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Policy Recommendations

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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 cluster and networks of key sectors of the MED area

WP 4 - TRANSFERRING

PU - Public

Deliverable	4.2.1 POLICY RECOMMENDATIONS ¹
Description	Chebec Policy recommendations will tackle several themes: why a change in CCI related policies is required; background context and options; policy analysis: benefits and results of the new approach; transfer guidelines for MED contexts
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1. OBJECTIVE OF THE PUBLICATION

This document has been elaborated in order to draft the Policy Recommendations addressed to policy makers and stakeholders in charge of developing strategies or managing financial instruments to strengthen CCI.

The document will have a specific focus on the Regional Smart Specialization Strategies (S3) analyzed by the Chebec project proceedings.

The aim of the activity is to inform policy makers about the project results, involve them in a strategic planning process of new action tools in the CCI sector and suggest them to integrate these actions into traditional regional strategies, as key pillars of the development of the CCI sector.

The Policy Recommendations will investigate issues such as:

- the need and relevance of strengthening the cultural and creative clusters of the Med Area through internationalization processes;
- consistency of the tools and methodology tested for this purpose;
- the importance of grafting similar paths to the project analyzed here in the context of other (regional) measures supporting the sector;
- analysis and description of the results achieved;
- options for transferability in other regional contexts

Therefore, the Policy Recommendations are structured as follows:

- analysis of the cultural and creative sector at European level;
- analysis of current development policies of the cultural and creative sector at European level;
- advantages and results of the new approach tested during the Chebec Project;
- guidelines for inclusion in mainstreaming policies;
- guidelines for transferability in the MED Area.

2. PROJECT OVERVIEW: CHEBEC

Chebec, a project co-funded by the Interreg MED programme, aims at supporting cultural and creative organizations in accessing new markets and internationalizing their offer. To achieve this goal, the **partners involved tested a new support** path consisting of a series of initiatives - trainings, transnational B2Bs, consultancy services, innovation vouchers - in 9 Mediterranean regions: Emilia-Romagna and Lazio in Italy; PACA and Rhône-Alpes in France; Valencia, Andalucía and Cataluña Spain; Central Alentejo in Portugal; Bosnia-Herzegovina.

The **82 beneficiary organizations** that experienced the programme are very heterogeneous and operate in the CCI sector as defined by Creative Europe (performing arts; visual arts; cultural heritage; design and applied arts; literature, books and reading; architecture).

Through the actions developed within Chebec, the consortium intended to pursue two main objectives:

- support creative professionals and cultural startups in enhancing their entrepreneurial and internationalization skills thanks to a new support programme which can be replicated by public administrations and business support organizations to **foster the development of the CCI sector**;
- draft policy recommendations based on new findings in order to draw the attention of decision-makers and stakeholders on the peculiarities of this field for future policies able to truly reflect the needs of these organizations.

3. THE CCIS SECTOR IN THE MEDITERRANEAN AREA

a. Overview of the S3 and focus on partner regions

Cultural Creative industries are increasingly important components of modern economies. They account for higher than average growth and job creation and promote cultural identity, which plays an important role in fostering cultural diversity. Several Regional **Governments have recognized this fact and started to develop specific policies** to promote these industries also including CCIs support in their S3. However, the sector is still poorly understood and many governments need to be convinced of its potential.

CCIs comprises a big variety of heterogeneous sub sectors, which is an obstacle for a structured and effective approach.

One of these consequences **is the access to finance, which remains a major difficulty:** the banking sector does not have the required expertise to analyze business models of CCIs and does not adequately value their intangible assets. On the other hand, CCIs are generally not prepared (due to lack of managerial and economic competences) for a match with financial players. The financial and economic crisis generated by COVID 19 only made this situation more critical at the very time when investments are more needed.

The CCIs sector faces different and ever-evolving issues. The digital evolution is only one of these but is indeed the fastest and the most critical. The lesson learnt in these last months is that digital approach has to be strongly merged with traditional approaches.

The CCIs sector has typically been supported through various systems, not always integrated with each other. These initiatives and approaches have certainly been correct but they probably need to be systematized and included in a true network logic.

We refer to cultural business incubators, funding schemes, co-working spaces, “fablabs”, local institutional support to cultural start-ups, online markets, distribution circuits, etc.

These are evolving systems which still show limits. It is a design that has not yet been completed and which, however, can be well worked on. The bases and inspirations are correct, successful experiences already exist. They must be capitalized and put into a system.

The CC sectors are also characterized by a high fragmentation along national and linguistic lines. While the resulting cultural diversity is a clear European asset, this leads to limited and sub-optimal transnational circulation of cultural and creative works and operators within and outside the EU, geographical imbalances and - subsequently - a limited choice for consumers.

CC sectors and policies are still often organized in sectoral silos, limiting the scope for synergies and the emergence of new solutions and businesses.

b. Main characteristics of CCI in partner regions and main sub-sectors

Partner	Region	CCI Cluster or Network Total Numbers ²	Sectors
AMI	PACA	5	Cultural Heritage; Design and Applied Arts; Architecture; Performing Arts; Visual Arts; Literature Books and Reading;
ART-ER and Municipality of Bologna	Emilia-Romagna	15	Design and Applied Arts; Performing Arts; Cultural Heritage; Visual Arts; Architecture; Literature Books and Reading;
Arty Farty	Rhône-Alpes	3	Performing Arts; Visual Arts;
Barcelona Activa	Cataluña	8	Design and Applied Arts; Performing Arts; Cultural Heritage; Visual Arts; Literature Books and Reading;
CCSEV	Andalucia	7	Performing Arts; Cultural Heritage; Visual Arts; Design and Applied Arts; Literature Books and Reading; Architecture;
CIMAC	Central Alentejo	10	Cultural Heritage; Performing Arts; Design and Applied Arts;
Lazio Region	Regione Lazio	6	Cultural Heritage; Performing Arts; Visual Arts; Design and Applied Arts;
Municipality of Bologna	Emilia Romagna	4	Cultural Heritage; Performing Arts; Visual Arts; Design and Applied Arts;
SERDA	Bosnia-Herzegovina	11	Cultural Heritage;

² for a detailed framework please refer to the CCI Cluster map

	na		Performing Arts; Visual Arts; Design and Applied Arts; Architecture;
UVEG	Comunitat Valenciana	17	Cultural Heritage; Performing Arts; Visual Arts; Design and Applied Arts; Literature Books and Reading;

c. Data on CCI employment, GDP, etc in partner regions

The high fragmentation, the different definitions and perimeters assigned to the sector make the characterizing data difficult to measure. Even the same sources, although authoritative, present data that over time seem not to be easily comparable.

According to data from the European Cluster Observatory³, Creative and Cultural Industries constitute a driving sector for the European economy. In 2011, **European CCI companies employed 5.9 million people.**

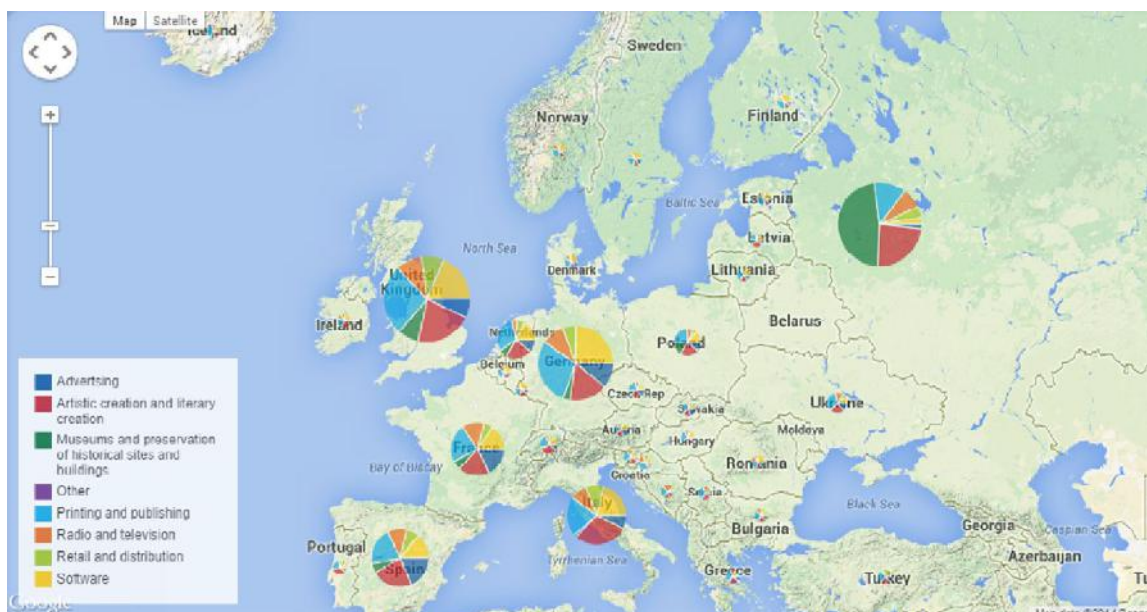
In addition to this official data, it is also worth mentioning that a wide proportion of human resources and organizations in the sector have not been considered: in fact, sole traders, independent professionals as well as cultural associations, are not included in these statistics. The impact of the CC sector is therefore wider both in terms of employment, wealth creation and subsequent tax contributions.

Studies have shown that CCIs have a very positive impact on regional growth (regions with a high concentration of creative and cultural industries have Europe's highest prosperity levels) and that they contribute to the development of urban areas while also keeping rural areas alive. They are also generators of intellectual property and highly contribute to the employment of qualified people.

CCI are diffused in most European countries as shown by the map below⁴:

³ https://ec.europa.eu/growth/industry/policy/cluster/observatory_en

⁴ For reference: 3C-4-Incubators-Position-Paper-on-Cultural-and-Creative-Sector / European Cluster Observatory



In terms of the presence of CCIs, the table below shows the diffusion of firms and number of employed people in all 27 EU countries. Even if the national leaders in terms of employment in CCIs are the UK and Germany, the sector is well represented in several **Mediterranean countries such as Spain, Italy and France**, and firms based in all 8 Mediterranean countries employ altogether **39% of CCI workers**:

Countries	Employees	Firms	Percentage - employment
Austria	110,058	27,264	2%
Belgium	93,442	10,672	2%
Bulgaria	60,606	13,844	1%
Cyprus	12,789	3,329	0%
Czech Republic	150,079	37,742	3%
Denmark	81,287	17,957	1%
Estonia	15,454	3,689	0%
Finland	75,535	18,886	1%

France	562,181	94,372	9%
Germany	946,020	88,856	16%
Greece	134,662		2%
Hungary	77,945		1%
Ireland	48,644	9,118	1%
Italy	664,847	250,758	11%
Latvia	34,545	4,478	1%
Lithuania	22,597	6,417	0%
Luxembourg	11,250	2,045	0%
Malta	1,716	1,539	0%
Netherlands	359,262	140,055	6%
Poland	249,377	159,443	4%
Portugal	119,906	56,559	2%
Romania	128,914	27,329	2%
Slovakia	27,431	3,657	0%
Slovenia	25,171	13,604	0%
Spain	632,603	211,100	11%
Sweden	139,653	111,899	2%
United Kingdom	1,134,509	N/A	19%
Total EU27	5,920,483	1,314,612	100%
Med. Countries	2,293,528	528,731	39%

Source: European Cluster Observatory, data for 2011

If EU regions are considered, Mediterranean regions and the main cities are also well ranked: 9 Mediterranean regions are among the top 25 EU regions.

Region name	CCI Rank	CCI Employment
Île de France (Paris) FR	1	279,361
Inner London, UK	2	239,983
Lombardia (Milan)	3	175,580
Madrid, ES	4	164,269
Cataluña (Barcelona), ES	5	139,278
Lazio (Rome), IT	6	113,531
Danmark	7	98,866
Oberbayern (München)	8	94,178
Attiki (Athens) GR	9	88,195
Outer London, UK	10	86,884
Közép-Magyarország (Budapest), HU	11	79,281
Zuid-Holland, NL	12	78,183
Berks, Bucks and Oxon (Oxford), UK	13	76,097
Noord-Holland (Amsterdam), NL	14	74,685
Andalucía (Sevilla), ES	15	70,914
Köln, DE	16	68,825
Stockholm, SE	17	68,212
Lisboa, PT	18	67,929
Berlin, DE	19	66,051
Veneto, IT	20	61,285
Niedersachsen, DE	21	59,486
Darmstadt (Hanover), DE	22	58,965
Piemonte, IT	23	58,068
Emilia-Romagna, IT	24	58,029
Surrey, E and W Sussex, UK	25	57,837

CCI has struggled to be defined as a specific economic sector as it includes several sub sectors. At the European level, the so-called “CCI standard” includes:

- **Performing arts:** Theatre, Music, Circus Art, Puppetry, Dance, Opera, Street Art
- **Cultural Heritage:** Tangible culture – historical sites and buildings, Tangible culture – libraries and archives, Tangible culture – museums, Intangible culture
- **Visual Arts:** Painting, drawings, Photography, Digital Arts (audiovisual, media arts, including videogames), Graphic Arts, Sculpture, Film, video
- **Design and applied arts:** Decorative arts, Fashion design, Graphic design, Craftwork
- **Literature books and reading:** Creative writing, Publishing, Translation
- **Architecture**

Generally speaking, the CCI presents the following features:

- **few large companies**, which however, hold a huge share of the turnover of the sector and control its resources;
- **almost exclusively micro-enterprises** that need to be very flexible in order to survive;
- use of **non-conventional forms of employment** such as short-term contracts, frequent job changes, multiple jobs at the same time;
- **many self-employed professionals**, who often accept below-average compensation;
- **companies frequently aggregate**, outsource and manage multiple projects with other companies in order to seize market opportunities;
- **the focus is on the creation and development of products**, rather than on distribution (which is seen as secondary);
- **except for social innovation where CCI are very active, poor visibility of innovation processes:** only 3% come from R&D activities.

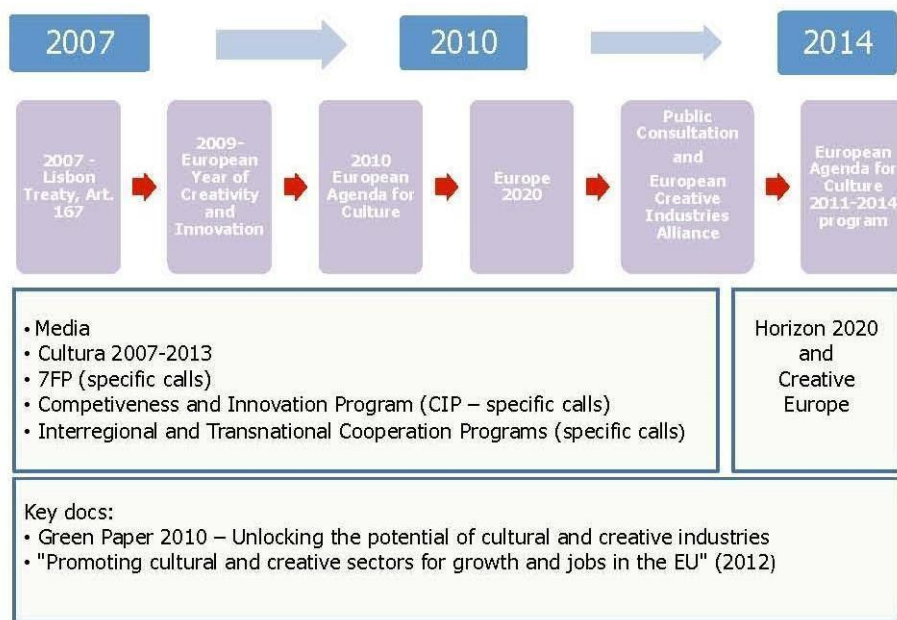
Due to the dimensions of this specific sector, the **European Union has, in recent years, identified the creative industries as a strategic sector for economic development and social growth.**

Since 2007, the initiatives of the EU have been growing, from the recognition of the economic importance of the cultural and creative sector to a real political strategy (supported by a series of funding programs) to strengthen the field of creativity and innovation.

During the 2007-2013 programming period, the creative sector has been supported, albeit indirectly, by multiple funding programs such as those supporting territorial cooperation (Interreg, Med, Central Europe and South East Europe), the 7th Framework Program, the CIP (for activities related to innovation and research), and Culture and Media programmes.

In the Programming Period 2014-2020 the new program “Creative Europe” was launched, covering several aspects, which range from the preservation of linguistic and cultural diversity to the support of the competitiveness of the cultural and creative sector. The total budget of the program is 1.8 billion euros of which 900 million to support the audiovisual sector and 500 million the cultural sector.

Below is a graph with main EU initiatives:



d. Points of strengths and weaknesses of CCIs

As a baseline, we can refer to the SWOT analysis carried out in the ex-ante territorial analysis for the MED programme 2014-2020. The MED SWOT considers it as a **weakness** to have “an innovation model based on diversification and/or new applications of existing technologies rather than on breakthrough innovation.” The **Creative MED** model instead considers these factors as a contribution towards richer innovation mixes, and in any event shifts the emphasis from promoting (primarily industrial) innovation for its own sake and focusing instead on the contribution innovation can make to regional prosperity and well-being, in a logic of regional smartness.

Swot analysis: highlight

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. <u>successful experiences</u> must be capitalized and put into a system (incubators, fab labs, funding schemes. Etc) 2. <u>historical, cultural and artistic heritage</u> can be exploited for building up a strong presence of creative industries through city marketing and tourism promotion: authenticity as value proposition 3. <u>UE and Governments supporting plan</u> 	<ol style="list-style-type: none"> 1 <u>the global cultural industry</u> attracts great resources and attention. It tends to marginalize the local cultural industry 2 big variety of <u>subsectors</u> 3 <u>brain drain</u> and migration of young and schooled people 4 <u>ageing population</u> 5 <u>lack of integrated plans to support the sector</u>

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. <u>cultural identity and authenticity of life style</u> may be capitalized becoming an advantage for a niche product 2. <u>creativity</u>, craft production can be leveraged to build a chain of creative companies valuing the community and activating tourism promotion: creativity and originality as a value proposition 	<ol style="list-style-type: none"> 1. <u>fragmentation</u> along national and linguistic lines 2. ICC sectors and policies are often organized in <u>sectoral silos</u>, limiting the synergies 3. <u>Access to finance</u> and weak banking system 4. <u>Lack of transparency</u> and accountability in the public administration 5. <u>Low industrial \managerial culture</u> 6. <u>Lack in business modeling</u> 7. <u>Lack in Networking ability</u>

The MED SWOT⁵ also considers “a strong tradition of social innovation” as a strength and “significant potential for social and eco-innovation as an opportunity.”

Along with an “appeal of the MED territory”, historical tradition, cultural identity, artisan traditions and skills are ranked highest among the strengths, while weaknesses emphasize the low quality of the public sector and banking system (including issues of transparency and accountability in addition to inefficient services) and the lack of opportunities for youth.

The **greatest threats** are seen in the high level of expatriation of young talents and in the ageing population as much as in the impacts of austerity and climate change.

The **suggestion to address the weaknesses** that emerged from the analysis are aimed at improving the available toolkit of policy options beyond traditional calls for tenders, as new conditions for funding (including services and infrastructure), training and capacity building, innovative communication and proposals for regional cooperation projects.

To foster **innovation in the CCIs sector**, the recommendations of the analyzed reports suggest **building stable partnerships** by promoting continuous dialogue between three groups: policy makers, local and regional actors and technical experts. This is crucial for the implementation of each common aspect.

⁵ For reference: White Paper-The CreativeMED Model

4. CHEBEC PILOT ACTION: LESSONS LEARNT

This section focuses on the analysis of the 9 pilot actions developed in the framework of Chebec by project partners⁶ with the aim of providing an in-depth overview and drawing conclusions and recommendations.

a. Chebec pilot action: training, consultancy, matchmaking, innovation vouchers, webinar and dissemination events

Chebec pilot actions developed several activities both at a local and transregional level, starting with training sessions carried out by each partner for their respective beneficiaries.

The topics tackled focus on two macro areas, entrepreneurship and internationalization, addressing specific themes that were chosen in accordance to the needs of CCIs participating in the programme and on the characteristics of the region where it was implemented.

Training thus ranged from IPR and copyrights issues, to funding and business planning to communication and sales.

LOCAL ACTION: TRAINING		
Project partners	Actions developed about training	Figures
AF - Arty Farty	<p>From 25/03/2019 to 20/02/2020</p> <p>Contents:</p> <ul style="list-style-type: none"> • Law Artistic right, copyright • Media and cultural industries • Financing, policy and management of cultural projects in Europe • Key elements of a mobility • International Network and Business • Business Model Patterns • Feedback Talk + effectuation theory 	<p>36,5 hours</p> <p>260 presences (total attendance counted in all training sessions provided)</p>
ART-ER and Municipality of Bologna	<p>From March to May 2019</p> <p>Contents</p>	<p>72 hours</p> <p>117 participations</p>

⁶ AMI - Aide aux Musiques Innovatrices; ART-ER S. Cons. p. a.; Municipality of Bologna; BA - Barcelona Activa SA SPM; CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville; CIMAC - Intermunicipal Community of Central Alentejo; CoBO - Municipality of Bologna; Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura e Politiche Giovanili; SERDA - Sarajevo economic regional development agency ; UVEG - University of Valencia

	<ul style="list-style-type: none"> • Strategic approaches and management for CCI organizations: value proposition, business models, business plan • How to set up a crowdfunding campaign • Fundraising and relations with big enterprises • How to define an international marketing plan for CCIs • Selling techniques and negotiation • Planning access to new markets • EU funds for CCIs • Intellectual property rights • Follow-up about most relevant internationalization issues <p>Part of the training was also open to other local CCIs professionals to make sure Chebec could have a greater impact on the industry. The morning was dedicated to front lectures.</p> <p>The afternoon used a hands-on type of approach: the themes learned during the morning were applied to real scenarios using innovative techniques and exercises.</p>	
AMI - Aide aux Musiques Innovatrices	<p>From 15/05/2019 to 16/07/2020</p> <p>Contents:</p> <ul style="list-style-type: none"> • The international challenge in local cultural and artistic development: economic stakes, public policies, mobilities and networks • The artistic mobility in Europe and internationally • Writing a European project is a highly competitive sport • The “intermittent status” (legal) 	<p>14 hours</p> <p>4 general contents</p>
BA - Barcelona Activa SA SPM	<p>From March to July 2019 and from February to July 2020</p> <p>1st cycle contents:</p> <ul style="list-style-type: none"> • Introduction to the development of the process for artistic mobility and internationalization of arts • The “internationalisable” and sustainable project • Diagnosis methodology and project 	<p>2 training cycles</p> <p>176 presences</p> <p>112.5 hours</p>

	<p>analysis</p> <ul style="list-style-type: none"> • Competitive advantage & value proposition • Environment identification • Internationalization of artistic, cultural and creative projects & Internationalization workshop • Communication & promotion, Digital communication • Participation in cultural networks/fairs/markets • Funding resources, Private funding resources, Public funding resources • Financial model • Legal forms & tax management, Intellectual property protection, Legal aspects of funding, Legal aspects of internationalization • Strategic organizational culture • Internal communication • Negotiation • Team management, planning and agile management <p>2nd cycle contents:</p> <ul style="list-style-type: none"> • Digital communication • Covid 19 – financial aid • Covid 19 – new business model 	
CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville	<p>From May to June 2019</p> <p>Contents:</p> <ul style="list-style-type: none"> • Cultural business model • Customer journey, campaigns, positioning • Digitalization of your business • Legal aspects and new forms of financing 	<p>20 hours</p> <p>5 participants</p> <p>14 presences</p>
CIMAC - Intermunicipal Community of Central Alentejo	<p>From 21st February 2019, to 30th May 2019</p> <p>Contents:</p> <ul style="list-style-type: none"> • Strategic Planning and Organization Position • Fiscal Regime for Enterprises • Fiscal Regime for Associations • Business Plan and Financial Management of Cultural Programming • Communication Strategies • Digital Marketing 	<p>40 hours</p> <p>13 participants</p> <p>136 presences</p>

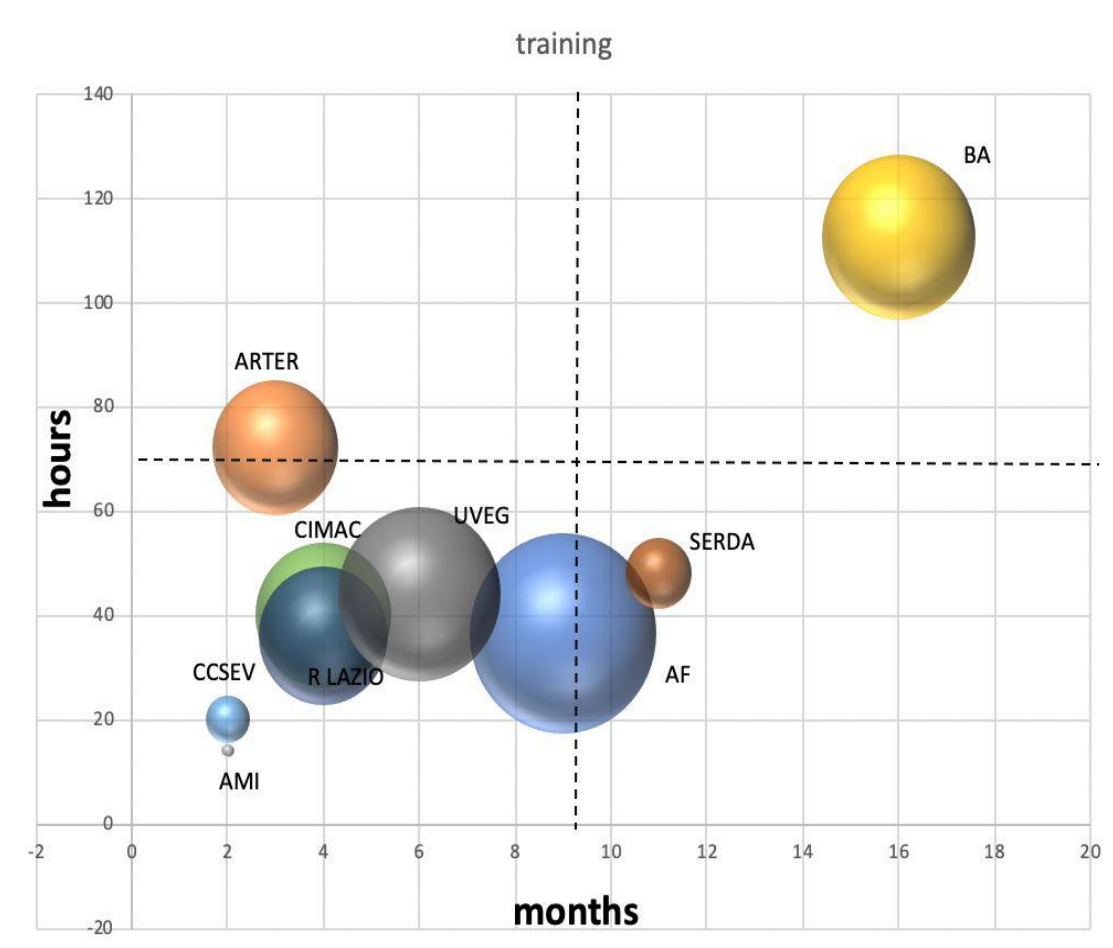
	<ul style="list-style-type: none"> • Support and Incentives to CC Enterprises • Support and Incentives to CC Associations • Internationalization Strategies • Marketing, Communication and sales to the international market • Sales and Negotiation • How to communicate institutions and cultural events • Copyrights, Data Protection and Industrial Property 	
Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura, Politiche Giovanili e Lazio Creativo	<p>From October 2019 to January 2020</p> <p>Contents:</p> <ul style="list-style-type: none"> • Company planning for cultural and creative businesses that aim at expanding their market: to whom to sell, how and with which business model • Reaching the market: communicating and selling • Testimony on crowdfunding • Communicate and sell with digital marketing • Testimony on fairs and on selling in Europe • Legal aspects supporting business development in Europe • Pitching for investor • The opportunities to develop your own initiative in Europe • Economic-financial planning 	<p>36 hours</p> <p>25 participants</p> <p>123 presences</p>
SERDA - Sarajevo economic regional development agency	<p>From March 28, 2019 to January 28, 2020</p> <p>Contents:</p> <ul style="list-style-type: none"> • Business Management and Finance • Tools for Daily Business Management • Understanding the business and organizational environment • Defining issues and stakeholder analysis • Practical Exercise • Presenting a Case Study • Human Resources • Marketing, Web Marketing, Communication Strategies • Business abroad (networking, tools, 	<p>3 training cycles</p> <p>32 presences</p> <p>48 hours</p>

	<p>opportunities, organization ...)</p> <ul style="list-style-type: none"> • Internationalization (how to build contacts / synergy / collaborative space, understanding the EU, financial support programs and financial tools) • Business Planning, Business Management Tools, Project cycle management • SME internationalization trends • Experience in internationalization of beneficiaries with a focus on events in Seville and Marseille • Preparation of a joint projects 	
UVEG - University of Valencia	<p>From February to July 2019 Contents:</p> <ul style="list-style-type: none"> • Key elements and networks of international cultural mobility • Institutional funding streams and European programs • Strategic guidance on European funding streams • International networks and artistic mobility bursaries • Project design and evaluation criteria • The European Agenda for Culture - A new framework for cultural policies? • Presentation by the Valencia Chamber of Commerce on Communication Strategies • Creative Europe Day + workshop on the 2019 call for Creative Europe • Presentation by the Valencia Provincial Council: • "Other avenues for internationalization: Attracting investment" • Pitch Presentation + Internationalization Plans <p>The training program consisted of 11 training sessions of 4 hours each. Although only 7 sessions were planned initially, it was decided to offer 4 additional sessions to address the needs of the organizations.</p>	<p>11 training sessions</p> <p>44 hours</p> <p>197 presences</p>

	<p>The training program brought additional benefits to the Chebec organizations, as it helped to create synergies between them. Participants also had the opportunity to engage in informal networking with the speakers during the lunch organized after each session.</p>	
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The implementation of trainings differed from one region to the other:

- **A lot of training in a long time** - BA has chosen to do many hours of training spread over many months (over 1 year) making training a central element of its pilot project
- **A lot of training in a short time** - it was instead the choice of ART-ER and the Municipality of Bologna with the idea of providing a common basis of language / objectives before the consulting and matchmaking phase
- **Enough training in a long time** - it was the option of SERDA (which targeted training for mobility events) and Arty Farty
- **Enough training (about 40 hours)** in a fairly short time (4-6 months) was the option of CIMAC, the Lazio Region and UVEG
- **Little training in a short time** was the modality practiced by CCSEV and AMI. These choices are often due to the fact that some companies do not perceive training as an added value



The size of the bubbles shows the number of attendances at the courses

Each choice has its reasons as well as advantages and disadvantages. The differences in approach most likely created some misalignment between the companies during the matching meetings.

The knowledge / awareness base was certainly quite different due to the specificities of each company and the different training received was not a common basis on which to start the dialogue.

In general, to maximize the advantages and minimize the disadvantages it can be said that, in the light of the experiences described, it seems more effective **a training course that accompanies** start-ups throughout the entire design process in order to provide support with respect to the different purposes of each phase.

The course should therefore be structured in the following way:

- **Initial phase** of at least 40 hours to create a common knowledge and language base (probably the most massive part of the training)
- **Preparatory phase for business matching** - in-depth training on the business models of companies and on the needs to be filled for international development. During this phase the suggestion is to **provide face-to-face or remote international sessions** in which it is possible for start-ups to familiarize with other companies' business models and share the

common bases of business language. The aim is to build modalities from here that can then be capitalized later in the phase of matchmaking meetings. This training phase can be effectively alternated with counseling

- **Final phase** - realization of projects preferably through vouchers - intervention training on more circumscribed aspects of execution and aimed at accompanying in the implementation of the internationalization project, while strengthening the collaboration bases created during the matching meetings. This training phase can also be effectively alternated with consultancy
- **Homogeneous design of contents between** the various partners with possible ad hoc modules for each partner to ensure the necessary flexibility while still guaranteeing a base of knowledge and common language between the companies, in order to increase the effectiveness in subsequent matching moments
- **foresee phases of application** of the theory developed in the classroom and testimonies of successful / unsuccessful cases

Consultancy services and mentorship was also carried out at local level by each partner.

In most cases the topics tackled were similar and in line with those of the training, with a few partners focusing, in particular, on internationalization plans and innovation vouchers.

Themes were addressed in depth and in accordance to the specific needs and objectives of each beneficiary: in fact, in most cases the consultancy was tailor made and carried out individually.

A few partners also organized group sessions to allow beneficiaries to create synergies and continue networking.

LOCAL ACTION: CONSULTANCY		
Project partners	Actions developed about consultancy	Figures
AF - Arty Farty	<p>Contents:</p> <ul style="list-style-type: none"> ● intellectual protection ● presentation of programs, funding, new french investment funds for CCIs ● policy and management of cultural projects in Europe ● english session <p>At the start of the formative cycle an individual diagnostic of 1 hours for each beneficiary was carried out</p>	<p>14 hours</p> <p>1,5/2 hours for beneficiary</p>

ART-ER and Municipality of Bologna	<p>Contents:</p> <ul style="list-style-type: none"> • how to tackle European opportunities • legal agreements & contracts • management control report, management and IPR indications, organization chart and internal management • communication plan • sales planning & selling material • market analysis • budgeting, costs and revenues models • pricing model • sponsor mapping • stakeholder map • indications on regional calls/tax credits/patents <p>On average each beneficiary was engaged for 20 hours through frontal and online meetings as well as desk research and analysis</p>	<p>188 hours</p> <p>20 hours for each beneficiary</p>
AMI - Aide aux Musiques Innovatrices	n/a	n/a
BA - Barcelona Activa SA SPM	<p>Contents:</p> <ul style="list-style-type: none"> • Business strategy (business model, analysis) • Marketing & communication • Budgeting • Internationalization • Team <p>In this case, each beneficiary tackled the same contents during consultancy</p>	<p>129 hours</p> <p>16 hours for each beneficiary</p>
CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville	<p>Contents:</p> <ul style="list-style-type: none"> • Introduction to methodology • Profile of the organization • Identification of business strategic units • Approach of Canvas model • Canvas analysis • Analysis of resources, processes and values • Analysis of influences (Market, 	<p>20 hours for each beneficiary</p>

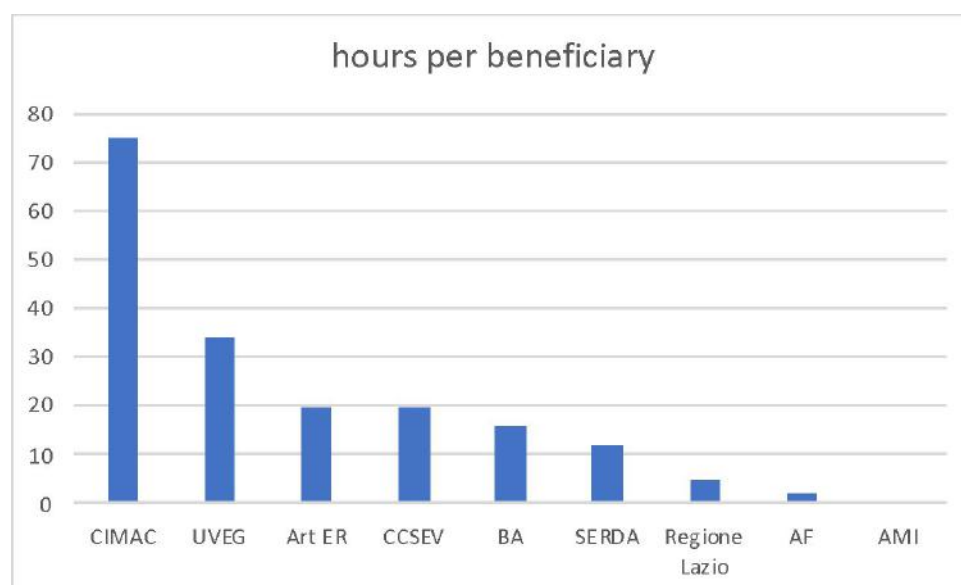
	<p>industry, trends)</p> <ul style="list-style-type: none"> ● Interview: SWOT analysis <p>In this case, each beneficiary tackled the same contents during consultancy</p>	
CIMAC - Intermunicipal Community of Central Alentejo	<p>Contents:</p> <ul style="list-style-type: none"> ● Strategy and Planning (4 actions) ● Internationalization (8 actions) ● Communication (11 actions) 	<p>675 hours</p> <p>About 75 for each beneficiary</p>
Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura, Politiche Giovanili e Lazio Creativo	<p>Contents:</p> <ul style="list-style-type: none"> ● Sales: activation of commercial relations, selection of commercial partners and points of sale abroad, sales Process ● Strategy: business model focalization, new business area entry ● Communication and promotion, new website ● Organization: expansion of the team, realization of new project ● Economic and financial planning 	<p>About 50 hours overall</p> <p>About 4-5 hours for each beneficiary</p>
SERDA - Sarajevo economic regional development agency	<p>Contents:</p> <ul style="list-style-type: none"> ● Business analysis ● Assistance in drafting documentation ● Review of business acts ● Proposal of activities for business improvement ● Professional counselling <p>Individual mentoring sessions with users were held and consulting sessions was carried out upon the expressed needs</p>	<p>74 hours</p> <p>About 12 hours for beneficiary</p>
UVEG - University of Valencia	<p>Contents:</p> <ul style="list-style-type: none"> ● Internationalization Plan -9 sessions ● Submit eu call-3 session ● Market analysis-2 session ● Investment analysis -1 session <p>Consultancy foresaw individual sessions and group sessions and was used to work on beneficiaries' internationalization plans and prepare their proposal for the Innovation</p>	<p>60 hours overall</p>

	<p>Voucher.</p> <p>The group sessions aimed at creating synergies among the beneficiaries, encouraging them to learn from one another.</p>	
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Also with regard to consultancy, the pilot projects differed, between those who made extensive use of it and those who envisaged a lower quantity.

CIMAC's approach is interesting, it has done an in-depth work on the business and managerial culture of the selected companies.

This is an approach to reflect on both in terms of results, which certainly can be improved, but also in terms of sustainability (not every company can spend so much time for consultancy considering they are micro-enterprises; dedicating so many hours to consultancy could bring to a reduction of other supporting services like training). In facing these choices (how many companies to follow, with what depth, etc.), it must however be considered that **consultancy has proved to be the most useful tool, which has been able to intervene on specificities, while training, due to heterogeneity of sectors and subsectors was unable to address vertical issues.**



Among the different approaches adopted, it should be noted that there were general and individual sessions, as well as how mentoring was used.

In general, the contents treated show a **higher level of homogeneity** than the training phase, but strong peculiarities remain. For example, in some cases, consultancy detained the form of accompanying the entire internationalization plan, in other cases less transversal interventions were made, more focused on specific needs.

These are approaches that have taken into account the different levels of the selected beneficiaries. **Although Chebec's goal was internationalization**, it was often considered more important to focus on the development of entrepreneurship which is a preparatory factor, which must precede the internationalization phase.

In general, re-reading the different experiences, **the choice of setting up a consultancy path that supports transversally in the preparation of an internationalization plan seems more coherent and effective**. To this end, a selection and training path must be set up that allows companies to be ready to face an internationalization plan during the consultancy phase.

The second phase of the pilot actions included **Mobility Actions** abroad where a selected number of beneficiaries could test what they had learned in class and connect with other CCI organizations. The **Mobility Actions** envisaged were three, however due to COVID-19 the one foresaw in Bologna could not be implemented. Instead, online initiatives focusing on EU funding were organized, aiming to foster future collaborative projects among beneficiaries.

TRANSNATIONAL ACTIVITIES: MOBILITY ACTIONS		
Project partners	Actions developed about matchmaking	Figures
AF - Arty Farty	In Sevilla and Marseille beneficiaries managed to discuss collaborations with Portuguese and French beneficiaries to develop a common project regarding the Innovation Voucher	
ART-ER and Municipality of Bologna	Before travelling to matchmaking events, the organization provided beneficiaries with indications and requests to better face the events. Each beneficiary was asked to read information about the other CCIs organizations. This preparatory action was aimed at creating the matchings for the B2Bs organized. Participants were also requested to prepare a presentation and rehearse a 3-minute pitch session. One of the beneficiaries established strong contacts and discussion on collaborative projects with a Marseille-based music startup	5 beneficiaries participating
AMI - Aide aux Musiques Innovatrices	Three cooperation projects were submitted to the innovation vouchers call by AMI's beneficiaries: two with a Spanish structure (one approved), and one with an Italian structure. Following the lockdown related to COVID-19 pandemics, both approved projects were cancelled.	6 beneficiaries participating No fully business relationships established

BA - Barcelona Activa SA SPM	<p>Many contacts were established and many potential collaborations but no fully business relationships were set.</p> <p>A collaborative project was submitted for the Innovation Voucher's application, with a French chebec beneficiary (not approved)</p>	<p>8 beneficiaries participating</p> <p>0 commercial relationship established</p>
CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville	Beneficiaries participating in both mobility actions established better business relations (aiming to work together on innovation vouchers).	<p>5 beneficiaries participating</p> <p>4 business relationships established in a more specific way</p>
CIMAC - Intermunicipal Community of Central Alentejo	<p>All the beneficiaries were involved: some of them were in search of clients and not necessarily partnerships.</p> <p>Many contacts were established.</p>	<p>2 innovation voucher submitted with foreign Chebec beneficiaries</p> <p>No other practical commercial results until now</p>
Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura, Politiche Giovanili e Lazio Creativo	No commercial relationship established after the Mobility Actions.	<p>6 beneficiaries participating</p> <p>27 matchmaking meetings</p> <p>0 commercial relationship established</p>
SERDA - Sarajevo economic regional development agency	<p>One beneficiary began the process of developing possible projects with contacts made in the CHEBEC project.</p> <p>Another beneficiary experienced a general networking opportunity</p>	2 beneficiaries participating
UVEG - University of Valencia	The mobility action prompted the idea of submitting 2 application for the Innovation	8 beneficiaries participating

	Voucher with beneficiaries from other countries	2 commercial relationship established
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Matchmaking events have taught a lot and the same can be recovered from other similar experiences in European projects in the cultural and creative sector.

- **It seems absolutely useful to start remote communication** processes between the companies of the various pilot projects, possibly already from the training phase and certainly already from the consultancy phase
- **It is essential that before the matchmaking events** companies have the opportunity to know the business models of other companies and that it is clear who is looking for customers, partners or suppliers
- **Remote contacts 1 or 2 must be preliminary** to face-to-face meetings. It is useful for a tutor \ mentor \ consultant to participate in these meetings, so as to understand the potential for collaboration on the basis of the business models of both companies
- **It is good to articulate the events with a "funnel"** path avoiding that there are many superficial meetings between companies but favoring an initial screening that then leads to more than one meeting during the same event, with the companies with which the potential for collaboration appear more consistent
- UVEG questionnaires seem to show how **companies that have made 2 events are more capable of establishing business relationships**. Also in this case the logic of having many companies attending at least one event can be penalizing. There is a risk of having experiences in which mistakes are made and not giving a subsequent opportunity that perhaps would have been exploited in a better way. It therefore appears better to select fewer companies and give them the opportunity to participate in 2 or 3 events in which they could also meet new realities, as well as the same companies several times, to develop more collaboration paths
- It is important to think in terms of **networking and synergies between business models**, which can often arise more between companies in different sectors than from companies operating in too similar businesses. Also in this case UVEG questionnaires provide points of interest.

Beneficiaries that took part in the Seville event thought that they would have more chances to establish partnerships with other sectors rather than with organizations in their own sector as a result of the mobility actions.

The third part of Chebec pilot actions is a new innovative tool to fund internationalization projects: through the **Innovation Voucher Scheme** each partner could fund up to 4 projects that would provide beneficiaries with the tools to try out the lessons learnt in the first two phases.

INTERNATIONAL ACTIONS: INNOVATION VOUCHERS		
Project partners	Actions developed about Innovation	Figures

	Vouchers	
AF - Arty Farty	Applicants had design a project with other chebec beneficiaries but they could not manage to implement it due to COVID-19	No Voucher has been used
ART-ER and Municipality of Bologna	Beneficiaries could present their internationalization projects within 20th november 2019 but could later review their proposal in June 2020 since many activities could not be implemented due to COVID-19. 4 internationalization projects were received, all of which had foreseen collaborations with either Chebec beneficiaries from other regions or foreign partners	4 proposals granted
AMI - Aide aux Musiques Innovatrices	3 beneficiaries presented internationalization projects with partners from other CHEBEC regions. 2 have been granted. They were later allowed to review their proposal, following the COVID crises, since the core activities could not be implemented. After this, only 1 of the beneficiaries continued with a reshaped project, no longer depending on the cooperation of other beneficiaries but focused on improving its internationalisation capacities and tools.	1 voucher granted
BA - Barcelona Activa SA SPM	A joint application of six BA beneficiaries was proposed but could not be approved since it was not in line with instructions set by partners. Another application by a BA beneficiary with a French Chebec beneficiary was received and approved.	1 voucher granted
CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville	Two of the projects were presented in collaboration with other Chebec beneficiaries (from Valencia and Portugal) and the other one was an individual project, since the beneficiary could not find among Chebec beneficiaries a partnership that matched with the goals of their project.	3 vouchers granted 2 of these in collaboration with other Chebec beneficiaries

	<p>Winning proposals summary:</p> <ol style="list-style-type: none"> 1. the companies work on a concert program 2. collaboration project merging music and audiovisual narratives 3. international communication and agreement campaign for a single enterprise 	
CIMAC - Intermunicipal Community of Central Alentejo	<p>Vouchers grants to the following proposals:</p> <ol style="list-style-type: none"> 1. artistic residences to design artistic products 2. a project of cooperation for the creation of a show celebrating Fernão de Magalhães' circumnavigation voyage 3. participation in festivals 	3 vouchers granted
Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura, Politiche Giovanili e Lazio Creativo	<p>2 vouchers granted for 2 different proposals:</p> <ol style="list-style-type: none"> 1. A laboratory test about innovative techniques in underwater archaeological research. The results were presented in a very important international conference. The results were a reputation increase for the company. Involvements in new projects will be the natural consequence 2. New sales point research, selection and contacts in the fashion business 	2 vouchers granted
SERDA - Sarajevo economic regional development agency	SERDA as IPA partner was not included in Voucher Scheme activity	n/a
UVEG - University of Valencia	One of the aspects that was taken into account when evaluating the proposals was the level of collaboration with other Chebec beneficiaries. Of the 8 proposals received, 3	4 vouchers granted

	<p>included collaboration with other beneficiaries.</p> <p>Winning proposals summary:</p> <ol style="list-style-type: none"> 1. participation in fairs 2. Subtitling of an interactive documentary in several languages 3. Creation of the international consortium "PhotOn Green", which would carry out an international project documenting the climate crisis in Europe for at least two years. 	
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The fundamental reflection is that fragmenting the sums transferred to businesses through **vouchers** too much becomes more of a limit than an opportunity. It is better to provide only 1 voucher, maximum 2 but with more substantial amounts (e.g. € 10,000).

It is necessary to reflect on the missions of the pilot projects. If the goal is only to internationalize companies, even a project carried out individually makes sense. If, on the other hand, the goal is to **create networking and collaboration** foster opportunities and practices to collaborate (as it happens for EU projects), it is necessary to support proposals that foresee this type of interaction.

According to the beneficiaries, the main problem of this regime was the **heavy bureaucratic burden**, especially considering the structure of the beneficiary organizations, which do not have specialized personnel to manage these procedures. However, as said before, the goal of the testing was also to increase knowledge on how to plan, manage and report an internationalization activity, how to access and use (public) funds, how to report activities.

The Innovation Voucher program already had some limitations in its design in advance, such as the short period of execution of the expenditure, or the priority given to joint projects without having previously provided the necessary conditions that would have allowed these collaborations. Difficulties grew significantly due to the COVID19 impact, that hit both the CCI sector and the internationalization opportunities.

The recommendation in this case is that the role of partners should be more proactive in order to foster potential collaborations (asking beneficiaries what they are looking for, what they need and what opportunities they could exploit).

Partners also organized **Events and Initiatives**, both online and offline to better communicate with their respective beneficiaries and promote project's advancements and results to a wide range of stakeholders.

INITIATIVES FOR NETWORKING AND PROMOTING ACTIVITIES

Project partners	Actions developed about webinar and dissemination events
AF - Arty Farty	<ul style="list-style-type: none"> • Kick Off event with Beneficiaries from the project • 3 events with CCI start-ups and SME, general public and business support organizations
ART-ER and Municipality of Bologna	<ul style="list-style-type: none"> • 2 events for Promotion of Chebec project; increased knowledge on the dynamics of the audio-visual sector • 1 event for Regional and national networking; visibility; recommendations for improving business strategies
AMI - Aide aux Musiques Innovatrices	<ul style="list-style-type: none"> • 1 event about reinforcement of mutual knowledge between participants, transregional collaborations, debates • 1 event about adaptation to the pandemic economic consequences on the sector
BA - Barcelona Activa SA SPM	<ul style="list-style-type: none"> • InfoSession in BA facilities about Creative Europe Funding opportunities for the Performing Arts Sector • MedConference - Experts, CCIs organisations and Chebec beneficiaries were invited to share their perspectives & current work on how to promote innovation within the CCI • Presentation of the Chebec local pilot at the CCI Working Group session • Open Session - Digital Communication Kit for cultural & creative organizations to enhance bonds with the CCs community and support their capacity building • Covid-19 Adaptation Webinars for CCS • A conference cycle open to everyone to explore the hybridization of art, entrepreneurship and society • Local Final Event
CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville	<ul style="list-style-type: none"> • The Sevilla Mobility Action- where experts and professionals of Cultural and Creative

	<p>Industries from Spain, Italy, France, Portugal and Bosnia-Herzegovina had the chance to exchange and network. The event was also the framework to receive information on CCI sector in Andalusia with a special emphasis on strategic projects in Sevilla municipality</p> <ul style="list-style-type: none"> • Presentation of Chebec methodology for internationalization of CCI sector • Podcast disseminating Chebec pilot action. Interview on Chebec project and main results and impacts
CIMAC - Intermunicipal Community of Central Alentejo	<ul style="list-style-type: none"> • Kick-off presentation • 1st Chebec Webinar Local Event – a local conference with political deciders and technicians from the area of culture in Central Alentejo. Theme: "Strategy and Partnership: Supporting the Creative Ecosystem" • 2nd Chebec Webinar Local Event - a local session with cultural agents, political deciders, representatives of several entities (regional cultural directorate, university, etc.). Theme: "How to create an atmosphere for fundamental changes in parallel to the ones for incremental innovations". • 3rd Chebec webinar held online "Crisis as a time for culture"
Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura, Politiche Giovanili e Lazio Creativo	
SERDA - Sarajevo economic regional development agency	<ul style="list-style-type: none"> • MEET-Up event "Creative industry - Potential for career development". Career development; Regional networking; Visibility, creating opportunities for further development and identifying barriers to development
UVEG - University of Valencia	<ul style="list-style-type: none"> • Culture & creativity in Interreg - Cultural heritage and creative industries: Challenges and results in Interreg.

	<p>Exchange of experience between Interreg projects</p> <ul style="list-style-type: none"> • Press conference to present the report on the impact of Covid-19 on the Valencian cultural sector • Round table discussion: Impact of the Covid on the cultural sector & chebec results • Festival Imaginaria: Impact of the Covid on the cultural sector & chebec results
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It is important to underline that **the pandemic situation** that we are living at a planetary scale has strongly conditioned the last eight months of the Chebec project. This is even more relevant since most of the partners were planning on holding dissemination events – essentially about the results achieved in the several components of the project – precisely in this period.

Many dissemination events were held in the last few months. The **proliferation of webinars**, podcasts, online meetings and events, etc., created a **sense of saturation among** the public and therefore contributed to the lack of attractivity of this kind of events.

That being said, and considering all the limitations, Chebec managed to reach positive results in disseminating the project and its conclusions, involving, in general, important stakeholders in some way. **The big challenge will be the dissemination of the final conclusions of the project, namely the Policy Recommendations**, resulting from the analysis of the Pilot Actions, and specially of their applications to the resolution of the real problems faced by the CCI sector in these regions – problems that have, generally speaking, **aggravated with the Covid-19 pandemic**.

It **would be important that partners continue bringing to the table the results achieved and suggestions** coming from this experience even after the end of the project, leveraging their connections on the territory and the networks they are part of and capitalizing, when possible, in the framework of other projects.

Besides conveying the project results and conclusions to Interreg Med and to all the European institutions that work with the CCI sector, **it is recommended to promote one-to-one meetings, at a local and regional level, with policy makers and deciders from each of project regions**. These meetings would perhaps be useful in order to convey Chebec findings and recommendations, and ideally would have a local/regional impact on the defining of policies for this sector.

b. Chebec online tools

Chebec has developed several tools to target 3 main audiences.

- **Cultural and Creative associations, companies and professionals**
- **Business support organizations**
- **Public administrations**

In particular the 3 web-tools developed represent complementary digital elements supporting offline initiatives in all stages of the programme.

Web tool 1 - Internationalization readiness webtool

The **Chebec Internationalization Readiness Webtool**⁷ is an instrument supporting CCI organization in self-evaluating whether they are prepared to launch their activities abroad and access new markets.

It has been developed by ART-ER with the scope to target 2 main groups of people:

- **entrepreneurs** in the CCI industry that are starting internationalization activities and may autonomously assess their *state of affairs*, allowing them to identify what they are strong on and what actions they should take to improve what they are lacking before accessing new markets;
- **operators in business support organizations (as accelerators or incubators)** that can use it as a support tool for their CCI entrepreneurs growth programs. This way they can better understand the starting point of organizations that they plan on assisting through specific support paths.

This tool is the result of several research, development and exchanges with experts. Includes 2 elements:

- a questionnaire based on 6 different areas as described in the framework (see figure 1)
- a report that provides users with a visual map on their performance associated to the framework areas and a list of recommendations (see figure 2)

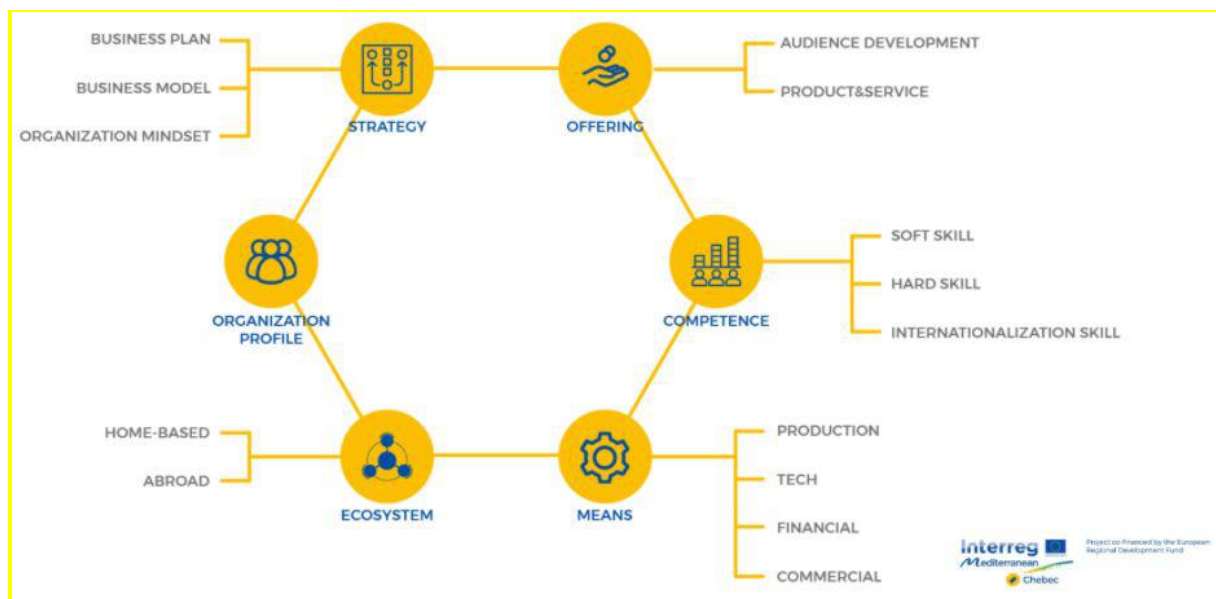


Fig 1 Chebec Internationalization webtool Framework

⁷ <https://chebec-internationalizationtool.art-er.it/>



Fig.2- Sample report

Web tools 2 - Online map to support startups

The **Chebec online map to support startups**⁸ represents a **guide** for **Cultural and Creative companies** to develop knowledge and competence in the field of internationalization and strategic thinking.

It has been developed by Barcelona Activa with the objective to help companies assess their plans viability and identify steps to be taken on their internationalization process.

The map helps answer a series of key questions for CCI internationalization by providing short courses and documentations.

⁸ <https://s3-eu-west-1.amazonaws.com/uoc.corporate/BarcelonActiva/CHEBEC/v4/curso/index.html>

This online map is a capacity building tool for professionals and start-ups currently active in the cultural and creative sector and aims at sharing practical advice and promoting available opportunities for artists and cultural professionals.



Fig.3 Chebec online map to support startups main contents

The map is composed of a series of learning modules for users to acquire basic skills and knowledge to start an internationalization path: it is organized in several key areas (see fig 3) based on Chebec Internationalization Readiness Webtool, that are accessible through a visual map led to specific contents (original videos especially produced for the map purpose) and readings.

Web tool 3 - CCI Clusters and Networks map

The CCI Clusters and Networks map has been developed by CIMAC⁹ with data supplied by all the partners in the scope of the Chebec project.

The map (see Fig. 4) **gathers information on those existing clusters and networks** - both formal and informal - that operate in the 9 Chebec regions in several artistic and cultural areas: performing arts, cultural heritage, visual arts, design and applied arts, literature books and reading and architecture.

Over 100 clusters/networks have been included in the map with a description and contact details with the objective to favour collaborations between CCI professionals.

⁹ <https://geo.alentejocentral.pt/portal/apps/webappviewer/index.html?id=37d3128ec1a445fd95df7a3daea21cad>



Fig. 4 - Chebec CCI Cluster Map

The 3 web tools could play an even greater role.

There could be the opportunity to integrate them into the logic of identifying clusters of companies.

They could :

- be a useful tool to define and share the needs of the various companies by promoting synergies between them;
- increase the mutual understanding if supported by online dialogue methods between companies and CCI operators

c. Points of strengths and points of improvement

STRENGTHS	
Project partners	Points of strengths
AF - Arty Farty	The project has allowed to broaden the beneficiaries market vision, develop professionally and acquire sufficient knowledge to initiate a stable, long-term internationalization process
ART-ER and Municipality of Bologna	Chebec developed complete and integrated action tackling all the different phases that a business should follow to access new markets: learning (trainings); planning (consultancy); increasing contacts and relationships (mobility actions); investing (innovation vouchers)
AMI - Aide aux Musiques Innovatrices	Chebec allowed CCIs organization to design project proposals together
BA - Barcelona Activa SA SPM	<p>The project merged two domains: culture and economics. This has contributed to learning from both sectors and to improve the shared understanding of key aspects & particularities of each one of them.</p> <p>The different phases during the programme allowed us to reach different results: 1. self-knowledge 2. promote collaboration among beneficiaries 3. guide the beneficiaries learning and enhance their projects.</p>
CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville	<p>The pilot project enabled beneficiaries to progress on their business analysis, to broaden their market vision, to draw a path for internationalization and test their internationalization process through the innovation voucher system.</p> <p>The innovation voucher was part of a complete process and not proposed as an independent action, which meant that beneficiaries kept active and involved during the full process.</p> <p>Transferring events: a useful format to build bridges between policymakers & beneficiaries.</p>
CIMAC - Intermunicipal Community of Central Alentejo	The mobility actions were very important for all beneficiaries, because they allowed contact with different work methods and practices and perhaps find some otherwise undiscovered opportunities

Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura, Politiche Giovanili and Lazio Creativo	<p>The project allowed for a growth of strategic and operational management awareness, enabling beneficiaries to better focus and structure their business models.</p> <p>Beneficiaries also increased their capacity for sales argumentation, the effectiveness in identifying consistent sales targets, the capability of planning and elaborating international strategies, the capacity of strengthening company structure in order to start internationalization activities and the capability of selecting new international customers</p>
SERDA - Sarajevo economic regional development agency	<p>The mentoring and individual consultations were appreciated: beneficiaries have intention to realize a common pilot project (to establish informal cluster and design common product)</p>
UVEG - University of Valencia	<p>One of the most surprising results has been the synergies created among beneficiaries of the same pilot. The heterogeneity within the group proved to be very positive, as it allowed organizations to exchange perspectives and learn from each others' experiences.</p> <p>The understanding of the pilot as a continuous process rather than a sum of independent actions (training sessions, voucher, consultancy, mobility)</p>

WEAKNESSES	
Project partners	Points of improvement
AF - Arty Farty	<ul style="list-style-type: none"> ▪ Difficulty in arranging trainings due to the little time available for the beneficiaries ▪ At the beginning of the program, when applying for a project, an identity card should be required for each project. In this way, information could be provided on the website to prepare the meeting, collaboration and synergies between projects ▪ The issues were sometimes very different from one project to another because CCIs are very broad as a sector ▪ Complexity of the process IV in terms of visibility, finance, purpose. The use of the IV within a very specific time schedule has

	<p>been problematic. A use of the IV in any stage of the program would provide flexibility and a more intelligent use of the voucher</p> <ul style="list-style-type: none"> ▪ The duration of CHEBEC partnership has been short in order to have concrete results of success ▪ Arty Farty team believes that the number of beneficiaries has been high. A smaller number of beneficiaries (maybe 2 from each partner) could have been more adapted to the short period of the partnership and make a “success story” possible ▪ Need of more specific and practical sessions during the mobility actions (case studies, more relevant B2B meetings, networking opportunities). The general presentations during the mobility actions could have been communicated by email and leave some more space to concrete actions ▪ The beneficiaries expressed the need to communicate more between them ▪ Possibility to travel to each partner’s territory
ART-ER and the Municipality of Bologna	<ul style="list-style-type: none"> ▪ During matchmaking event results were lower for the pitching session, probably due to the fact that half a day to present 39 beneficiary organizations was too tight ▪ Beneficiaries were not pleased with the institutional conference as probably a greater part of the session tackled very general themes such as cultural policies ▪ Importance for public administration and business support organization to establish strong liaisons with the CCI enterprises they assist: this allows to better understand their needs and difficulties - leading to enhanced measures and actions; it enables to create a smooth-running exchange of information and opportunities - which helps organizations to truly make the most out of the existing possibilities offered at regional and international level and allows the public sector to use resources efficiently. ▪ Intermediaries and public entities should be able to envisage and design more sub

	sector-specific measures and instruments (there are great differences among cultural and creative fields)
AMI - Aide aux Musiques Innovatrices	<ul style="list-style-type: none"> ▪ training could be further developed
BA - Barcelona Activa SA SPM	<ul style="list-style-type: none"> • The period to submit Innovation vouchers was too short. For many companies it was not possible to prepare a sound proposal • Innovation vouchers were not fully considered as a part of a unique project pilot <p>About MOBILITY ACTIONS</p> <ul style="list-style-type: none"> • Better define the beneficiaries' profile (jointly define the parameters of beneficiaries), and diversify beneficiaries • Allocate more budget to the mobility actions. Perhaps it would be interesting to allocate part of the budget dedicated to the local training & mentorship sessions in order to offer a shared training pack to all beneficiaries. Longer working sessions dedicated to training/networking and promote collaboration among beneficiaries. • Dedicate part of the mobility actions to invite other stakeholders: academia, industry, SMEs, and others. • Improve the Innovation vouchers scheme: alternative schemes to support collaborative/joint projects, timing, improve the term & condition. • It would be very interesting to also offer working space for beneficiaries
CCSEV - Official Chamber of Commerce, Industry and Shipping of Seville	<ul style="list-style-type: none"> • Low participation in capacity building programmes. This was mainly due to mismatch between availability of beneficiaries and the proposed calendar • Some beneficiaries had more difficulties to find partners-collaborations in Chebec due to their sector and specific activity • Some of the beneficiaries gave up in the program due to unstable business conditions or personal reasons • Interest in improving contents of mobility

	actions, with some specific workshop on publicity, marketing and communication for cultural and creative industries instead of institutional workshops programmed
CIMAC - Intermunicipal Community of Central Alentejo	In general terms very small CCI in the territory (when not individual) in which the human resources have to be acting in several areas, not only creating or dedicated to their core activities, but also having to deal with accounting, application to funding sources, sales, legal and copyright issues, etc.
Lazio Region - REGIONE LAZIO - Direzione Regionale Cultura e Politiche Giovanili	<p>TRAINING</p> <ul style="list-style-type: none"> • for all the beneficiaries the number of sessions has not been adequate for the training program (6 training days of 6 hours each). Other sessions should have been added to deepen some specific thematics or to address areas that have not been treated; • more time should have been dedicated to financial and economical planning; • a session dedicated to project management should have been inserted in the Training Course <p>MOBILITY ACTIONS</p> <ul style="list-style-type: none"> • the number of Round Tables should be reduced to dedicate more time to start-up match-making activities • participants should be provided with more information about other participants (e.g. short text intro, contact info, expertise, intended collaborations;) • Logistics: a centralized organization of the flights and hotels reservations would allow all beneficiaries to arrive and leave in the same days. It could be also useful to improve the transnational exchanges if all the companies involved could stay in the same hotel, so to increase the occasions to talk and have informal meetings; • The "speed geeking" was really a great idea. But this idea didn't work really well: it has to be organized better, because some mistakes happened into the rotation of the tables, so not all the companies were able to speak/hear from all the others.

SERDA - Sarajevo economic regional development agency	<ul style="list-style-type: none"> ▪ Weak interest / response to a public call (selection process took a long time due to poor response) ▪ Last-minute cancellation of the participation in internationalization events
UVEG - University of Valencia	<ul style="list-style-type: none"> • need for increased communication between the beneficiaries of the different pilots • more practical training sessions with case studies • it might be worth reducing the number of institutional seminars and adding more practical workshops during the mobility actions. In this sense, institutional presentations on large-scale European projects could be swapped for practical information sessions and networking opportunities.

5. RECOMMENDATIONS

a. Applying the Chebec models: inputs for improvements and transferability

The CCI Internationalization Pack developed through the testing phase and validated by the pilot action, together with the other tools that the partnership realized, is intended to be a reference document for the organizations (public and private) that aim at improving their services and opportunities to support CCIs in their services routine.

The pack was created after collecting feedback and contributions of experiences from different partners, located in 5 countries of the MED area, and is able to take into account the different implementation options, guidelines and alternatives that the partners in the challenge have experienced as it pertains to business growth, go-to-market approaches and internationalization strategies.

Thanks to the experience gained in the project, CHEBEC partners can become reference points to **support other organizations in the transfer and implementation** of the operational measures listed below.

The pack has been tested in regions where the economic and social environment and entrepreneurial propensity is different. For this reason, the methodology and tools have been designed to be adaptable to the different needs of a specific ecosystem using the combination of tools and services that are best suited to territorial specificities.

The table shows the main resources that made up the backbone of the CCI package, combined with inputs and recommendations on their specific needs and framework conditions for successful adoption.

BACK-END DOCUMENTS	
Guidelines	It's the key document to set up the support program for CCIs, since it gives a clear idea about time, effort and resources needed. It is in particular important for public bodies, since it is a reference document for those organization who need to be compliant with public funds and rules (eg. transparency, service purchasing, reporting etc).
Working tools	As for the guidelines, the working tools developed (templates for contracts with beneficiaries, for the call to select beneficiaries, for a first assessment of the beneficiaries' state of the art, for monitoring the progresses within the path etc) are extremely useful when the support package is implemented by a public body, which needs to respect several bureaucratic tasks. They are also very important to guarantee homogeneous and detailed documentation of the program implementation.
SERVICE DELIVERY	
Training	Training activities usually are carried out as the first step, to set a common working framework (taxonomy) and a common level of knowledge on the most relevant topics related to an internationalization path. Topics may vary according to the level of beneficiaries and on the goal of the program. (The presentations used in class during the pilot action are available and might also be used as self-training tools).
Mentorship	Mentorship represents the less standardised type of service since is very much related to the networking capacities of the Service providers. Yet it is the most valuable, since several business opportunities may rise from the capacity of the Mentor in suggesting the right development strategy, or in putting in contact with the beneficiaries with possible partners/buyers/funding opportunities.
Consultancy	Also the consultancy path may vary according to the nature and to the needs of the beneficiaries. Being CCIs very heterogeneous, the recommendation is to build a portfolio of possible consultants as wide as possible. It is crucial to assess the state of the art of the beneficiary at the beginning of the path and to evaluate the progresses made at the end.
International matchmaking	These events represented the key moment for testing the beneficiaries' capacity. Pitching sessions, field visits and speed-networking tables are the methodologies adopted by Chebec. The (international) networking capacity of the organizing body is the key aspect, to guarantee effective and targeted matchmaking. It is also very important to find out easy-to-use ways of sharing participants' contacts well before the events, in order to give them the time to organize their agenda.
Innovation Vouchers	Being implemented by public bodies and funded by public funds, Innovation Vouchers have been the most critical aspect of the CCIs pack. Even if the total amount of the budget was relatively modest, bureaucratic aspects represented an overload of work that beneficiaries needed to carry out. The

	recommendation for implementing this kind of measure, is to try to find alternative sources of funding (eg private sponsorship) or to conceive them as grants.
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Considering the single supporting services of the tested Package, during the Pilot Project the following more specific and more detailed improvement suggestions emerged.

TRAINING

In general, to maximize the advantages and minimize the disadvantages of training **it seems more effective a path that accompanies start-ups throughout each phase of the entire Pilot Process.**

The Recommendation is to structure the Course in the following way:

- **Initial phase** of at least 40 hours to create a common knowledge and language base (probably the most massive part of the training)
- **Preparatory phase for business matching** - in-depth training on the business models of companies and on the needs to be filled for international development. During this phase the suggestion is to **provide face-to-face or remote international sessions** in which it is possible for start-ups to familiarize with other companies' business models and share the common bases of business language. The aim is to build modalities from here that can then be capitalized later in the phase of match-making meetings. This training phase can be effectively alternated with counseling.
- **Final phase** - realization of projects preferably through vouchers - intervention training on more circumscribed aspects of execution and aimed at accompanying in the implementation of the internationalization project, while strengthening the collaboration bases created during the matching meetings. This training phase can also be effectively alternated with consultancy.
- **Homogeneous design of contents between** the various partners with possible ad hoc modules for each partner to ensure the necessary flexibility while still guaranteeing a base of knowledge and common language between the companies, in order to increase the effectiveness in subsequent matching moments.
- **foresee phases of application** of the theory developed in the classroom and testimonies of successful / unsuccessful cases

CONSULTANCY

Consultancy has proved to be the most useful tool, which has been able to intervene on specificities, while training, due to heterogeneity of sectors and subsectors was unable to address vertical issues.

In general, the contents treated show a higher level of homogeneity than the training phase, but strong peculiarities remain. For example, in some cases, consultancy detained the form of accompanying the entire internationalization plan, in other cases less transversal interventions were

made, more focused on specific needs. Although Chebec's goal was internationalization, it was often considered more important to focus on the development of entrepreneurship which is a preparatory factor that must precede the internationalization phase.

In general the choice of setting up a consultancy path that supports transversally in the preparation of an internationalization plan seems more coherent and effective. To this end, a selection and training path must be set up that allows companies to be ready to face an internationalization plan during the consultancy phase.

INNOVATION VOUCHER SCHEME

The fundamental reflection is that fragmenting the sums transferred to businesses through **vouchers** too much becomes more a limit than an opportunity. It is better to provide only 1 voucher, maximum 2 but with more substantial amounts (e.g. € 10,000).

According to the beneficiaries, the main problem of this phase was the **heavy bureaucratic burden**, especially considering the structure of the beneficiary organizations, which do not have specialized personnel to manage these procedures.

The suggestion is to elaborate it in the least bureaucratic way possible.

It is also necessary to reflect on the missions of the pilot projects. If the goal is only to internationalize companies, even a project carried out individually makes sense. If, on the other hand, the goal is to **create networking and collaboration**, access to vouchers will need to be restricted to partnership projects only.

MATCH-MAKING EVENTS

Matchmaking events have taught a lot and the same can be recovered from other similar experiences in European projects in the cultural and creative sector.

- **It seems absolutely useful to start remote communication** processes between the companies of the various pilot projects, possibly already from the training phase and certainly already from the consultancy phase
- **It is essential that before the matchmaking** events companies have the opportunity to know the business models of other companies and that it is clear who is looking for customers, partners or suppliers
- **Remote contacts must be preliminary** to face-to-face meetings. It is useful for a tutor \ mentor \ consultant to participate in these meetings to understand the potential for collaboration on the basis of the business models of both companies
- **It is good to articulate the events with a "funnel"** path avoiding that there are many superficial meetings between companies but favoring an initial screening that then leads to more than one meeting during the same event, with the companies with which the potential for collaboration appear more consistent
- The Valencia questionnaires seem to show how **companies that have made 2 events are more capable of establishing business relationships**. Also in this case the logic of having many companies attending at least one event can be penalizing. It therefore appears better to select fewer companies and give them the opportunity to participate in 2 or 3 events in which they could also meet new realities, as well as the same companies several times, to develop more collaboration paths

- It is important to think in terms of **networking and synergies between business models**, which can often arise more between companies in different sectors than from companies operating in too similar businesses
- Mobility events must be shorter (4 days for micro-enterprises is too much) and based only on practical sessions like case studies, B2B meetings, networking opportunities. Therefore the number of Institutional and General Conferences should be reduced to dedicate more space to concrete match-making actions.

In summary: as this phase of the project was structured, at most individual commercial and / or collaboration exchanges on the creation of a common service were obtained, but this happened in numerically limited cases. In order to increase the effectiveness of Match-Making Meetings, coordination and integrated planning of the activities should be organized as suggested in the Recommendations reported below.

PRELIMINARY DESIGN AND DEFINITION OF THE INTERVENTION MODEL

Below a series of general recommendations on how to efficiently implement the programme in the future.

Technical Committee

It is advisable to have a Technical Committee with planning and coordination functions between Regions and Partners involved in internationalization with the task of designing the preliminary phases and guiding the implementation of project activities.

Ideational phase

1. **Subdivision of the cultural enterprises sector into specific sectors and / or supply chains /value chains** by identifying companies that have characteristics of homogeneity / integrability, by type of activity carried out, in the production chain of the sector's service product
2. **Analysis of the value chain of the individual product services identified:** breakdown of the individual business sectors along the value chain (customer-supplier), value chain which due to globalization can also be geographically distributed in several countries.

Operating model proposed: breakdown of the sectors into supply chains and their breakdown along the value chain of the business carried out and identification of the individual activities that make up the overall process of service delivery / product production - Identification of the supply chains of services / products according to a macro customer model - supplier

Classification of the sectors based on parameters for measuring the development potential eg: diffusion and breadth of the business segment in the MED areas identified, value - sector turnover - product, number of employees employed etc.

Identification of the most relevant and significant sub-sectors of the sector on which to focus and operate with internationalization actions, alternating the different segments to be involved

according to a multi-year planning logic in order to cover the most chosen and considered interesting sub-sectors with a medium-long term plan

Selection of companies by supply chains, with respect to the parameters defined above, in order to be able to count from the beginning on clusters of companies that are highly compatible with each other in the logic of possible integrations of the activities in production / realization phase or in the marketing phase.

To understand the possible integrations, it is essential to know and share among support actors and among the beneficiaries of the activities the business model of the various companies.

IMPLEMENTATION PHASE

While recognizing the validity of all the activities carried out in the pilot project (training, vouchers, matching, etc.), **it seems useful to organize them in a more integrated way to respond to the framework reported here.**

In this perspective, before starting the match-making meetings between companies, **it is useful to create a cultural alignment between all of them, that can be done through:**

- a) **provision of common basic training services between all** the companies involved in all the geographical areas participating in the project in order to create language, culture and sharing of the vision and objectives / purposes of the process in such a way that the meetings are prepared with a clear project to be implemented in terms of objectives to be achieved and means to achieve it; the idea could be a training model that performs the same function as that of a multinational company, operating in different countries, to create common knowledge, integrated with each other among its employees, in order to operate along the value chain globally distributed. The wide diffusion of online training courses and webinars in the last year, including the set of on-line consultancies and services implemented by the city of Bologna to replace the mobility that couldn't be organized, could facilitate the go-live of this kind of model.

A preliminary alignment work in which both the training and the consultancy are aimed at creating uniformity among the participants prior to the Match-Making phase of the project

- b) **organization of targeted meetings between companies** that could significantly achieve mutual benefits from the matching. Creating shared expectations and a common purpose to reach an increased amount of commercial relationships output, a partnership or an integration/realization of productive functions among the participating companies. The sharing of the business models is the first step to understand which are the areas of potential synergy.

The above mentioned recommendations will work at their full potential if the proposed model is managed by a **Central Trans-Regional Coordination (the Technical Committee) which operates independently with respect to the individual partners** and constitutes a connection point for the project by integrating the value chain of the sector in question unstructured in individual companies and geographically distributed.

However, as **the creation of a New Transregional Central Coordination Body presents a high level of administrative, bureaucratic and implementation difficulties**, other 3 options that go in the same direction are proposed below:

- **ERDF/ESF Regional Operative Programs and regional laws** that could fund training, consultancy, coaching and internationalization vouchers
- **Business support organizations** (e.g. chambers of commerce) may fund full packages (training, consulting, coaching, internationalization vouchers, voucher networking, matchmaking meetings). They are local and qualified structures to organize internationalization activities, already part of transregional networks (e.g. EU Chambers of Commerce)
- **European Direct Programs that could fund** the complete package (training, consulting, coaching, internationalization vouchers, networking vouchers, matchmaking meetings)

PARTNERS' ERDF/ESF REGIONAL OPERATIVE PROGRAMS, REGIONAL LAWS AND BUSINESS SUPPORT ORGANIZATIONS

Each project partner has identified regional measures, policy instruments and local players that could already manage and implement the activities tested within Chebec pilot action.

ART-ER AND MUNICIPALITY OF BOLOGNA - EMILIA-ROMAGNA REGION	
Measure	Types of activities
Incredibol call for projects	<p>Incredibol has been implementing different types of support actions for the CCI sector on the territory: competences, grants and rent-free spaces.</p> <p>It could include the local services as a periodic initiative that can be offered to cultural and creative organizations that win the call for proposals for CCIs startups.</p>

Call for projects for the international promotion of regional culture (L.R. n. 37/94 e ss.mm.ii., ART 5 bis)	<p>Local action could be complementary elements funded within this call to support CCIIs in using funds efficiently.</p> <p>It could also include grants to participate in mobility actions abroad.</p>
Internationalization vouchers by the Chambers of Commerce	Internationalization voucher supported by Chambers of Commerce could target a sum to CCIIs which aim at internationalizing
Regional call for innovative startups	It could provide Innovation Vouchers for CCIIs that intend to innovate and internationalize abroad
Call for the music sector promoted by the Municipality of Bologna	Local action to develop internationalization competencies could be complementary elements funded within this call to support CCIIs in using funds efficiently.
Platform ERSU/creative and Emilia Romagna Creativa	These platforms can further promote the webtools developed within Chebec
Regional Service for the internationalization of Culture	This office could further support contacts and the establishment of relations abroad
GECO measures	It supports the development of competencies and placement for young talents. It could promote local action in particular for the development of entrepreneurship since it targets the youngsters
ESF ROP Axis 3 - high competences	Local action to develop internationalization competencies targeting cultural and creative professionals

PLAYERS

- ART-ER
- City of Bologna (Incredibol and Creative City offices)
- Chambers of Commerce (Internationalization Services)
- CNA Emilia-Romagna (particularly, CNA Innovazione and CNA Audiovisivo)
- Laboratori Aperti, which were recently funded by the Emilia-Romagna Region, most of them which focus on CCIIs
- University Research Centres dedicated to CCIIs
- Regional Incubators, Accelerators or Business plan competitions with a strong focus on CCIIs
- Education entities with a strong focus on CCIIs: Demetra formazione, Ecipar, Fondazione Fitstic
- Emilia-Romagna Film Commission, for a pilot programme focusing in particular on the development of internationalization for the audiovisual sector

CCSEV - ANDALUSIA REGION	
Measure	Types of activities
Strategic Funding Plan of ICAS 2018 – 2020	The Institute of Culture and Arts of Seville has presented a Strategic Funding Plan for 2018-2020 for the CCI sector, opening calls to promote participation of private entities, associations and citizens in the cultural agenda of the city. It includes grants for artistic production and creation, edition production or any type of cultural project and event.
Internationalization vouchers by the Chambers of Commerce	Internationalization vouchers supported by Chamber of Commerce of Seville could target a sum to CCIIs which aim at internationalizing. A set of different programmes (Xpande, Xpande Digital, InnoXport, GMI) actually launch calls on a yearly basis. (supported by ERDF funds)
Regional call for innovative startups	Andalusian Innovation and Development Agency published on July 5th 2017 a call for financing companies for industrial development, competitiveness of companies, digitalization and employment creation.

Regional call from Regional Ministry of Culture	Regional call published in August-September 2016 which includes financing actions for cultural and creative industries, mainly theater, music production, dance, circus, cinema, flamenco, documental production. Framework call published in 2016, calls published on a yearly call basis from then. Except for the line focusing on organization of festivals and contests, associations and NGO are not eligible under these calls.
CICUS- Centre of Cultural Initiatives of the University of Seville	Call for promotion of cultural initiatives carried out by members of the university community through the culture classrooms of the centers of the University of Seville. (eligible for students, teachers and administration staff)

PLAYERS

- ICAS (Institute of Culture and Arts of Sevilla - Sevilla City Council)
- Andalusian Agency for Cultural Institutions - Regional Ministry of Culture and Historical Heritage
- Chambers of Commerce (Internationalization Service)
- CICUS - Centre of Cultural Initiatives of the University of Seville
- University Research Centres dedicated to CCIs
- Europa Creativa Media Andalucia (Europa Creativa Desk in Andalucia)

CIMAC - CENTRAL ALENTEJO REGION	
Measure	Types of activities
Operational Regional Programme for Alentejo (structural funds) 2021/2027 (yet to be defined)	<p>Under thematic of competitiveness and internationalization of SME's but to be applied by individual enterprises or integrated consultancy programmes could also be designed</p> <p>Under thematic of Employment, Economic value of endogenous resources by supporting innovation and capacitation of SMEs but to be applied by individual enterprises</p>

Programme for a Cultural Inclusive Region (CIMAC)	Possibilities for setting activities to support and capacitate the cultural operators and artists in the development of project that promote social inclusion and territorial cohesion
COMPETE 2020-Operation thematic programme (structural funds)	Support competitiveness and internationalization of SME's but to be applied by individual enterprises
DG ARTS calls	Specific calls for cultural sectors to support regular activity of companies or support specific projects developed by artists, companies or cultural structures
GDA Foundation calls	Mainly focused on supporting the cultural sector (legislation and promotion of programmes) but also promotes specific calls under specific themes

PLAYERS

- **COMMISSION FOR THE COORDINATION OF REGIONAL DEVELOPMENT**

In charge of managing European funds in the region, according to a previous regional development plan. This plan could eventually predict a package/axes for supporting regional service packages, but then beneficiaries (like to following entities or individual promoters like enterprises) must apply.

In charge of RIS Smart Specialization Strategy in which there is an axis for CCI / Tourism.

- **ADRAL: REGIONAL DEVELOPMENT AGENCY**

Could manage and implement this type of services but by accessing external funds.

- **CIMAC – INTERMUNICIPALITY COMMUNITY OF CENTRAL ALENTEJO**

Manages part of European Funds, in what concerns municipalities investments (not likely to manage the services package). Develops specific programmes for supporting capacity building in the cultural and creative sector, mainly in articulation with social inclusion and cohesion objectives.

BARCELONA ACTIVA – CATALUNA REGION	
Measure	Types of activities

Government measure in Barcelona	The Government of Barcelona approved a Government measure to boost creative industries in the city.
CREAMEDIA	The CREAMEDIA program is designed as a roadmap to cover needs from entrepreneurs, combining group sessions and individual ones. The program offers as well a physical space to work at a business incubator. The programme is offered by Barcelona Activa, the service of business support of the Catalan Institute of Cultural Enterprises and the Fundació Catalunya Cultura.
Regional calls for cultural companies	The Catalan Institute for Cultural Enterprises has several grant programmes to support cultural companies from scenic arts, visual arts, cinema, audiovisual, digital supports, music, literature.

PLAYERS

- ICUB (Culture Institute of Barcelona)
- ICEC (Catalan Institute for the Cultural Enterprises)
- ACCIÓ (Catalan government agency for enterprise competency)
- Chambers of Commerce (Internationalization Service)
- Europa Creativa Catalonia (Europa Creativa Media Desk in Catalonia)
- Fundació Catalunya Cultura
- Barcelona Art Factories Network (Co-managed by ICUB)
- CCI Sectoral Networks e.g. xarxa de professionals de la producció d'arts escèniques, xarxa de professionals de la gestió cultural
- University Research Centres dedicated to CCIs e.g. Campus de les Arts, Institut Ramon Llull

UVEG – VALENCIA REGION

Measure	Types of activities
Strategic consultancy programme from IVACE internationalization experts	<p>IVACE Internacional develops a Strategic Consultancy program in charge of experts who collaborate with IVACE and advise companies on different matters of the internationalization process. IVACE assumes 90% of the costs of hiring the consultant or expert and provides the company with accompaniment ranging from 30 hours to 8 months. The programme is co-funded with ERDF funds.</p> <p>IVACE also offered in 2019 financial assistance to SMEs aiming to promote international activity through soft loans and subsidies.</p>
Entrepreneurial support programme from the Chamber of Commerce of Valencia	The Chamber of Commerce offers support and counselling to entrepreneurs. The Chamber also offers internationalization support through programmes like Xpande (International expansion of SMEs), international promo services and also training (international commerce).
Strategic plan for employment, entrepreneurship and training in the city of Valencia 2017-2020	Valencia activa is an instrument of Valencia City Council whose mission is to promote and coordinate employment and local economic development policies. Through the strategic plan, Valencia Activa aims to support local entrepreneurs, providing co-working spaces, flexible training (online pills and other courses) and other services.
Connecta Cultura (Cultural network promoted by Las Naves)	Las Naves is a social innovation hub based in the city of Valencia, which works in innovation processes that always have the active involvement of actors from the quadruple helix model: public sector, private sector, academic/research sector and civil society. Connecta Cultura is an initiative that aims at creating a network connecting the working groups in the sectors of Video Games, Animation, Virtual Reality, Editing, Photography. Moreover, Las Naves offers incubator services for social innovation projects.

Specialization courses for cultural sectors (Cañada Blanch Foundation)	<p>Cañada Blanch Foundation is a private foundation which aims to promote social innovation through dialogue. The foundation has strategic alliances with University of Valencia, the Spanish Agency for International Development Cooperation of the Ministry of Foreign Affairs, Aspen Institute Spain, Casa Mediterráneo, Tertulias Hispano-Británicas and the London School of Economics and Political Science.</p> <p>The activity of the foundation may be of interest to offer a course in the internationalization of cultural organizations, with a focus on development cooperation, cultural diplomacy or even an international mobility program, although this would require external funding.</p>
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PLAYERS

- IVACE (Institute of Valencian Enterprise Competitiveness – Regional Ministry of Sustainable Economy, Productive Sectors and Commerce)
- Chambers of Commerce of Valencia Region
- Valencia Activa (Valencia City Council)
- Las Naves – Local innovation hub
- Cañada Blanch Foundation – Private Foundation

SARAJEVO ECONOMIC REGIONAL DEVELOPMENT AGENCY-SERDA	
BOSNIA HERZEGOVINA	
Measure	Players
Incentive programs, subsidy programs, grant programs	Ministries of culture at the local level (municipal, cantonal, entity)
Grants and funds of international organizations for local actions	USAID, UNDP, GIZ etc.
Credit-guarantee funds as part of assistance for local economic development	Development Agencies

EU-funded programs	Creative Europe , IPA cross-border programs, INTERREG transnational program
Funds on the basis of public-private partnership	
Private funds and alternative financing models	

LAZIO REGION	
Measure	Types of activities
2021-2027 LAZIO REGION ERDF OPERATIVE PROGRAMME	Yet to be defined
CREATIVITY FUND - (Regional Law no. 13/2013, art. 7)	The Creativity Fund aims at supporting the setting up and development of innovative start-ups operating in the cultural and creative sector, co-financing the costs to be incurred in the first two years of activity
CONTEMPORARY LAZIO CALL - (Regional Law - n ° 29 of 11/29/2001)	Lazio Region, through this Notice, intends to support projects that make available to the public visual works of contemporary art elaborated by Young Artists and Creatives of Lazio (under 35)
LAZIO STREET ART CALL - (Regional Law - n ° 28 of 27/12/2019)	This call supports the realization of Street Art interventions such as murals, mosaics and installations with the aim of regenerating, redeveloping and enhancing public places in a cultural key

ENTERPRISE NETWORK	EUROPE	The European network that helps SMEs to grow, innovate and go international
SPRINT LAZIO		Regional Desk for the internationalization of Lazio Region's production activities.

PLAYERS

- **Lazio Region-Regional Directorate for Economic Development and Productive Activities**
Is the Erdf Regional Operative Programme Managing Authority
- **Lazio Region - Regional Directorate for Culture, Youth Policies and Creative Lazio**
Is in charge of managing Erdf Regional Operative Programme Tasks focused on cultural and creative sectors and Creativity Fund - (Regional Law no. 13/2013, art. 7), Contemporary Lazio Call - (Regional Law - n ° 29 of 11/29/2001) and Lazio Street Art Call - (Regional Law - n ° 28 of 27/12/2019)
- **Lazio Innova spa Regional Development Agency**
Is in charge of managing Enterprise Europe Network and Sprint Lazio
- **Unioncamere Lazio-The Network of Lazio Region Chambers of Commerce**
Unioncamere is partner of Enterprise Europe Network, manages Sprint Lazio, organizes exhibitions, fairs and missions abroad and offers training and consultancy services on internationalization issues

EUROPEAN DIRECT PROGRAMS THAT COULD FUND THE COMPLETE SERVICE PACKAGE

Another valid alternative to the creation of a New Trans-Regional Coordination Committee could be European Direct Programs as they structurally operate through a transnational network of bodies centrally coordinated by a Leading Partner.

Below is reported the list of 2021-2027 European Direct Programs that potentially could fund the full service package tested in Chebec Project ((training, consulting, coaching, internationalization vouchers, networking vouchers, matchmaking meetings).

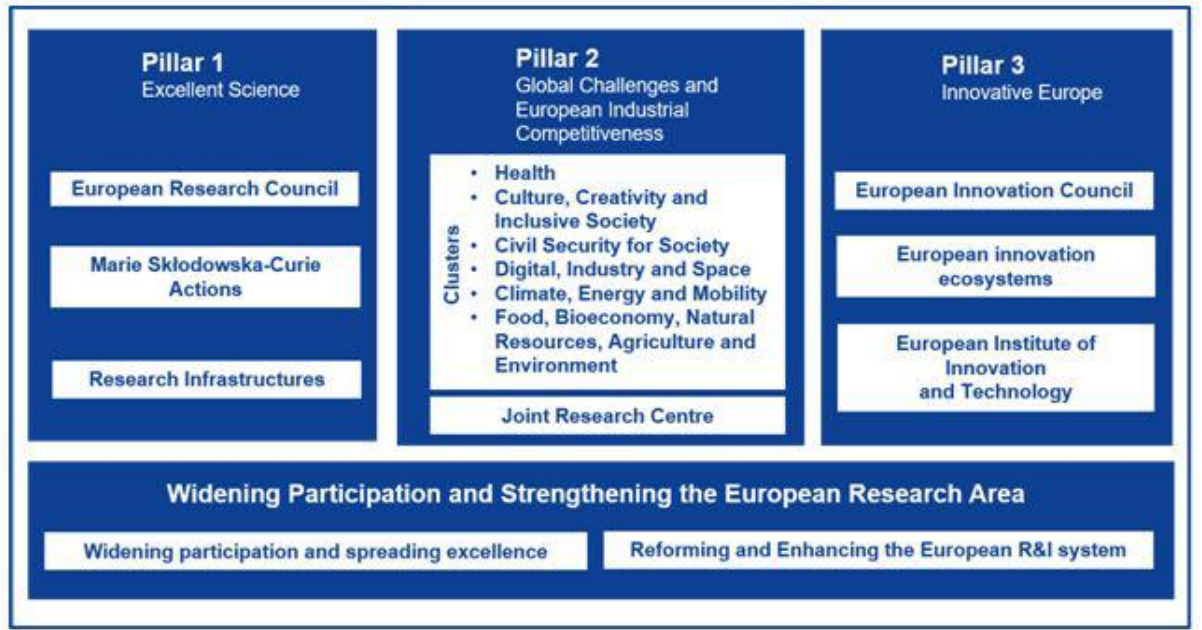
OVERVIEW OF CHANGES FROM 2014-2020 TO 2021-2027 PROGRAMMING PERIOD

CURRENT PROGRAMME	2014-2020 BUDGET (BILLION EURO)	2021-2027 BUDGET (BILLION EURO)	NEXT PROGRAMME
Creative Europe	1,46 billion	1,64 billion	Creative Europe
Erasmus Plus	19,11 billion	21,2 billion	Erasmus Plus
Horizon 2020	77 billion	75,9 + 5 billion NGEU (initial proposal 94,4 + 13,5)	Horizon Europe
COSME	2,5 billion	3,7 billion	Single Market and Competitiveness of Enterprises
Justice	378 million	841 million	Justice, Rights and Values
Rights Equality&Citizenship	439 million		
Europe for Citizens	229 million		

WHERE CAN WE FIND EU CALLS? A FEW USEFUL LINKS	
Funding & Tender opportunities portal (partner search also)	https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home
EACEA	https://eacea.ec.europa.eu/homepage_en
European Commission website (browse by topic)	https://ec.europa.eu/info/index_en
EuropaFacile (Italian only)	http://www.europafacile.net/

CULTURE IN HORIZON 2020 & HORIZON EUROPE

H2020: EU FRAMEWORK PROGRAMME FOR RESEARCH & INNOVATION 2014-2020 SUCCEEDED BY HORIZON EUROPE IN 2021-2027



- **PILLAR 2 “GLOBAL CHALLENGES AND EUROPEAN INDUSTRIAL COMPETITIVENESS”**
Cluster “Culture, Creativity and Inclusive Society”
- **PILLAR 3 “INNOVATIVE EUROPE”**
European Institute Of Innovation & Technology (Eit) Boosting Innovation Ecosystems In Europe
Knowledge and Innovation Communities - Kics → to face ambitious global challenges through:
 - training of a new generation of entrepreneurs
 - development and acceleration of innovative products and services
 - support to innovative start-ups and scale-ups

Starting from 2022: launch of a new EIT KIC on Cultural and Creative Industries

URBAN INNOVATIVE ACTIONS

- UIA is an initiative of the EU enabling cities to test new and unproven solutions to address urban challenges
- Eligible entities:
 - ❖ Urban authorities or groups of urban authorities of more than 50.000 inhabitants
 - ❖ Strong partnerships (not necessarily transnational) are required among public bodies, the private sector and civil society including citizens. **CULTURAL AND CREATIVE ORGANISATIONS CAN FIND THEIR PLACE AS “DELIVERY PARTNERS”**

- Next call expected at the end of 2021-<https://www.uia-initiative.eu/en>

CREATIVE EUROPE

- Budget 2021-2027: €1.85 billion (+27%)
- Sub-programmes: Culture, MEDIA and Cross-Sectoral Strand
- General Objectives of the Programme:
 - to promote European cooperation on cultural and linguistic diversity and heritage;
 - to increase the competitiveness of the cultural and creative sectors, in particular the audiovisual sector.
- Specific Objectives of the Programme are:
 - enhancing the economic, social and external dimension of European level cooperation to develop and promote European cultural diversity and Europe's cultural heritage, strengthening the competitiveness of the European cultural and creative sectors and reinforcing international cultural relations;
 - promoting the competitiveness and scalability of the European audiovisual industry;
 - promoting policy cooperation and innovative actions supporting all strands of the programme, including the promotion of a diverse and pluralistic media environment, media literacy and social inclusion

ERASMUS 2021 -2027

The European Union's Erasmus 2021-2027 programme is a funding scheme to support activities in the fields of Education, Training, Youth and Sport.

The 2021-2027 Erasmus Program is divided into 3 sectors - EDUCATION & TRAINING, YOUTH, SPORT - each addressed through 3 Key Actions:

- Key action 1: mobility for learning purposes
- Key Action 2: Cooperation between organizations and institutions
- Key Action 3: Support for policy development and cooperation

The Budget amounts to 30 billion euros for a more inclusive, digital and green Program 25.9 for education and training, 3.1 for young people and 550 million euros for Sport.

COSME PROGRAMME

EU program for the Competitiveness of Enterprises and SMEs, running from 2014 to 2020 with a budget of € 2.3 billion euro.

COSME supports SMEs in the following areas:

- Facilitating access to finance
- Supporting internationalization and access to markets
- Creating a favourable environment for competitiveness
- Encouraging an entrepreneurial culture

Access to finance	Loan Guarantee Facility
	Equity Facility for Growth
Access to markets	Enterprise Europe Network
	Web tools: <ul style="list-style-type: none"> - Your Europe Business Portal - Your Europe Business Portal
	Intellectual Property Rights (IPR) SME Helpdesks
	EU-Japan Centre for Industrial Cooperation
Creating better conditions for competitiveness of SMEs	Improving framework conditions by reducing administrative and regulatory burdens
	SUPPORTING THE EMERGENCE OF COMPETITIVE INDUSTRIES WITH MARKET POTENTIAL (E.G. TOURISM)
	Development of worldclass clusters in the EU
Encouraging entrepreneurship	Mobility exchanges, research, best practices diffusion and pilot projects to foster entrepreneurship
	Erasmus for Young Entrepreneurs
	Digitisation of business community, e-skills and e-leadership

SUPPORTING THE EMERGENCE OF COMPETITIVE INDUSTRIES WITH MARKET POTENTIAL (E.G. TOURISM:): PERIODIC CALLS TARGETING TOURISM AND CCI

2021-2017: FROM COSME TO SMP

PROGRAMME FOR SINGLE MARKET, COMPETITIVENESS OF ENTERPRISES AND EUROPEAN STATISTICS 2021-2027	
GENERAL OBJECTIVES	SPECIFIC OBJECTIVES
Improve the functioning of the Internal Market	Improving the Internal Market
	COSME
	Standardization
	Consumers & End-Users
	Food Chain
High Quality Statistics	European Statistics (covering all Eu Policy)

COSME will be incorporated with other 5 programmes into the Single Market Programme (SMP).

INTERREG TERRITORIAL COOPERATION 2021-2027

- **Allocated Budget:** 8 billion
- **4 types of ETC:**
 - **INTERREG A-Cross-border cooperation:** regions from at least 2 Member States sharing borders. It aims to tackle joint common challenges and to exploit the untapped growth potential in border areas. **Allocated Budget 5,8 billions**
 - **INTERREG B-Transnational cooperation:** involves regions from several countries of the EU forming bigger areas. It promotes better cooperation and regional development within the Union by a joint approach to tackle common issues. **Allocated Budget 1,467 billion**
 - **INTERREG C-Interregional cooperation:** covers all EU Member States. It builds networks to develop good practice and facilitate the exchange and transfer of experience by successful regions. **Allocated Budget 490 millions euros.**
 - **INTERREG D-Outermost region Cooperation:** the goal is to facilitate the integration and the harmonious development of outermost regions. **Allocated Budget 280 millions euros.**

As for the intervention priorities, the next Interreg 2021-2027 will be affected by the "ecological" turning point in European policy, providing for the obligation to spend more resources on climate action, thus contributing to the implementation of the Green deal.

More space will also be given to social programs, including those relating to public health.

Culture and creativity will be present transversally within these two strategic priorities.

6. FOCUS ON CULTURAL POLICIES AND SUPPORT MEASURES DURING COVID 19

a. CCIIs during COVID19 times: a brief overview in MED areas

Below here some considerations related to the survey carried out by the research team of the University of Valencia.

The survey aimed to:

- analyze the **short and medium-term impact** of the Covid-19 crisis on the beneficiary organizations of the Chebec project,
- look at the **adaptation/resilience strategies** they have used to respond to the situation of confinement and uncertainty
- **evaluate the support** provided to the cultural sector by the governments of each of the countries involved in the Chebec partnership.

The main source was an online survey carried out amongst the beneficiary organizations of the Chebec project. The structure of the questionnaire is the result of the combination of a series of analytical approaches, including the function of cultural production, the business model analysis (canvas model), and the value chain of the production process.

These perspectives make **it possible to organize the analysis of the production and management processes of cultural agents and organizations in a precise manner**. The microeconomic approach was complemented with a macroeconomic perspective that uses the analysis of public policies and the paradigm of the relations between culture and territorial development as a baseline.

The results of the survey show that in the context of the Covid-19 pandemic, **Chebec beneficiary organizations have concentrated their efforts on operational activities to enable their short-term survival**. This is a logical response given the timing of the survey, carried out in the middle of confinement and the urgency dictated by the extreme nature of this situation.

Research shows that the structural economic framework of the sector is made by:

- **high levels of precariousness:** most beneficiaries are self-employed - this confirms the Eurostat data for year 2018 that shows that 33% of workers in CCIIs are self-employed compared to 14% of the whole economy for the same period and a fair proportion of beneficiaries (22%) work in another sector at the same time;
- **micro-enterprises:** 58% of beneficiaries employ 1 to 5 people;

As regards how the beneficiaries have faced the crisis, **there are two aspects to observe:**

- **beneficiaries have adapted their organizations** mainly through smart working (88%), reducing activities to the minimum (45%) and investing on digital activities (33%)
- **most beneficiaries have developed new projects** and ideas, dedicated to administration and management (including research of aid), participated in training to acquire new skills and worked on their business model.

The implementation of remote working has been one of the main changes **introduced by 88% of the organizations** surveyed in response to the pandemic. The acceleration of digitalization that this crisis has brought about **will generate important structural transformations** in the cultural production and consumption patterns in the medium and long term.

The creative and cognitive nature of the cultural sector is reflected in its response to the crisis: the adaptation strategies put in place by the majority of Chebec beneficiaries are based on the **creation of new ideas and innovation in products and services**, as well as continued training and aid management.

Another specific feature of the CCIs during confinement is the significant and widespread development of **free online content**. This trend, determined by the particularities of cultural and artistic work (social purpose, solidarity, not-for-profit) could have an impact on the already precarious employment conditions of cultural workers.

The beneficiaries needed formal procedures in order to continue to operate with the new methods introduced by the crisis (availability of financial aid, indications on the procedures, ways to reorganize their processes). **To overcome the crisis clear and precise guidance from the authorities is seen as one of the keys.**

Liquidity needs were also a priority. In terms of **expected revenue losses**, there is a significant impact in the second quarter of 2020 that is greater than that of the first quarter, during which organizations were able to operate almost normally. **The crisis will have a greater impact on small organizations** that generally operate in a very short-term forecasting framework with little ability to self-finance.

The **estimated losses** for one third of the beneficiary organizations will be **greater than 75% of their income** during the second quarter. In a productive context in which the fixed costs incurred by organizations are substantial (about 1,000 euros on average for rents, social security contributions, taxes, etc.), the structural fragility of cultural organizations is greatly amplified and the sustainability of the eco-system is put at risk.

In addition to economic losses, the pandemic has resulted in the **loss of opportunities** to do internationalization and business with other partners and in the inability to attend or participate in trade fairs, exhibitions and events.

Most of the organizations benefiting from Chebec (88%) believe that in the long term they will be affected by the Covid-19 crisis. **More than a third of respondents (36%) think they will have to reduce the number of employees.** Any budget cuts to culture as a result of austerity policies will also make it very difficult for the cultural sector to survive.

This problem is linked to the **slowness of access to public aid** activated during the crisis. At the time of the survey, **only 14% of Chebec beneficiaries had access to this type of support** and up to 36% had not received any support. Those who received financial assistance did not find it particularly useful and found it insufficient. Most of the aid came from the central government (51%), followed by local administrations (21%). The beneficiaries' proposal goes towards a request for supply support and business-oriented financing.

Beneficiaries feel the need for a strategic plan for the cultural sector. Other issues highlighted include tax deferrals and subsidies.

On the demand side, **there is a need to promote public procurement**. They consider only measures such as "coupons for consumers or reduced VAT on cultural products and services to stimulate demand" or "campaigns to promote local cultural production" capable of helping them to overcome the crisis.

In this context, we can consider **two futures** (probable and possible) scenarios.

The probability of one or the other will depend on several variables such as the social value, the priority and the support that citizens and public authorities give to the sector, the ability of cultural agents to organize and mobilize themselves and the articulation of decisive and innovative public policies with sufficient resources.

The scenarios:

- **an unfavorable scenario** in the medium term: this scenario would be characterized by the **loss of autonomy of the cultural sector** due to its precariousness and irregularity, its corporate atomization and difficulties in accessing financing. The creation of global oligopolistic structures, digitization of contents and processes and a form of statism (dependence on public funding, political discretion, populist tendencies, limitation of cultural rights) are feared. In this scenario, culture would be a luxury reserved only for the elite;
- **the alternative would be based on the notion of culture as a fundamental right**. This scenario would be characterized by the diffusion of the potential of the centrality of culture for the achievement of human and sustainable development in line with the principles and guidelines of Agenda 21 for Culture. In this approach, the social value of culture would play a vital role in the development of a thriving ecosystem culture.

A third intermediate scenario between the two is possible and seeks an intermediate way. The immediate solution between the two scenarios will largely depend on our willingness to raise awareness of this problem on the part of policy makers, so that they can take action to seek the solution with our respective skills, capabilities and resources.

Strengthening internationalization services can become the way to help companies in our regions grow and develop in new markets, but they need to be supported by grassroots

initiatives that could help create a friendly environment for CCIIs to support, especially after the Covid-19 crisis.

The list of possible actions that can be implemented to support the CCIIs recovery:

- **standardized monitoring** activities on the economic and social impacts of cultural and creative industries, with benchmarks with other sectors and other countries;
- **preserve a portion of the budget** dedicated to cultural and artistic aspects in carrying out public investments;
- **a new "Creative Public Procurement"** to qualify public spending that goes beyond the concept of value for money and uses other types of indicators eg. social impact etc.
- **foster the aggregation of professionals** / companies from the cultural and creative industries into more competitive, more resilient and / or more vertical organizations;
- **hiring of design and creative profiles in the PA to invest** in the digitalization and redesign of public services to facilitate modernization and cost reduction and to adopt a true user-centered approach;
- **support the creation of high-level skills** and professionals in cultural and creative industries in universities;
- **promote the implementation of a database / platform** for creative professionals to facilitate the matching between supply and demand for creative services also by businesses;
- **encourage the creation of new cultural and creative tourist** routes in companies, research laboratories, production backstage, etc .;