). Information on the training sessions was also sufficient (4.03). The availability of documentation and activities before each training session was evaluated positively (3.62), although there is room for improvement. The beneficiaries would have preferred to receive more practical information and activities to complete before the sessions so they could acquire some background knowledge on the subjects discussed.

The beneficiaries were also asked about the logistics of the training programme. The following graph shows the average responses (where 1 means lowest valuation and 5 means highest valuation).

Graph 19. Training evaluation: Organisation of the training programme

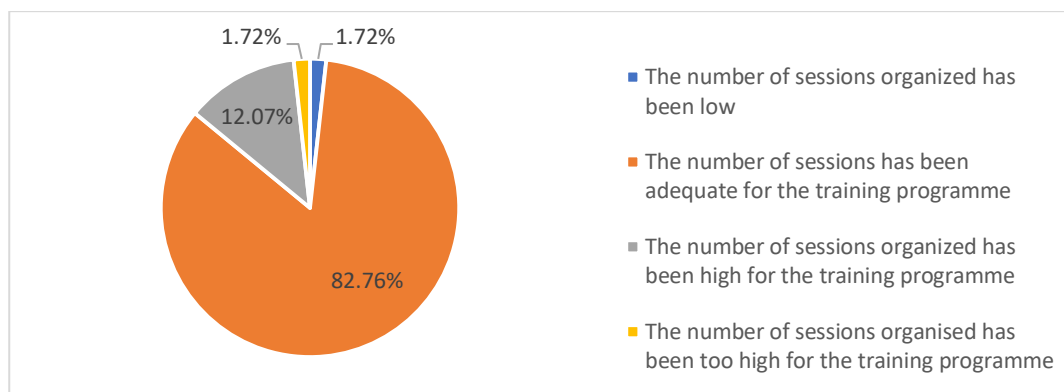


Source: Training survey. Own elaboration

As can be seen from the graph, the beneficiaries were very satisfied with the organisation of the training programme. All the average ratings were above 4, so practically all the beneficiaries expressed a very high level of satisfaction. On average, they gave a high rating to the location of the training sessions (4.53), the equipment (4.44), the timeline of the training programme (4.39), the time management (4.37), and the social agenda (4.19).

Beneficiaries were also asked about the adequacy of the number of sessions, which varied from one pilot to another. The following graph shows the results in percentages.

Graph 20. Training evaluation: Number of training sessions

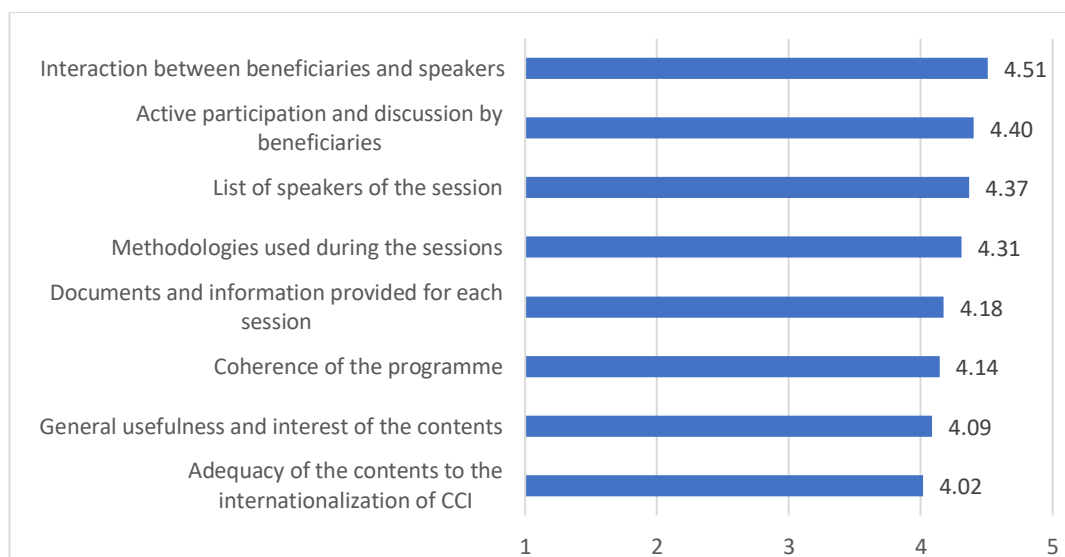


Source: Training survey. Own elaboration

According to the majority of beneficiaries (82.76%), the number of training sessions organised by each pilot was adequate. Offering the right number of sessions was important, as beneficiaries had to be able to fit the training sessions around their daily professional activities. 12.07% of the beneficiaries thought that the number of sessions was high and that it would have been more efficient to condense the training into fewer sessions. Only one beneficiary indicated that there had been too many sessions and another one said that there had been too few.

The following graph shows the beneficiaries' assessment of the structure, usefulness and development of the training programme (where 1 means lowest valuation and 5 means highest valuation).

Graph 21. Training evaluation: Training programme evaluation



Source: Training survey. Own elaboration

In general, all the aspects considered were evaluated very positively, with average ratings between 4.02 and 4.51 out of 5. It is worth noting that the two highest-rated aspects were those related to the speakers: interaction between beneficiaries and speakers (4.51) and list of speakers of the sessions (4.37). The beneficiaries also valued the methodologies used during the

sessions (4.31) and the attendees' active participation in the discussions. This last aspect is particularly relevant, as participation and 'learning by doing' are two essential aspects of the action-oriented training approach adopted by Chebec.

The adequacy of the contents was the aspect that received the lowest ratings. This may be partly due to the fact that the beneficiaries had different professional profiles and initial experiences and belonged to different sub-sectors, which made it difficult to develop specialised content that suited all participants. As a result, the organisers opted for a generalist strategy with more operational content. In addition, some beneficiaries thought that the contents were "too entrepreneurial" and would have wanted them to be more adapted to the particular context and specificities of the cultural sector.

Beneficiaries were also asked to rate their level of satisfaction with the Chebec training programme from 1 to 10. The following table shows the average results per pilot.

Table 7. Training evaluation: Satisfaction with the regional training programmes

Satisfaction with Chebec's training programme	
UVEG	8.55
SERDA	8.50
Regione Lazio	8.43
CoBo/ART-ER	8.17
Barcelona Activa	8.13
CIMAC	8.00
CCSEV	8.00
AMI	7.33
Arty Farty	7.00
Average	8.13

Source: Training survey. Own elaboration

Although the satisfaction levels with each pilot were different, the average level was quite high (8.13). The two training programmes with the highest levels of satisfaction from their beneficiaries were the University of Valencia (8.55) and SERDA (8.50), while Arty Farty received the lowest rating. These results partly reflect the influence of the partner profiles (university, Chamber of Commerce, Municipality...) on the delivery of training services. They could also be a reflection of the specificities of each of the participating regions.

It is worth noting that the training programme with the highest rating was that provided by the only university in the consortium (UVEG). On the other hand, the training programmes proposed by the only two cultural associations in the partnership received lower satisfaction rates. This demonstrates that the type of partner organising the training does have an impact on the results, as academic institutions are more experienced in the design of training sessions than other organisations that do not have training as a core activity.

The beneficiaries' average assessment of the results and impacts of the training programme are shown on the following graph, where 1 means lowest rating and 5 means highest rating.

Graph 22. Training evaluation: Results and impacts



Source: Training survey. Own elaboration

Their assessment was overall positive. Once again, the aspect that received the highest rating was related to the speakers (*"generation of contacts with the speakers"*), with an average of 3.98 out of 5. The second highest was *"networking and construction of a working group with the rest of the beneficiaries"* (3.82). This implies that, beyond the knowledge acquired during the training, the beneficiaries valued the contacts made through the sessions. These results reaffirm the importance of relational capital and networking for the achievement of Chebec's objectives. Shared learning and team building are two key aspects that facilitate the empowerment of beneficiaries.

On the other hand, the lowest ratings correspond to aspects related to the tools provided through the training (database, library and dossier). This is partly due to the fact that practical contents often require a theoretical base that not all beneficiaries may have had the opportunity to acquire.

The impact of the training programme on the beneficiaries' skills was also evaluated. The following graph shows the average increase in their entrepreneurial skills following the training sessions (where 1 means no increase and 5 means maximum increase).

Graph 23. Training evaluation: Entrepreneurial competencies



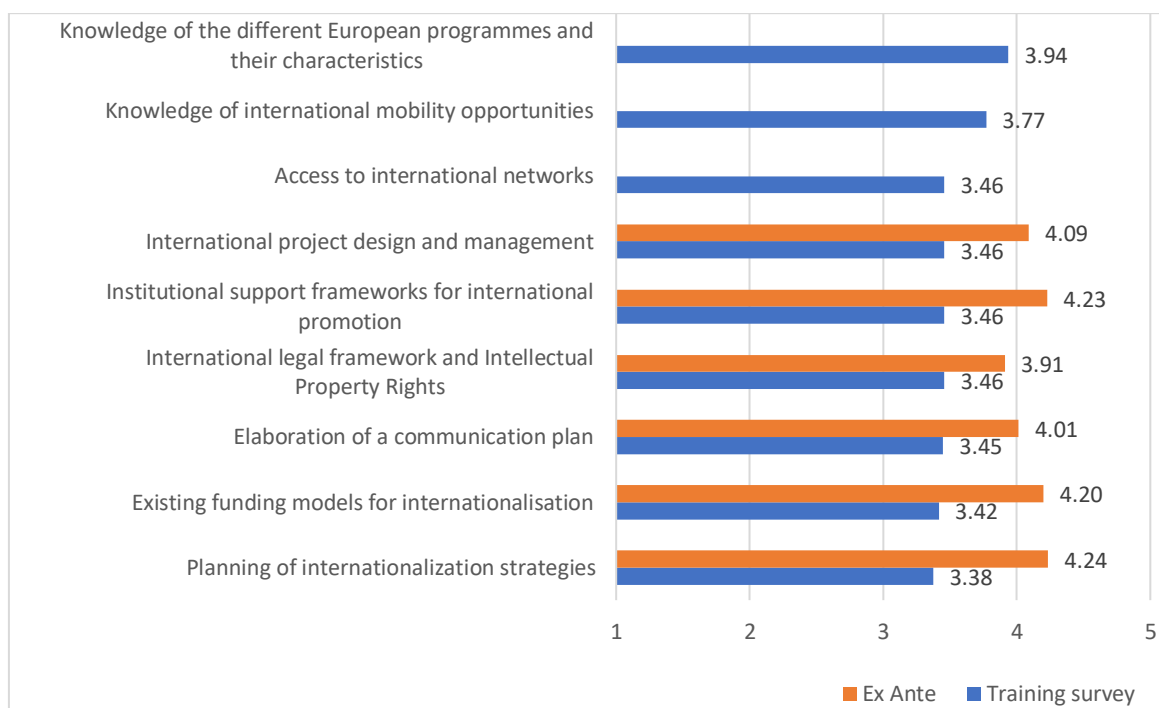
Source: Training survey. Own elaboration

As can be seen in the graph, the average evaluation of all the entrepreneurial competencies considered is positive and consistent, with values concentrated between 3.35 and 3.51). The highest ratings correspond to two aspects of particular strategic value for cultural planning: *audience development* and *marketing strategies*. On the other hand, the lowest values correspond to technical skills linked to specific tools (i.e. contracts, financial management). Given the diversity within the group, general and strategic training contents were prioritised over more technical and specialised content, as it was considered that this approach would be more useful to address the beneficiaries' common basic internationalisation needs.

However, if we consider the results of each of the nine training programmes, the impact on business competencies varied (see the Pilot Implementation Reports for further details). This is because each pilot decided which entrepreneurial competencies they wanted to include in their training programme. Although some of the competencies were not featured in all the programs, they still received a positive average rating.

The following graph shows the *average increase in internationalisation competencies after the Chebec training program* (where 1 means no increase and 5 means maximum increase). For this graph, we have also used the responses to the Ex Ante survey around the beneficiaries' needs for training in different areas (where 1 means minimum need and 5 means maximum need). The first three competencies were not included in the Ex Ante survey, since it was only during the programme that the importance of these competencies for the beneficiaries became clear. It is very important to consider how future Chebec training programmes could address the challenge of integrating the diversity of profiles and the specific needs of beneficiaries into the design of the training content. In addition, the implementation of the training programmes has allowed organisers to identify priorities and continuously adapt and improve the contents.

Graph 24. Training evaluation: Increase in internationalisation competencies



Source: Ex Ante and Training surveys. Own elaboration

As can be seen from the graph, the initial needs of beneficiaries in terms of internationalisation competencies were very high (over 4 out of 5). Again, the average results of the training survey are very similar, with values condensed between 3.38 and 3.94. Greater differences could be observed if the results for each pilot were considered individually. It is worth noting that the two competencies that increased the most were not included in the Ex Ante survey: “*knowledge of different European programmes and their characteristics*” (3.94) and “*knowledge of international mobility opportunities*” (3.77). This implies that beneficiaries saw a significant improvement of their competence in these two areas thanks to the training programme.

Although the area that beneficiaries felt needed the most improvement at the beginning of the project was “*Planning of international strategies*” (average of 4.24), it was actually the one that registered the least improvement (3.38). This indicates that the pilots should have included more specific training in this area. The same applies to the variable “*Existing funding models for internationalization*”. However, in many cases the beneficiaries had the opportunity to work on their internationalisation strategies during the mentoring phase.

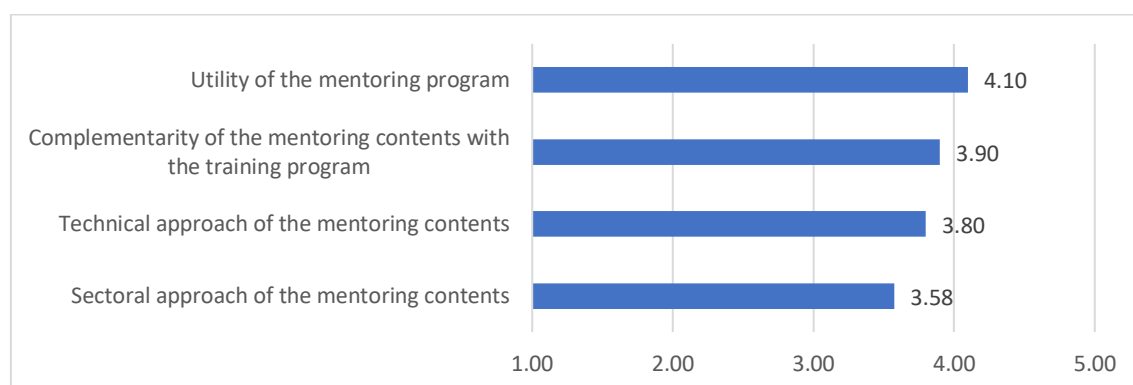
4.1.2. Mentoring Programme

In addition to the theoretical training sessions, each pilot implemented a mentoring programme. This programme offered each beneficiary individual sessions with a consultant that helped them work on their internationalisation plans in a practical way. As previously indicated, each regional

pilot initiated the mentoring programme at different times, but all of them implemented it between January 2019 and July 2020.

In the Final survey, the beneficiaries were asked to assess various aspects of the mentoring programme. The following graph shows the average usefulness of each of the aspects (where 1 means minimum and 5 means maximum).

Graph 25. Evaluation of the mentoring programme



Source: Final beneficiaries survey. Own elaboration

As can be seen in the graph, beneficiaries indicated that the individualised services provided as part of the *mentoring programme had been very useful*, with an average rating of 4.10 out of 5).

Furthermore, they believed that the *mentoring services had been coordinated to some extent with the contents of the training programme* (average rating of 3.90 out of 5). The survey results show that Chebec managed to successfully integrate the training and the mentoring programme. By joining the mentoring programme after taking part in the training sessions, beneficiaries were able to assimilate the theoretical knowledge they had acquired and apply it to their own reality. However, although the results are positive overall, they also show that the complementarity between the two programmes could have been further improved.

The technical approach of the mentoring programme, which refers to technical aspects such as internationalisation, managerial planning support, implementation of digital processes or marketing techniques, was rated with a 3.80 out of 5 on average. This shows that beneficiaries were generally satisfied with the techniques used in the mentoring sessions. However, these could have also been improved.

Finally, the rating given by the beneficiaries to the sectoral approach was 3.58 out of 5. This variable was meant to *assess the specificity of the contents* to the beneficiaries' sectors and was related to aspects such as adapting a product to another market or dealing with international providers and clients. Although beneficiaries were satisfied, they believed that more work could have been done in this respect. Perhaps it would have been more efficient to offer more than one consulting option so that each beneficiary could have access to experts that suited their needs and specificities.

4.2. Seville and Marseille Mobility Actions

The second phase of the Chebec project focused on the mobility actions. The aim of these actions, which built on the training phase, was to foster networking with cultural organisations from other European regions. The interaction between the beneficiaries of the different territorial pilots facilitated their empowerment through the use of ‘networked knowledge’ and ‘learning by doing’ strategies. The following table summarises the number of beneficiaries that attended the two mobility actions carried out as part of the Chebec project.

Table 8. Number of beneficiaries attending the Chebec mobility actions

Pilot	Nº Beneficiaries in Seville	Nº Beneficiaries in Marseille
AMI	2	6
Arty Farty	4	6
Barcelona Activa	3	5
CoBo – ART-ER	2	3
CCSEV	9	3
CIMAC	9	5
Lazio Region	2	3
SERDA	3	2
UVEG	5	7
TOTAL	39	40

Source: D. 3.2.1 Pilot Implementation Reports. Own elaboration.

As previously mentioned, initially there were three mobility actions planned: one in Seville, one in Marseille and one in Bologna. In the end, only two were carried out: Seville (02-03/04/2019) and Marseille (10-12/09/2019). The mobility in Bologna had to be cancelled due to the Covid-19 crisis and was replaced with a series of online activities³.

The survey responses of the beneficiaries that attended each of the two mobility actions are analysed below. The Mobility Reports have also been considered. It should be noted that the views on the two mobilities cannot be compared, as they were attended by different beneficiaries.

The mobility actions were a learning curve for both partners and beneficiaries. The first one in Seville was experimental, as there was no previous experience. The organisers of the mobility in Marseille then built on the experience in Seville, focusing on the aspects that could be improved. Similarly, the beneficiaries who took part in the second mobility were also more experienced, so they had higher expectations and displayed a more critical attitude.

Our analysis of the mobility actions will cover:

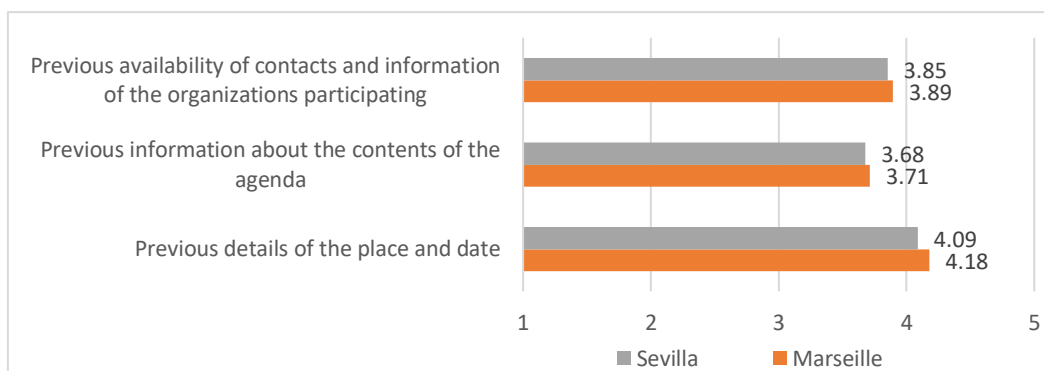
- *Organisation and logistics*
- *Agenda contents*
- *General results*

³ This report does not include an evaluation of these activities because they were carried out in September and October 2020, at which time the report was already being drafted.

- Contacts and matchmaking

The following graph shows the beneficiaries' average assessment of the organisation of each mobility action (where 1 means lowest valuation and 5 means highest valuation).

Graph 26. Mobility evaluation: Organisation

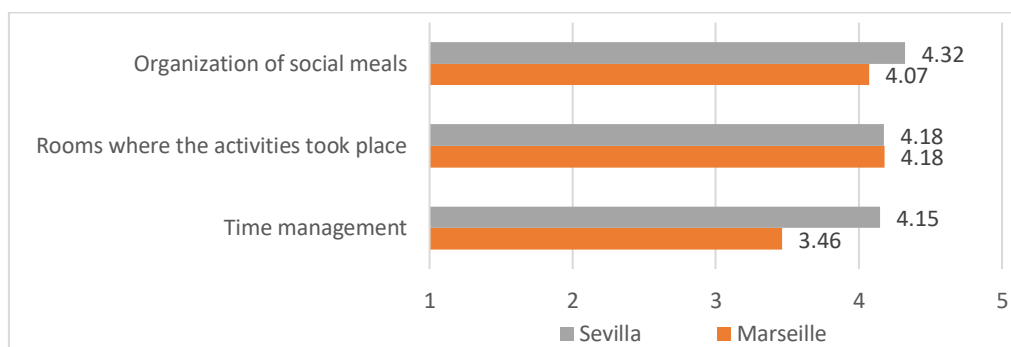


Source: Seville and Marseille surveys. Own elaboration

According to the beneficiaries, both mobility actions were well organised. All the details related to the actions were shared with enough time in advance, including the time and place (4.09 out of 5 on average for Seville and 4.18 for Marseille), the participating organisations (3.85 in Seville and 3.89 in Marseille) and the agenda (3.68 in Seville and 3.71 in Marseille).

The following graph shows the average evaluation of the logistical aspects of the mobility actions (where 1 means lowest valuation and 5 means highest valuation).

Graph 27. Mobility evaluation: Logistics

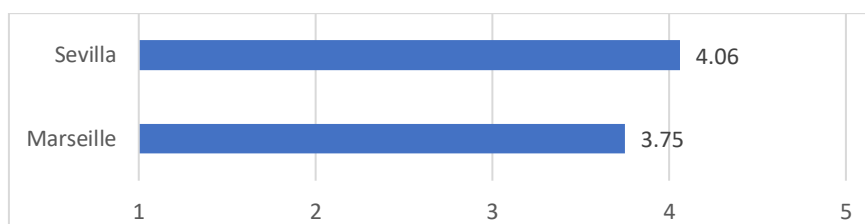


Source: Seville and Marseille surveys. Own elaboration

The logistical aspects of both mobility actions were also assessed very positively by the beneficiaries. The meals and the rooms where they took place received high ratings. Time management was rated with an average of 4.15 out of 5 in Seville, compared to the 3.46 out of 5 in Marseille.

After each mobility, the attending beneficiaries were also asked to evaluate the contents of the agenda on a scale of 1 to 5 (where 1 means lowest valuation and 5 means highest valuation). The following graph shows the average rating in Seville and Marseille.

Graph 28. Mobility evaluation: General assessment of the agenda contents



Source: Seville and Marseille surveys. Own elaboration

In line with the rest of the results, the general content of the agenda was positively evaluated in both cases. The beneficiaries attending the mobility in Seville rated the agenda with an average of 4.06 out of 5, while the assessment of those who took part in the Marseille mobility was slightly lower (3.75).

Beneficiaries were also asked to evaluate specific aspects of the agenda on a scale of 1 to 5 (where 1 means lowest valuation and 5 means highest valuation). The following table summarises the most and least valued activities in the two mobilities.

Table 9. Mobility evaluation: Assessment of the agenda content

	SEVILLE	MARSEILLE
Top -rated activities	Bashiron's conference (4.36) Networking sessions (3.85)	Restitution workshop (3.71) Speed Geeking (3.71)
Lowest rated activities	Visits to cultural centres (3.64) Round table (3.62)	Visit to cultural spaces (3.42) Creative Market (2.15)

Source: Seville and Marseille surveys. Own elaboration

Networking activities received higher ratings. The *B2B networking sessions* and the *Speed Geeking* were amongst the most valued agenda contents (3.85 in Seville and 3.71 in Marseille). According to the beneficiaries, some of the time dedicated to the pitch sessions could have been used for networking sessions to promote spontaneous interactions.

Beneficiaries noted that not all participants had time to meet each other during the *Speed Geeking*. They asked for more informal opportunities to create spontaneous interactions, meet the other beneficiaries and discuss potential collaborations. Moreover, attendees indicated that they would have preferred to have more time to interact with other professionals instead of taking part in activities they found 'impractical'. The most valued activity in Seville was the conference given by Herman Bashiron on cultural and artistic mobility, with a rating of 4.36 out of 5. In Marseille, the beneficiaries valued the Restitution Workshop (3.71), as they were able to share their opinions on the experience and suggest improvements.

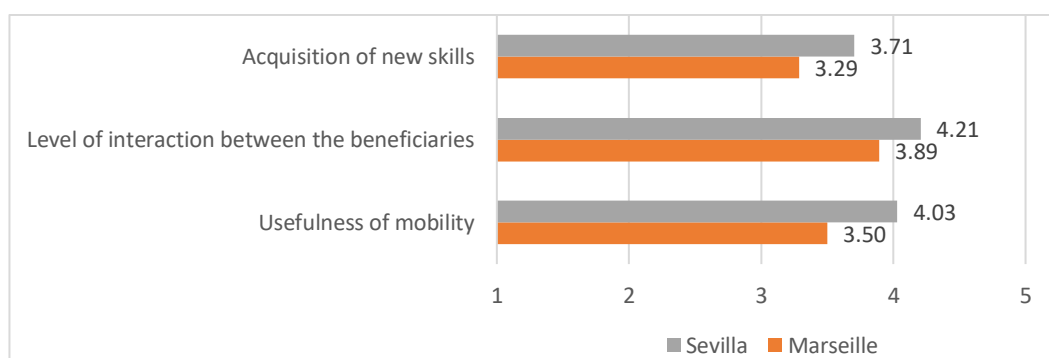
In both Seville and Marseille, visits to cultural centres were among the least valued activities, (3.64 for the former and 3.42 for the latter). In Marseille, the Creative Market received a low rating (2.15) due to the limited audience, as explained in the Mobility Report. According to the

beneficiaries, the idea was interesting but it was not executed correctly. It should have been better organised to ensure exposure and boost attendance.

In the survey, beneficiaries also mentioned the institutional presentations, indicating that they had not found it beneficial to attend presentations on large European projects they could not access. They suggested they would be interested in hearing more about smaller projects within their reach and meeting organisations similar to theirs with successful internationalisation experiences.

The following graph shows the average assessment of the main results generated by each mobility action (where 1 means lowest valuation and 5 means highest valuation).

Graph 29. Mobility evaluation: General results



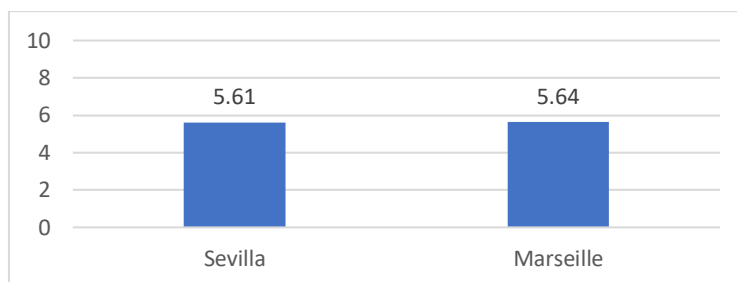
Source: Seville and Marseille surveys. Own elaboration

As seen in the graph, the beneficiaries thought that the two mobility actions generated positive results, as the average rating for all the variables exceeded the 3 out of 5 mark. The acquisition of new skills was rated with a 3.71 in Seville and 3.29 in Marseille. The level of interaction between beneficiaries received a rating of 4.21 in Seville, compared to 3.89 in Marseille. In terms of general usefulness, the Seville mobility was rated with an average of 4.03, slightly higher than the one in Marseille (3.50).

Although the average rating of the level of interaction between beneficiaries in Seville was very high, many of the attendees stressed that more time needed to be given to networking to promote synergies and foster collaboration. This feedback was taken into account when designing the agenda for the Marseille mobility.

Another important outcome of the mobility actions was the contacts between the beneficiaries. The following graph shows the number of average contacts that each beneficiary made during these activities.

Graph 30. Mobility evaluation: Number of contacts made in the mobility (average)

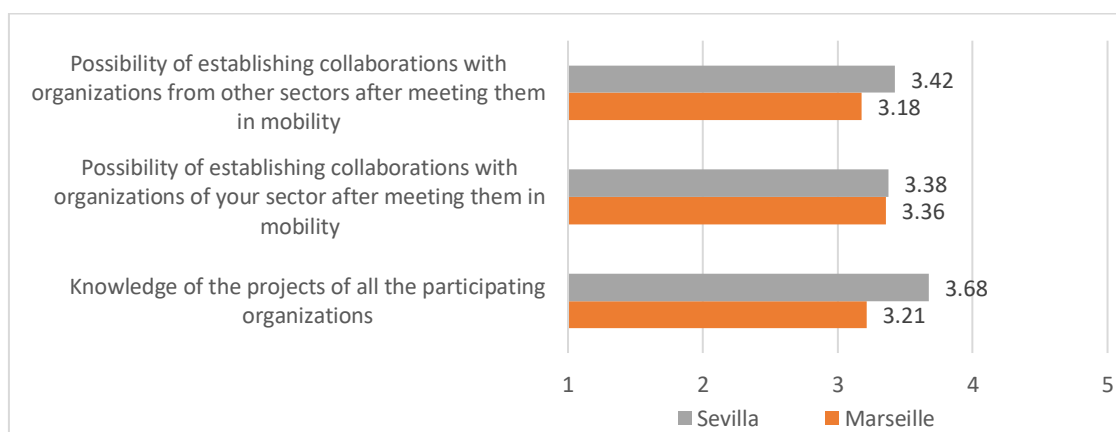


Source: Seville and Marseille surveys. Own elaboration

As shown in the graph, beneficiaries made a similar number of new contacts in the two mobility actions. In the case of Seville, the average value is 5.61, which means that each beneficiary made an average of 5 or 6 new contacts. In Marseille, the average value is very similar (5.64). The fact that the number of new contacts made did not fall in the second mobility is very positive. One of the reasons is that some of the beneficiaries did not participate in the mobility in Seville, so Marseille was their first contact with the rest of the beneficiaries. There were also beneficiaries who met briefly in Seville but did not have an opportunity to make contact until they met again in Marseille.

It is also interesting to look at the results of these contacts with other organisations. The following graph shows the average evaluation of the matchmaking results for each mobility on a scale of 2 to 5 (where 1 means lowest valuation and 5 means highest valuation).

Graph 31. Mobility evaluation: Matchmaking results



Source: Seville and Marseille surveys. Own elaboration

In line with previous results, the assessment of the matchmaking results was positive. In Sevilla, the possibility of making contact with organisations from the same sector was rated with a 3.38, while the opportunity to make contact with organisations from other sectors was rated with a 3.42. In Marseille, the rating for contacts with organisations from the same sector was 3.18, while making contact with organisations from other sectors was rated with a 3.36. Knowledge of the other projects participating in the mobility action received an average rating of 3.63 in Sevilla and 3.21 in Marseille.

4.3. Innovation Vouchers

The third and final phase of the Chebec project was the Innovation Vouchers. This phase included the delivery and evaluation of the internationalisation plans designed by the beneficiaries. Up to 4 beneficiaries from each of the 9 Chebec pilots received vouchers to finance part of their internationalisation plans (21 in total). The following table summarises the projects financed by the Innovation Voucher.

Table 10. Innovation Voucher

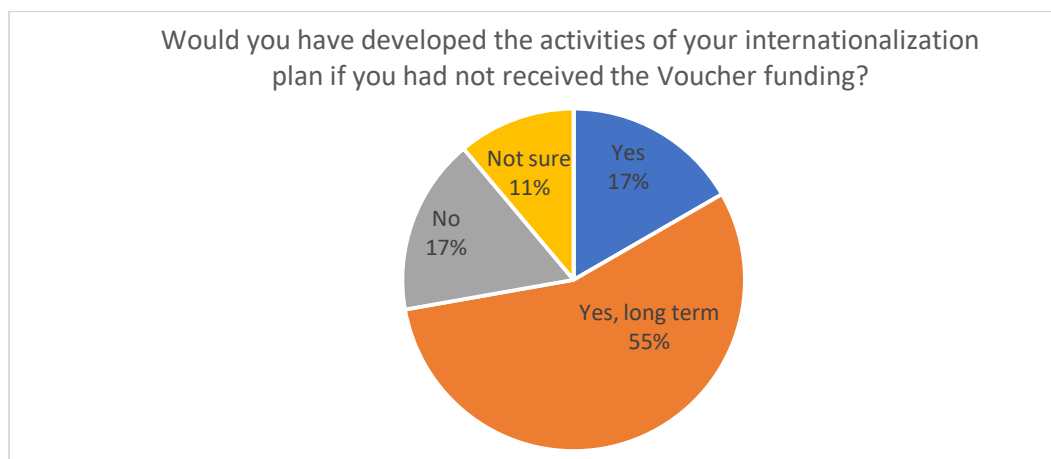
Pilot	Beneficiaries	Total Amount
AMI	1	2.500 €
Arty Farty	Cancelled due to Covid-19	
Barcelona Activa	1	2.500 €
CoBo – ART-ER	4	10.000 €
CCSEV	3	7.500 €
CIMAC	3	10.000 €
Lazio Region	2	5.000 €
SERDA	-	-
UVEG	4	10.000 €
TOTAL	18	47.500 €

Source: Adapted from D.3.4.1. Report on Innovation Voucher Allocation results

This section analyses the types of activities that were financed with the vouchers, their development and results. It is important to note that this phase was severely affected by the Covid-19 crisis. When the beneficiaries were initially selected, the implementation period for the activities financed by the voucher was January-May 2020. However, due to the situation generated by the pandemic from February onwards, this period was extended until September 2020. In many cases, the international activities that had originally been approved could not be carried out due to travel restrictions and the cancellation of fairs and events, thus a few beneficiaries had to rethink their projects. It was then decided that the activities would be carried out locally, which had an impact on the results of the Innovation Voucher.

This section analyses the Final survey responses of the beneficiaries who received the Innovation Voucher (18 responses). They were asked whether the Innovation Voucher had allowed them to carry out activities they would not have been able to run otherwise or whether they would have implemented them with their own resources. The following graph shows their responses.

Graph 32. Innovation Voucher: Possibility of developing the internationalisation plan in case of not receiving it



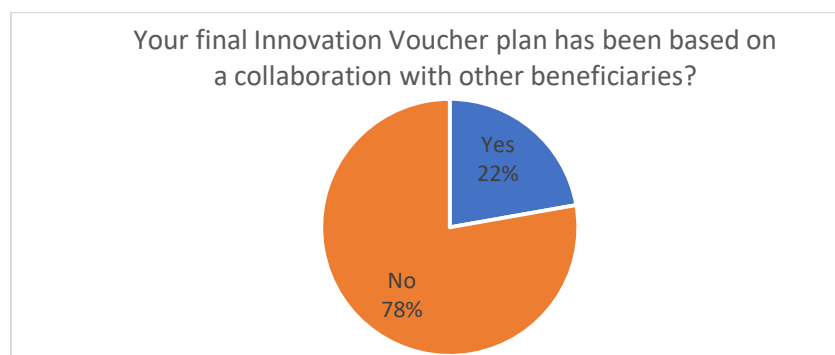
Source: Final Beneficiaries Survey. Own elaboration

55% of the Innovation Voucher recipients surveyed indicated that they would have developed the funded activities in the long term, while 17% stated that they would have done so in the medium or short term. This is a very positive result, as it demonstrates that *Chebec acted as an accelerator of the beneficiaries' internationalisation processes*. The funding was used for activities that fit both into the voucher scheme and the organisations' own internationalisation plans.

However, 11% were not sure whether they would have been able to develop the internationalisation activities without the voucher and 17% stated that they would not have done so. This reaffirms the usefulness of the voucher as a tool for overcoming the operational obstacles to the internationalisation of cultural organisations. It also proves that significant operational results can be achieved with relatively modest resources.

One of the objectives of the Innovation Voucher was to encourage collaboration between Chebec beneficiaries. The following graph shows the percentage of beneficiaries who ended up carrying out joint actions with other beneficiaries.

Graph 33. Innovation Voucher: Collaboration with other beneficiaries



Source: Final Beneficiaries Survey. Own elaboration

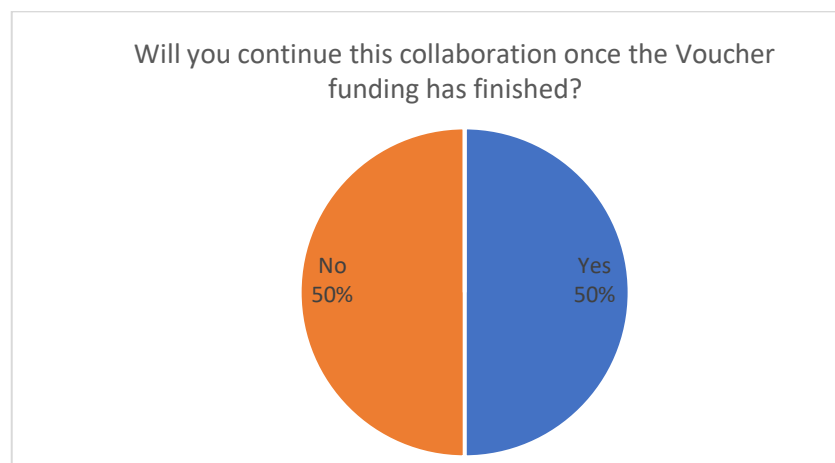
From the graph above, it can be concluded that the Innovation Voucher failed to promote collaboration and long-term partnerships between Chebec beneficiaries. 78% of the Innovation Voucher recipients surveyed did not cooperate with other beneficiaries. This may be due to the fact that almost all activities were carried out locally, the fact that one of the mobility actions was cancelled or the fact that not all beneficiaries took part in both actions. Whatever the case may be, there are some aspects in the pilots that could be improved, including timing (i.e. the third mobility action should take place before the voucher phase to allow all possible contacts to be developed), communication management, dynamisation of beneficiaries and use of social networks.

Beneficiaries were not fully aware of each other's projects and there were no spaces where collaboration could naturally occur. These processes take time to mature and require meeting spaces and participation dynamics.

As mentioned above, the situation generated by the Covid-19 pandemic meant that some of the few collaborations that were developing in the framework of the voucher scheme had to be cancelled and the beneficiaries were forced to carry out their own activities locally.

Those who claimed to be collaborating were asked if they were planning to continue the collaboration after the end of the Innovation Voucher. The following graph shows the results by percentage.

Graph 34. Innovation Voucher: Continuity of collaborations

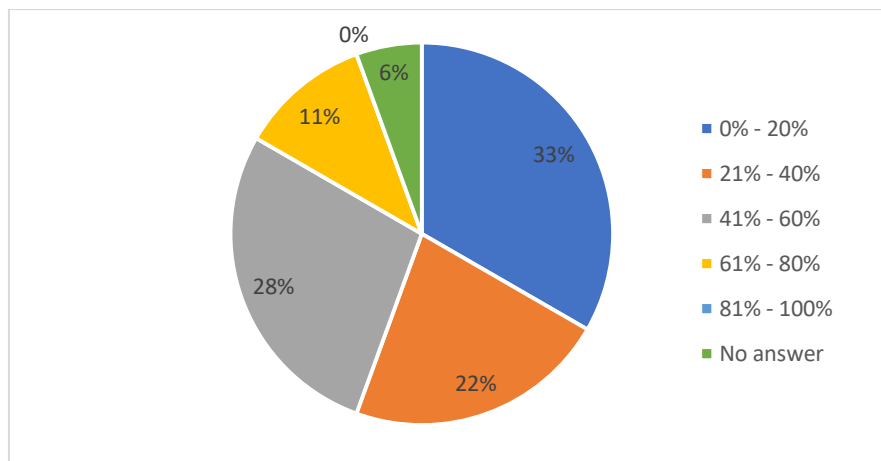


Source: Final Beneficiaries Survey. Own elaboration

As shown in the graph, only half of the beneficiaries (2) had the intention to continue collaborating following the implementation of the Innovation Voucher. The other 2 beneficiaries surveyed stated that they preferred not to continue with the collaboration.

Another important issue to consider is the percentage of each organisation's internationalisation plan that was covered by the Innovation Voucher. The following graph shows the responses of all the voucher recipients.

Graph 35. Innovation Voucher: Percentage of the internationalisation plan covered by the Voucher



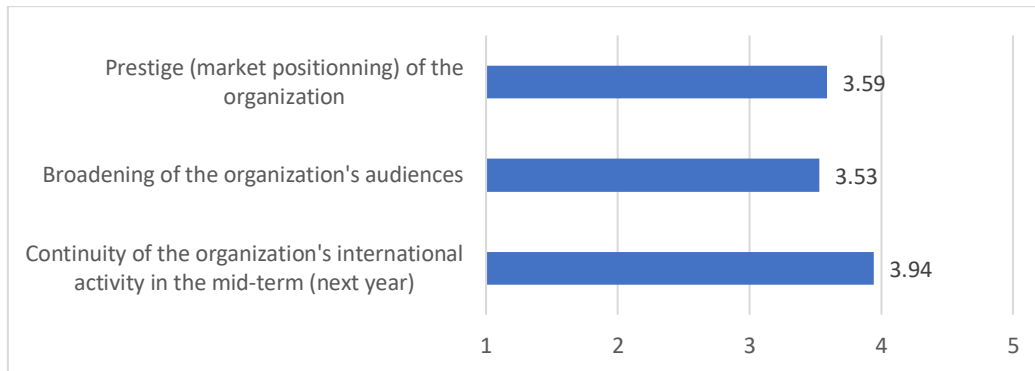
Source: Final Beneficiaries Survey. Own elaboration

According to the beneficiaries, the Innovation Voucher did not cover a large part of their internationalisation plan. Although the amount of the vouchers was very modest (2.500€), the way these funds were used had remarkable impacts on the internationalisation of the beneficiaries. The beneficiaries' capacity to adapt and overcome the obstacles posed by the Covid-19 pandemic was also remarkable: they responded quickly and creatively and were able to rethink their original plans.

In terms of the coverage provided by the voucher, a third of those surveyed (33%) stated that the scheme allowed them to finance between 0% and 20% of their internationalisation plan. 22% of the beneficiaries were able to finance between 21% and 40% and 28% were able to finance between 41% and 60% of their plan. None of the beneficiaries were able to finance almost the entirety or the entirety (81%-100%) of their internationalisation plan with the Voucher. It should be noted that the aim of the Innovation Voucher was not to finance the entire plan but to enable beneficiaries to carry out the first internationalisation activities. Therefore, an average financing of 35% of the internationalisation plan is a good result for the Innovation Voucher.

Finally, it is important to establish the impacts that the Innovation Voucher has had on the organisations in the short term. The following graph shows the average assessment of three types of impacts on a scale of 1 to 5 (where 1 means minimum impact and 5 maximum impact).

Graph 36. Innovation Voucher: Impact of the Voucher on beneficiaries



Source: Beneficiaries Final Survey. Own elaboration

As can be seen in the graph, the Innovation Voucher has had a positive impact on the beneficiaries. On average, beneficiaries rated the impact of the voucher on the prestige of their organisation with a 3.59 out of 5. This means that besides contributing to their internationalisation, the voucher has also allowed the beneficiaries to improve their market positioning. Beneficiaries also indicated that the voucher has allowed them to expand their audience, with an average impact level of 3.53 out of 5.

Finally, the impact of the Innovation Voucher on the medium-term (next year) continuity of the recipients' international activities was rated with a 3.94 out of 5. This is a very positive result for Chebec, as one of its objectives was ensuring that beneficiaries could continue developing their international activities once the project was over.

5. Conclusions and recommendations

As we can conclude from the evaluation results, the Chebec project was relatively successful in terms of its pilot experience and the interest shown by beneficiaries, partners and stakeholders. The services, tools and impacts were all evaluated positively, which validates the proposed training strategy.

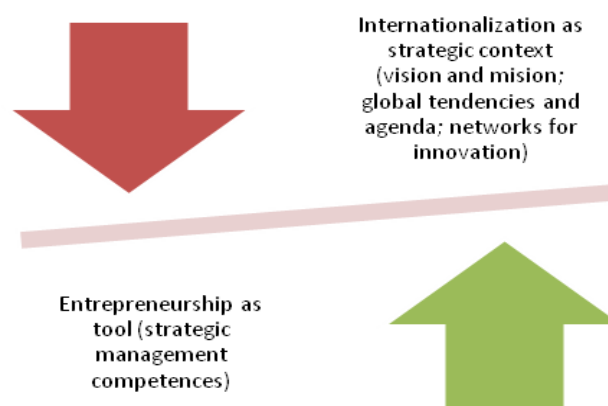
However, opportunities for improvement have been identified in areas such as dynamisation and communication with beneficiaries, stakeholder engagement and use of an advanced modular design that caters to the common and specific needs of the beneficiaries. All of these areas could improve the methodology and content of the training programme, increase the impact of the project and boost its transferability.

With regard to the training programme, we have learned that a general approach generates better results. General contents can be useful for any sector and enable interaction among beneficiaries, which could be leveraged to foster cooperation and networking. Specific contents could be more suitable either for small homogeneous groups of beneficiaries or for a mentoring programme, which focuses on the issues that an organisation needs to achieve internationalisation.

The mentoring programme was also quite useful for beneficiaries, as it helped them address their issues on an individual level and provided them with tailored support, which is an invaluable asset for entrepreneurs and SMEs.

Internationalisation also acts as a strategic framework for the learning of entrepreneurial skills. Global development challenges open up opportunities for cultural organisations to offer new creative services, reach new audiences and access new funding frameworks.

Graph 37. Synergies between internationalisation strategies and entrepreneurial competencies



Source: Own elaboration (2020)

The synergies and mutual reinforcement between internationalisation and entrepreneurship are particularly interesting. Internationalisation acts as a strategic context for cultural organisations, providing an operational framework for funding diversification, audience innovation and service development. On the other hand, the entrepreneurial capacities associated with project design and management (i.e. market analysis, strategic planning and monitoring and evaluation) are a fundamental operational tool.

The mobility activities were very well received. Beneficiaries asked for more informal opportunities to participate in spontaneous interactions with other beneficiaries or deepen the contacts they had already established to discuss potential collaborations. Fast B2B meeting methodologies were useful to allow participants to meet as many beneficiaries as possible in a short amount of time, but it might be advisable to organise complementary activities where beneficiaries could build stronger relations and partnerships. A longer mobility action with a capacity building programme oriented towards the presentation of a joint project on a particular theme could help foster collaboration. Also, the beneficiaries suggested they would welcome further information on small projects within their reach and the opportunity to hear from similar organisations with successful internationalisation experiences that they could use as role models.

The main issue with the Innovation Voucher scheme was the heavy bureaucratic burden, as most beneficiary organisations did not have specialised members of staff who could focus on dealing with the paperwork and managing all the procedures. The design of the scheme also presented some limitations, such as the short implementation period or the fact that joint translocal projects were prioritised without having previously provided the conditions necessary to facilitate these collaborations. In this sense, perhaps the partners should be more proactive and foster collaboration by asking beneficiaries what they are looking for, what do they need and what opportunities they could leverage.

The Innovation Voucher was also affected by the Covid-19 outbreak, which restricted international mobility and caused the cancellation of fairs, among other issues.

A series of policy recommendations can be drawn from the Chebec experience to increase the internationalisation of the Mediterranean cultural and creative sector:

- Promote the internationalisation of CCI as a driver for sustainable development and regional innovation. Internationalisation is a necessary strategy for unlocking the potential of Cultural and Creative Industries.
- In order to remove financial, administrative and legal barriers, it is necessary to implement a transversal and multilevel governance model based on enhanced communication and coordination between the departments (culture, economic promotion, internationalisation and employment) and territorial levels of Administration (from local and regional to EU) involved.

Each territorial level of the public administration can play distinctive and complementary roles. The role of national and regional governments is connected to the design of the action framework (the legal system in which artists operate, the fiscal incentives and measures for funding purposes), promotional activities and events and travel grants.

On the other hand, local policies should contribute to create a suitable environment for creative entrepreneurs to grow, which includes investing in creative clusters, start-up networks, incubators and accelerators.

Public policies must facilitate the internationalisation of CCI through:

- Applied training and research: *training itineraries, coaching, team building*
- Dynamisation and mediation: *web tools for the transference of good practice, mapping of the institutional architecture of each country.*
- Coordination of CCI organisations across territories to promote collaborative schemes: *professional associations, hubs, clusters, etc.*
- International mobility and promotion: *artistic residencies, fairs and festivals, professional missions, meetings with international experts*
- Funding: *instruments such as mutual guarantee societies, loans, venture capital, etc.*

The internationalisation of cultural organisations is essential for territorial development in the Mediterranean regions. To support this internationalisation process, we need to promote capacity-building strategies for the cultural sector based on the implementation of cooperation networks, applied learning services, mobility programmes and access to funding.

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Appendixes

Appendix 1. Ex Ante questionnaire for partners

Section 1. PARTNER IDENTIFICATION						
1.1. Name of your organization						
1.2. Profile of your organization						
1.3. Sector of your organization						
1.4. Location of your organization (region)						
Section 2. MOTIVATIONS						
Please answer the following questions related to the perception and motivations about CCIs internationalization strategies. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
2.1. Based on your analysis, what importance do you foresee that internationalization will have on the development of cultural and creative organizations?						
2.2. Do you think that internationalisation will mean the emergence of new business opportunities for cultural and creative organisations?						
2.3. How relevant would you assess the challenges that cultural and creative organizations have to face when internationalizing?						
Section 3. NEEDS						
Please answer the following questions related to the perception of the main support services needs of cultural and creative organizations for their internationalization. Please rate from 1 to 5 (where 1 means a minimum need and 5 means a maximum need)						
	1	2	3	4	5	No answer
3.1. How do you assess the initial situation of the international experience of cultural and creative organizations?						
3.2. Given the current situation, how do you assess the internationalization competences of cultural and creative organizations?						
3.3. How do you assess the current state of integration of cultural and creative organizations into international networks?						
3.4. Do you think that cultural and creative organizations need consulting services to improve their internationalization strategies?						
Section 4. EXPECTATIONS						
What are your expectations on the following issues related to the project? Please rate from 1 to 5 (where 1 means minimum expectations and 5 means maximum expectations)						
	1	2	3	4	5	No answer
4.1. ON TOOLS						
4.1.1. Generation of a conceptual map showing the different relationships between the concepts linked to the project						
4.1.2. Methodologies used in the project and its evaluation						
4.1.3. Generation of best practices						
4.1.4. Generation of a complete and detailed database						
4.2. ON SERVICES						
4.2.1. Training activities developed by the project (webinars, international conferences, etc)						
4.2.2. Consultancy and mentorship services provided by partners to beneficiaries						
4.2.3. Mobility actions provided to beneficiaries						
4.2.4. Events carried out by the project						
4.2.5. International promotion of organizations						
4.2.6. Generation of CCIs Clusters						
4.2.7. Access to local business contacts and matching						
4.2.8. Access to Transegral networks						
4.2.9. Usefulness of the innovation voucher						
4.3. ON PROCESS						
4.3.1. Interest and number of beneficiaries admitted/candidatures received						
4.3.2. Number of concrete internationalization project developed						

4.4. ON IMPACTS						
4.4.1. Creation of new strategies for the internationalization of the cultural and creative sector						
4.4.2. Creation of new international networks among cultural and creative organizations						
4.4.3. Opening of cultural and creative organisations to new international markets						
4.4.4. Generation of synergies of the creative and cultural sector with other productive sectors						
4.4.5. Change in regional policies on internationalization of cultural and creative organizations						
4.4.6. Change of the policy makers' opinion on the role of the creative and cultural sector after the development of the project						

Appendix 2. Ex Ante questionnaire for beneficiaries

Section 1. BENEFICIARY IDENTIFICATION						
1.1. Name of your organization						
1.2. Profile of your organization						
1.3. Sector of your organization						
1.4. Location of your organization (region)						
Section 2. MOTIVATIONS						
Please answer the following questions related to the perception and motivations about cultural and creative organizations internationalization strategies. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
2.1. Based on your market analysis, what importance do you foresee that internationalization will have on the development of your cultural and creative organization?						
2.2. Do you think that internationalisation will mean the emergence of new business opportunities for your cultural and creative organisation?						
2.3. How relevant would you assess the challenges that your cultural and creative organization has to face when internationalizing?						
Section 3. NEEDS						
Please answer the following questions related to your perception of the main support services needs for internationalization. Please rate from 1 to 5 (where 1 means a minimum need and 5 means a maximum need)						
	1	2	3	4	5	No answer
3.1. How do you assess the initial situation of your international experience?						
3.2. Given the current situation, how do you assess the internationalization competences (language, business plan, communication...) of your organization?						
3.3. How do you assess your current state of integration into international networks?						
3.4. Do you think that your organizations needs specific consulting services to improve its internationalization strategies?						
Section 4. EXPECTATIONS						
What are your expectations on the following issues related to the project? Please rate from 1 to 5 (where 1 means minimum expectations and 5 means maximum expectations)						
	1	2	3	4	5	No answer
4.1. ON TOOLS						
4.1.1. Generation of strategic vision (conceptual map, theoretical framework...)						
4.1.2. Methodologies (mapping, networking, mentoring...), used in the pilot						
4.1.3. Generation of best practices						
4.1.4. Production of a complete and detailed database of contacts						
4.2. ON SERVICES						

4.2.1. Training activities developed by the project (webinars, international conferences, etc)						
4.2.2. Consultancy and mentorship services provided by partners to beneficiaries						
4.2.3. Mobility actions provided to beneficiaries						
4.2.4. Events carried out by the project						
4.2.5. International promotion of organizations						
4.2.6. Generation of CCI Clusters and networks						
4.2.7. Access to local business contacts and Matching						
4.2.8. Access to Transejional networks						
4.2.9. Usefulness of the innovation voucher						
4.3. ON IMPACTS						
4.3.1. Creation of new strategies for the internationalization of the cultural and creative sector						
4.3.2. Participation in new international networks among cultural and creative organizations						
4.3.3. Generation of synergies of the creative and cultural sector with other productive sectors						
4.3.4. Change in regional policies on internationalization of cultural and creative organizations						

Appendix 3. Ex Ante questionnaire for stakeholders

Section 1. STAKEHOLDER IDENTIFICATION						
1.1. Name of your organisation / institution						
1.2. Profile of your organisation / institution						
1.3. Sector of your organisation / institution						
1.4. Please select which of the Chebec project partners you are collaborating with						
Section 2. MOTIVATIONS						
Please answer the following questions related to the perception and motivations about CCIs internationalization strategies. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
2.1. Based on your analysis, what importance do you foresee that internationalization will have on the development of cultural and creative organizations?						
2.2. How important do you think internationalization is to generate new business opportunities for cultural and creative organizations?						
2.3. Value the complexity of the challenges faced by cultural and creative organizations when they go international						
Section 3. NEEDS						
Please answer the following questions related to the perception of the main support services needs of cultural and creative organizations for their internationalization. Please rate from 1 to 5 (where 1 means a minimum need and 5 means a maximum need)						
	1	2	3	4	5	No answer
3.1. How do you assess the initial situation of the international experience of cultural and creative organizations?						
3.2. How do you assess the need for cultural and creative organisations to improve their internationalisation skills?						
3.3. How do you assess the current state of integration of cultural and creative organizations into international networks						
3.4. Do you think that cultural and creative organizations need specific consulting services to improve their internationalization strategies?						
Section 4. PERCEPTION OF CCIs INTERNATIONALIZATION						

Please answer the following questions related to your perception of the relationship between the internationalization of CCI and their role in your region. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
4.1. How do you assess the need for internationalisation of the cultural and creative sector?						
4.2. In your opinion, how do you assess the usefulness of the Chebec project on the internationalisation of cultural and creative organisations?						
4.3. What do you think is the impact of this internationalisation strategy in terms of local and regional development?						
4.4. What is the role of the cultural and creative sector in the development of the RIS3 strategy in your region?						
4.5. What do you think is the impact of interactions between cultural and creative organisations and other industrial sectors in terms of competitiveness and innovation?						
Section 5. EXPECTATIONS						
What are your expectations on the following issues? Please rate from 1 to 5 (where 1 means minimum expectations and 5 means maximum expectations)						
	1	2	3	4	5	No answer
4.1.1. Creation of new strategies for the internationalization of the cultural and creative sector						
4.1.2. Creation of new international networks among cultural and creative organizations						
4.1.3. Opening of cultural and creative organisations to new international markets						
4.1.4. Change in regional policies on internationalization of cultural and creative organizations						

Appendix 4. Mobility questionnaire for beneficiaries

BENEFICIARY IDENTIFICATION						
1.1. Name of your organization						
1.2. Please select which of the Chebec project partners you are collaborating with:						
MOBILITY EVALUATION						
2. PREVIOUS ORGANISATION						
Please rate from 1 to 5 the following aspects related to the <u>previous organisation</u> of mobility in Sevilla (where 1 means lowest valuation and 5 means highest valuation)						
	1	2	3	4	5	No answer
2.1. Previous details of the place and date of the mobility						
2.2. Previous information about the contents of the agenda						
2.3. Previous availability of contacts and information of the organizations participating in the mobility						
3. LOGISTICS						
Please rate from 1 to 5 the following aspects related to the logistics of mobility in Sevilla (where 1 means lowest valuation and 5 means highest valuation)						
	1	2	3	4	5	No answer
3.1. Time management						
3.2. Rooms where the activities took place (conferences, presentations, etc.)						
3.3. Organization of social meals						
4. AGENDA						
Please rate from 1 to 5 the following aspects related to the <u>agenda</u> of mobility in Sevilla (where 1 means lowest valuation and 5 means highest valuation)						
	1	2	3	4	5	No answer
4.1. General assessment of the contents of the agenda						
4.2. Institutional conferences						

4.3. Conference by Herman Bashiron Mendolicchio (assessment of the speaker and contents)						
4.4. Presentation of participant organizations (organisation, time management, precise contents)						
4.5. Networking sessions						
4.6. Round table (assessment of the speakers, subjects and contents)						
4.7. Visits to cultural centers						
5. GENERAL ASSESSMENT						
Please rate from 1 to 5 the following aspects related to the general assessment of mobility in Sevilla (where 1 means lowest valuation and 5 means highest valuation)						
	1	2	3	4	5	No answer
5.1. Usefulness of mobility						
5.2. Level of interaction between the beneficiaries						
5.3. Acquisition of new skills						
6. RESULTS						
6.1. Number of contacts made in the mobility	Number					
Please rate from 1 to 5 the following aspects related to the results of mobility in Sevilla (where 1 means lowest valuation and 5 means highest valuation)						
	1	2	3	4	5	No answer
6.2. Knowledge of the projects of all the participating organizations						
6.3. Possibility of establishing collaborations with organizations of your sector after meeting them in mobility						
6.4. Possibility of establishing collaborations with organizations from other sectors after meeting them in mobility						
7. RECOMMENDATIONS FOR UPCOMING MOBILITIES						
Please indicate which aspects you think could be improved and how could they be improved in the next mobilities of the Chebec project:						
8. OTHER						
Please indicate any other aspects you would like to highlight about the development of the first Chebec mobility in Sevilla:						

Appendix 5. Training questionnaire for beneficiaries

Section 1. BENEFICIARY IDENTIFICATION						
1.1. Name of your organization						
1.2. Please select which of the Chebec project partners are you collaborating with:						
2. ORGANISATION OF TRAINING SESSIONS						
2.1. BEFORE TRAINING DAYS						
Please rate from 1 to 5 the following aspects related to the previous organisation of the Chebec training programme (where 1 means lowest valuation and 5 means highest valuation).						
	1	2	3	4	5	No answer
2.1.1. Previous availability of the agenda of the training sessions						
2.1.2. Previous information about the training sessions (training topics, information about the speakers)						
2.1.3. Documentation and activities before each training session (if the speakers have sent enough information or activities to be carried out before the sessions)						
2.2. ORGANISATION AND LOGISTICS OF THE TRAINING PROGRAMME						
Please rate from 1 to 5 the following aspects related to the organisation of the Chebec training programme (where 1 means lowest valuation and 5 means highest valuation).						
	1	2	3	4	5	No answer
2.2.1 Location of the training session (room, light, noise, etc)						

2.2.2 Equipment of the sessions (internet, projector, board)						
2.2.3 Time management (e.g. the established schedules have been respected)						
2.2.4. Timeline of the training programme (e.g. the sessions have been well distributed over the duration of the programme)						
2.2.5. Social agenda (e.g. coffee breaks or social lunches have been organised to allow interaction between participants)						
2.3. NUMBER OF TRAINING SESSIONS						
According to the number of training sessions organised for the training programme, please indicate which of the following statements you most agree with:						
1. The number of sessions organised has been very low						
2. The number of sessions organized has been low						
3. The number of sessions has been adequate for the training programme						
4. The number of sessions organized has been high for the training programme						
5. The number of sessions organised has been too high for the training programme						
3. TRAINING PROGRAMME						
3.1. Please rate from 1 to 5 the following aspects related to the development of your local pilot training programme (where 1 means lowest valuation and 5 means highest valuation).						
	1	2	3	4	5	No answer
3.1.1. Coherence of the programme (no content has been repeated, the content has been complementary)						
3.1.2. General usefulness and interest of the contents of the training sessions for your organisation						
3.1.3. Adequacy of the contents to the internationalization of cultural and creative organizations						
3.1.4. List of speakers of the sessions (degree of experience, contents, speech)						
3.1.5. Documents and information provided for each session						
3.1.6. Methodologies used during the sessions (Have been easy to understand and the correct ones for the contents)						
3.1.7. Active participation and discussion by beneficiaries (if beneficiaries have had a participatory and active attitude)						
3.1.8. Interaction between beneficiaries and speakers (if the sessions has allowed good interaction between beneficiaries and speakers and has been participatory)						
3.2. Which training sessions did you find most interesting and useful? (Speaker, subject) Why?						
3.3. Which training sessions did you find least useful / interesting? Why?						
3.4. Please rate your level of satisfaction with Chebec's training programme from 1 to 10:						
4. RESULTS AND IMPACTS						
4.1. Please rate from 1 to 5 the following tools generated by the results of the Chebec training program (where 1 means lower score and 5 means higher score).						
	1	2	3	4	5	No answer
4.1.1. Techniques and methodologies for internationalization planning and management						
4.1.2. Resources for internationalization planning and management						
4.1.3. Networking and construction of a working group with the rest of the beneficiaries						
4.1.4. Generation of a resource and documentation library on internationalization						
4.1.5. Generation of databases of programs and opportunities						
4.1.6. Generation of contacts with the speakers of your local pilot.						
4.1.7. Design of your work plan dossier for the internationalisation of your organisation						
4.2. ENTREPRENEURIAL SKILLS						
For each of the following entrepreneurial skills, please rate from 1 to 5 the level of increase after the training sessions (where 1 means no increase and 5 means maximum increase)						
	1	2	3	4	5	No answer
4.2.1. Business management and financials						
4.2.2. Business planning						
4.2.3. Funding schemes (e.g. crowdfunding, sponsorship, match-funding)						

4.2.4. Selling techniques and negotiation						
4.2.5. Elaboration of a communication plan						
4.2.6. Marketing strategies						
4.2.7. Audience development (e.g. knowledge of the needs of existing and potential audiences)						
4.2.8. Legal assessment and contracts						
4.3. INCREASED COMPETENCES IN INTERNATIONALIZATION						
For each of the following internationalization competences, please rate from 1 to 5 the level of increase after the training sessions (where 1 means no increase and 5 means maximum increase)						
	1	2	3	4	5	No answer
4.3.1. Planning of internationalisation strategies (market analysis, how to sell abroad)						
4.3.2. International project design and management						
4.3.3. Market analysis of the different institutional support frameworks for international promotion						
4.3.4. Market analysis of existing funding funds for internationalisation (regional, national and international funding opportunities)						
4.3.5. Knowledge of the international legal framework and Intellectual Property Rights						
4.3.6. Knowledge of international mobility opportunities						
4.3.7. Knowledge of the different European programmes and their characteristics						
4.3.8. Access to international networks						
4.3. PROGRESS IN INTERNATIONALISATION						
Please indicate the progress you have made in the internationalization of your organization thanks to Chebec's training program:						
5. OTHER						
Please indicate any other aspects or comments you would like to highlight about the training sessions:						

Appendix 6. Mid-term questionnaire for partners

Section A. PARTNER IDENTIFICATION												
A.1. Name of your organization												
Section B. Operative Aspects												
B.1. Number of candidatures received	Number											
B.2. Number of beneficiaries admitted	Number											
B.3. Current number of beneficiaries actively participating	Number											
Section C. Follow-up on pilot development												
C.1. Please answer the following questions related to the current status at this point of the beneficiary organizations in your pilot. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)												
	1	2	3	4	5	No answer						
C.1.1. How do you assess the current international experience of the beneficiary organizations of your pilot? (i.e. membership of international networks, attendance at international fairs, international proposals)												
C.1.2. How do you assess the current knowledge and competences on internationalization of cultural and creative organizations in your pilot? (i.e. languages, how to sell abroad, legal frame, international project design)												
C.1.3. How do you assess the current knowledge and competences on entrepreneurship of cultural and creative organizations in your pilot? (i.e. communication strategies, business management and financials, sales, funding schemes)												
Section D. Assessment of pilot implementation development												

D.1. Please rate from 1 to 5 the following aspects related to the development of the pilot and the difficulties that have arisen in its management (Where 1 means very difficult to achieve and 5 means very easy to achieve).						
	1	2	3	4	5	No answer
D.1.1. To adjust the pilot program to the established deadlines						
D.1.2. To organize and plan the training sessions (choice of session topics, selection of speakers, coherence of the programme, number of sessions)						
D.1.3. To organize and plan the mentoring program (selection of the person or company that manages the mentoring, planning of the mentoring sessions, definition of the methodologies and contents)						
D.1.4. To achieve an active participation and involvement of beneficiaries in the Chebec project (e.g. reply to emails and requests, motivation with the project)						
D.1.5. To achieve a high participation of beneficiaries in the training and mentoring programme (attendance at sessions)						
D.1.6. To achieve an active participation of beneficiaries in the mobility actions (motivation and interest of beneficiaries)						
D.1.7. To access and contact with local and regional stakeholders						
D.1.8. Participation and collaboration of regional and local stakeholders in the Chebec project (i.e. participation in training sessions, information)						
D.2. In addition to the difficulties mentioned in the previous question, have you had any other difficulties in developing the pilot?						
						Text
D.3. What measures have you taken to overcome these difficulties?						
						Text
Section E. Others						
E.1. Please indicate any other aspects or comments you would like to highlight about the development of the CHEBEC pilot project:						
						Text

Appendix 7. Final questionnaire for partners

CHEBEC PILOT PROJECT RESULTS						
TOOLS. Please rate the value or utility of the following aspects related to the tools and services generated by Chebec project from 1 to 5 (where 1 means minimum and 5 means maximum).						
	1	2	3	4	5	No answer
Generation of an online guide, which provides a strategic vision and the key elements for the internationalization of the cultural and creative industries						
Generation of a webtool that offers a quick diagnosis and a best practice guide for internationalization of the cultural and creative sectors						
Mapping of clusters and networks of cultural and creative sectors						
SERVICES. Please distribute 100 points among the following services provided by Chebec, according to the relevance you give them as a partner.						
Training activities developed by the project						
Consultancy and mentorship services provided by partners to beneficiaries						
Mobility actions provided to beneficiaries (Sevilla, Marseille)						
Webinars carried out by the project						
International promotion of beneficiaries (e.g. Fairs, congresses ...)						
Generation of an international Chebec network of cultural and creative entrepreneurs (Chebec network with partners and beneficiaries)						
Access to local business contacts and matching						
Access to transregional networks (other networks, Chebec not included)						
Innovation voucher						
CHEBEC IMPACTS						
INTERNATIONALIZATION STATUS. Please rate from 1 to 5 the following aspects related to the current status of your beneficiaries (where 1 means minimum and 5 means maximum).						
	1	2	3	4	5	No answer
International experience after the pilot project						
State of integration into international networks after the pilot project						

Knowledge and skills in internationalization						
INTERNATIONALIZATION OPPORTUNITIES GENERATED BY CHEBEC. Please rate from 1 to 5 the following aspects related to the contribution of Chebec in generating these internationalization opportunities for your beneficiaries. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
Generation of new business opportunities for your beneficiaries through interaction with other sectors (hybridization)						
Opportunity to increase the number of New Clients						
Opportunity to meet New Suppliers						
Opportunity to address to New Audiences						
Opportunity to diversify the products and services offered						
IMPACTS OF CHEBEC ON BENEFICIARY ORGANISATIONS. Please rate from 1 to 5 the following aspects related to the contribution of Chebec towards these impacts in your beneficiaries (where 1 means minimum and 5 means maximum).						
	1	2	3	4	5	No answer
Increased competitiveness of the organizations after starting their international activity						
Increased capacity to apply for a European project (or join a consortium)						
Increased capacity to find funding for external promotion or international mobility (e.g. Knowledge of institutional or private funds)						
Increased possibilities to join an international network						
Increased efficiency in organizational management and planning						
Increased capacity to manage uncertainty in cultural projects						
Increased ability to address problems from new perspectives						
Increase in the organization's capacity for innovation (product or service innovation)						
IMPACTS OF CHEBEC ON BENEFICIARY ORGANISATIONS. Please rate from 1 to 5 the following aspects related to the contribution of Chebec towards these regional impacts. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
Contribution of Chebec towards fostering synergies between CCI organizations and other productive sectors (e.g. IT, health, logistics...)						
Contribution of Chebec towards increasing the cohesion and collaboration among cultural and creative sectors						
Contribution of Chebec towards an increased support from regional policies on internationalization of the cultural and creative organizations in your territory						
Contribution of Chebec towards an increased support from regional policies on entrepreneurial activity in the cultural and creative sectors						
Contribution of Chebec towards improving the working conditions of cultural SMEs and entrepreneurs in the region						
Chebec's contribution towards increasing the willingness of the cultural sector to organize itself on a sectoral basis						
Contribution of Chebec towards improving the perception of the CCS as a structured and professionalized sector						
OTHER						
Please indicate any other aspects or comments you would like to highlight about the Chebec project:						
Text						

Appendix 8. Final questionnaire for beneficiaries

CHEBEC PILOT PROJECT RESULTS						
TOOLS. Please rate the value or utility of the following aspects related to the tools and services generated by Chebec project from 1 to 5 (where 1 means minimum and 5 means maximum).						
	1	2	3	4	5	No answer

Generation of an online guide, which provides a strategic vision and the key elements for the internationalization of the cultural and creative industries						
Generation of a webtool that offers a quick diagnosis and a best practice guide for internationalization of the cultural and creative sectors						
Mapping of clusters and networks of cultural and creative sectors						
SERVICES. Please answer the following questions related to your perception of the main support services needs for internationalization. Please rate from 1 to 5 (where 1 means a minimum need and 5 means a maximum need)						
Training activities developed by the project						
Consultancy and mentorship services provided by partners to beneficiaries						
Mobility actions provided to beneficiaries (Sevilla, Marseille)						
Webinars carried out by the project						
International promotion of beneficiaries (e.g. Fairs, congresses ...)						
Generation of an international Chebec network of cultural and creative entrepreneurs (Chebec network with partners and beneficiaries)						
Access to local business contacts and matching						
Access to transregional networks (other networks, Chebec not included)						
Innovation voucher						
MENTORING ASSESSMENT						
Please rate the value or utility of the following aspects related to the mentoring you received from 1 to 5 (where 1 means minimum and 5 means maximum).						
	1	2	3	4	5	No answer
Utility of the mentoring program						
Complementarity of the mentoring contents with the training program						
Technical approach of the mentoring contents						
Sectoral approach of the mentoring contents						
Please indicate any other aspects or comments you would like to highlight about the Mentoring program:						
INNOVATION VOUCHER						
Was your organization selected for the Innovation Voucher?	Yes				No	
Would you have developed the activities of your internationalization plan if you had not received the Voucher funding?	Yes	Yes, long term		No		
Is your Innovation Voucher based on a collaboration with other beneficiaries?	Yes				No	
Will you continue this collaboration once the Voucher funding has finished?	Yes	No			Not sure	
If you chose "Not Sure", please indicate what factors would you take into account:						
Please indicate what percentage of your internationalization plan has been covered by the Voucher (approximately)	0%				100%	
Please indicate which has been the impact of the Voucher regarding the following elements. Please rate from 1 to 5 (where 1 means a minimum and 5 means a maximum)						
	1	2	3	4	5	No answer
Prestige (market positioning) of your organization						
Broadening your organization's audiences						
Continuity of your organization's international activity in the mid-term (next year)						
CHEBEC IMPACTS						
INTERNATIONALIZATION STATUS. Please rate from 1 to 5 the following aspects related to your organization's current status (where 1 means minimum and 5 means maximum).						
	1	2	3	4	5	No answer
International experience after the pilot project						
State of integration into international networks after the pilot project						
Knowledge and skills in internationalization						
INTERNATIONALIZATION OPPORTUNITIES GENERATED BY CHEBEC. Please rate from 1 to 5 the following aspects related to the contribution of Chebec in generating these internationalization opportunities. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
Generation of new business opportunities for your organization through interaction with other sectors (hybridization)						
Opportunity to increase the number of New Clients						

Opportunity to meet New Suppliers							
Opportunity to address to New Audiences							
Opportunity to diversify the products and services offered by the organization							
IMPACTS OF CHEBEC ON BENEFICIARY ORGANISATIONS. Please rate from 1 to 5 the following aspects related to the contribution of Chebec towards these impacts in your organization (where 1 means minimum and 5 means maximum).							
	1	2	3	4	5	No answer	
Increased competitiveness of your organization after starting your international activity							
Increased capacity to apply for a European project (or join a consortium)							
Increased capacity to find funding for external promotion or international mobility (e.g. Knowledge of institutional or private funds)							
Increased possibilities to join an international network							
Increased efficiency in organizational management and planning							
Increased capacity to manage uncertainty in cultural projects							
Increased ability to address problems from new perspectives							
Increase in the organization's capacity for innovation (product or service innovation)							
IMPACTS OF CHEBEC ON BENEFICIARY ORGANISATIONS. Please rate from 1 to 5 the following aspects related to the contribution of Chebec towards these impacts in your organization (where 1 means minimum and 5 means maximum).							
	1	2	3	4	5	No answer	
Contribution of Chebec towards fostering synergies between CCI organizations and other productive sectors (e.g. IT,health, logistics...)							
Contribution of Chebec towards increasing the cohesion and collaboration among cultural and creative sectors							
Contribution of Chebec towards an increased support from regional policies on internationalization of the cultural and creative organizations in your territory							
Contribution of Chebec towards an increased support from regional policies on entrepreneurial activity in the cultural and creative sectors							
Contribution of Chebec towards improving the working conditions of cultural SMEs and entrepreneurs in the region							
Chebec's contribution towards increasing the willingness of the cultural sector to organize itself on a sectoral basis							
Contribution of Chebec towards improving the perception of the CCS as a structured and professionalized sector							
OTHER							
Please indicate what your participation in Chebec has meant to you:							
<i>Text</i>							
Please indicate any other aspects or comments you would like to highlight about the Chebec project:							
<i>Text</i>							

Appendix 9. Final questionnaire for stakeholders

STAKEHOLDER IDENTIFICATION	
Name of your organization / institution	
Profile of your organization / institution	
Sector of your organization / institution	
Location of your organization / institution (region)	
What has been your participation or collaboration with the Chebec project?	
Has your collaboration with Chebec focused on a specific, punctual aspect or have you been involved in the general development of Chebec on a regular basis?	
CCIs INTERNATIONALIZATION	
How do you think your collaboration with Chebec has contributed to the improvement of the internationalisation needs of the cultural and creative sector?	
What do you think would be the usefulness of maintaining your collaboration with Chebec for the cultural and creative sector?	

Please answer the following questions related to the perception and motivations about CCIs internationalization strategies. Please rate from 1 to 5 (where 1 means minimum and 5 means maximum)						
	1	2	3	4	5	No answer
How do you assess the current international experience of cultural and creative organizations?						
After the project, how do you assess the internationalization competences of cultural and creative organizations?						
How do you assess the current state of integration of cultural and creative organizations into international networks?						
Based on your analysis, what importance do you foresee that internationalization will have on the development of cultural and creative organizations?						
PERCEPTIONS ON THE IMPACT GENERATED BY THE CHEBEC PROJECT						
To what extent do you think the CHEBEC project has impacted on the following issues? Please rate from 1 to 5 (where 1 means minimum impact and 5 means maximum impact)						
	1	2	3	4	5	No answer
Creation of new strategies for the internationalization of the cultural and creative sector						
Creation of new international networks among cultural and creative organizations						
Opening of cultural and creative organisations to new international markets						
Change in regional policies on internationalization of cultural and creative organizations						
PERCEPTIONS ABOUT THE CHEBEC PROJECT						
In your opinion, how do you assess the usefulness of the Chebec project on the internationalisation of cultural and creative organisations? (where 1 means minimum usefulness and 5 maximum usefulness)	1	2	3	4	5	No answer
Increased competitiveness of the organizations after starting their international activity						
Has the Chebec project changed your perspective on the importance of the internationalisation of CCS? (where 1 means no change and 5 means a very big change)	1	2	3	4	5	No answer
Do you think it would be necessary to replicate the CHEBEC project in the MED regions to increase the internationalization of CCS? (where 1 means no need and 5 means maximum need)	1	2	3	4	5	No answer
Do you think the Chebec project will be replicated in any MED region to increase the internationalization of CCS? (where 1 means no need and 5 means maximum need)	1	2	3	4	5	No answer
OTHER						
Please indicate any other aspects or comments you would like to highlight about the Chebec project:						
Text						