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Regional Development Fund



Project Acronym: CO-CREATE

**Project title: Setting up a network of COMpetitive MED Clusters with the
contribution of CREATIVE industriEs**

Project's Code: 1med151.1m23113

D.3.1.1

Fine-tuning study to launch the pilot action

WP n°: 3 TESTING

Task n°: 3.1.1

Author(s): TVT

Contributors: All Partners

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Executive Summary

This document is the deliverable “Fine-tuning study to launch the pilot action” of the 3.1.1 task of the Co-Create project, financed under the Interreg Med programme.

It presents, in the Co-Create project context, the objectives of this starting point which is based on the collection and analysis of methodologies and tools of prior European projects to support the project’s future activities.

Methods and tools used on cross-cluster collaboration and other ways of cross-fertilization between traditional and creative industries exists in past European projects and the objective is to capitalize them in the most efficient way to re-use them in the future Co-Create pilot actions for SMEs, Clusters, Intermediaries, Policy Makers.

To achieve that goal, a shared methodology was designed with the partners to define the way tools/methodologies coming from past project should be collected (common approach), organized (how it should be made available), presented (design) and used (user experience focused) by the partners in the upcoming activities.

After the collection of information on pasted project was done, a dedicated “Co-Create Toolkit” was designed to enable to highlight the most adequate methodologies and tools and their main characteristics and key success factors for the future project’s activities.

An overview was also made of the expectations and solutions to foster its use in the easiest and efficient way to enable to test them within the pilot action plans and their dedicated areas.

The organization of a user-friendly Co-Create Toolkit was then designed with the proposition of a future online database of the instruments/methods and throughout 3 Innovation Path reference journey dedicated to the target users.

Results expected are cross-fertilization methodology and customized tools for SMEs, Clusters and Public Authorities to support the establishment of pilot actions to develop competitiveness through the cooperation with creative sectors.

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1. Introduction

The new CO-CREATE project aims to foster cross-fertilization and innovation between creative industries and traditional clusters contributing to test co-design and creative methods applied to entrepreneurs and clusters managers. The project will promote the cooperation with methodologies and tools addressed to clusters managers, SMEs and policy makers.

The work package n°3 is the “Testing” part of the project that will identify new paths to foster innovation in traditional clusters by strengthening the cooperation with Creative Industries. That will be done using a defined common methodology and a Co-Create toolset to elaborate Pilot actions to test services and compared their results. The aim is to integrate strategies and outputs developed by several pasted European projects to then implement them in the 3 pilot actions for Clusters (improving skills); SMEs (generate ideas) and Local Regional Authorities.

To start, the 3.1 activity objective is to integrate the methods and highlights the core reference of the projects that will be selected for their testing. The goals being to formalize a common way to present and analyses the data from the pasted projects.

Model, outputs and tools from the following projects were considered:

- Methodology elaborated by Alpcluster 2020; Clustrat and CreaMed
- Tools elaborated by CCALP(Creative Camp), SILMA(gamification and app);IPSMes and IP4SEE (IPR Services), Fideas and Firemed(financial Schemes and instruments)
- Other tools from pasted project were also collected if linked for to future project activities

The main challenge after retrieving the data was to find a way to make it user friendly so that it would favor the implementation and use of those tools in the upcoming Pilot Actions. We worked on the possibility to have the toolkit available online (database), on a specific design (logo, graphic design...) and on specific innovation paths to create dedicated support for each type of users.

The major threat to be taken into consideration was that the local implementation needs to customize the solutions to be able to make them efficient in their local ecosystem. The implementation of training sessions and the elaboration of local pilot action plans will take that into account.

2. Objective of the deliverable

The content of this deliverable is to collect and fine tune pasted projects' results into applicable development activities. It will enable to create a dedicated Co-Create toolkit and elaborate a user-friendly approach in order to help support the future pilot actions and their target of reference: SMEs, Clusters, Local regional –Authorities.

The following project collection and analyse of Methodologies, Tools and Instruments were collected and integrated:

Concerning

Recommendation – Good practices -Methodologies

- Alpcluster 2020, Policy Recommendation Booklet support synergies with transnational clusters networks
- Clustrat, Clusters and emerging industries recommendations to policy
- CreaMED OpenBook with good practices related to creativity and innovation
- Cross Innovation, Toolkit

Concerning tools:

- CCALP, Creative Camps: a dynamic support program for start-ups in creative & cultural sector
- SILMAS, Digital App: gamification to increase awareness
- IPSMes, IPRServices : awareness and enforcement on IP practices and support
- Cluster2020, Creative Accelerator: a design support programme for CCI
- IPR4SEE, IPR Services and support

Concerning Financial Schemes and instruments:

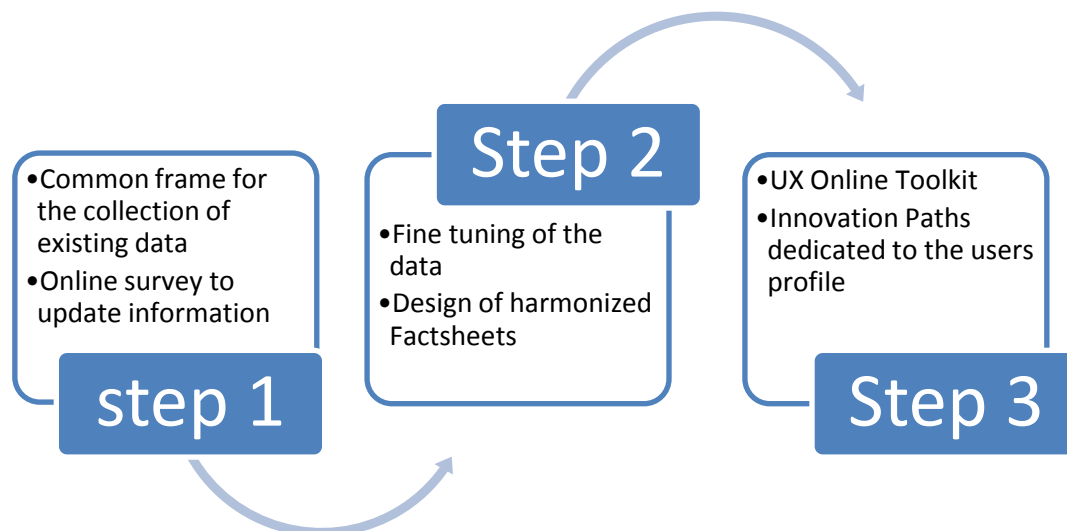
- Fidias, assistance to develop effective Business Plan & Funding Alert System
- Firemed, matching between SMEs and financial/corporate operators
- EU publications, Towards more efficient financial ecosystems

Tools from other projects were also identified when they were linked to the project's main topic: cross fertilization, cross innovation, co-design and design-thinking and could be useful for the future pilot actions towards SME/Clusters/Public Authorities.

This deliverable presents the proposed methodology, the content of the toolkit and the main results that were obtained.

3. Applied approach/methodology adopted

To achieve the expected results, we worked on a 3 step approach within the Co-Create partnership:



STEP 1 => How to collect the data from pasted projects?

The proposed methodology consisted in first collecting knowledge and information from previous experiences (through a template document) in order to develop the Co-Create toolset and methodology. Different partners provide various inputs from previous projects. Knowledge exchange was elaborated by using a common template survey document (annexe 1) to get the necessary data from pasted project.

An online survey¹ was also designed to get information on interesting tools we could use in the Co-Create project coming from other projects than the ones listed in the Application Form. The objective was to identify interesting tools (part1) and/or training material (part2) linked to the project's main topic: cross fertilization, cross innovation, co-design and design-thinking that could be useful for our pilot actions towards SME/Clusters/Public Authorities. The recommendation is that this online survey stays active during the project to enrich and update the database and Co-Create Toolkit.

STEP 2 => How to make it applicable for the development of future activities?

The idea was to define a common logical frame to include and capitalize information and data on the past projects within one harmonized approach.

The design of a common Factsheet presentation enabled to share the information collected on each tool.

¹ Link to the online survey : <https://docs.google.com/forms/d/e/1FAIpQLSer98agGdSW-pQDUSGOGOYS1gRQtVKtf2sHWZN1tO7V-vY2rQ/viewform>

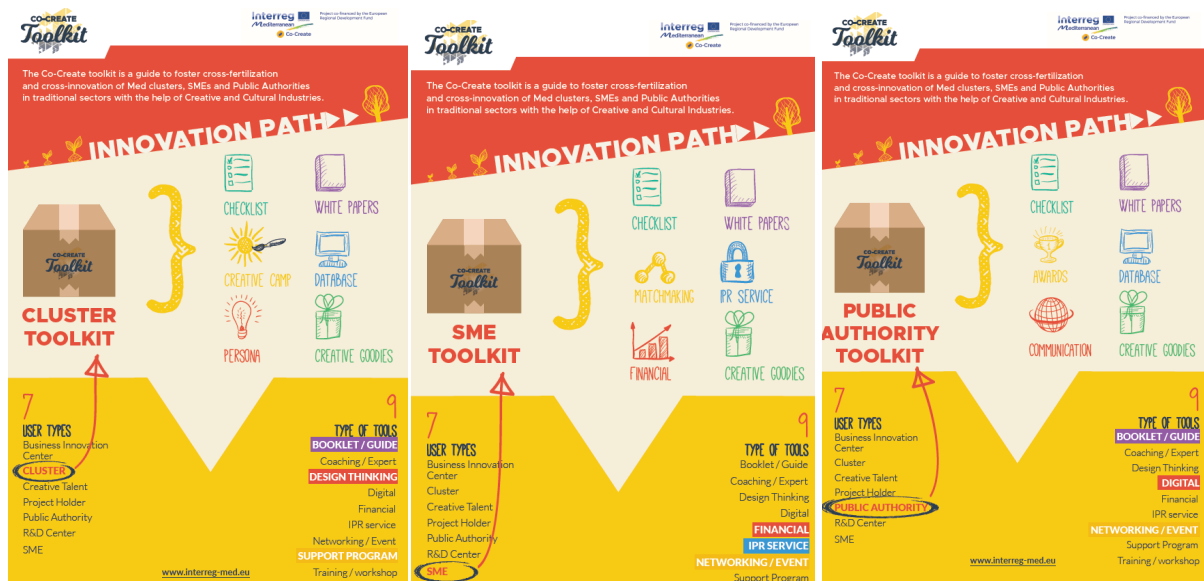
CO-CREATE – D3.1.1 (Fine-tuning study)

STEP 3 => How to make it efficient and user-friendly?

- The 1st proposal shown consists on a platform which contains the different tools according to the target (SMes, PA, cluster managers).

-Then Innovation Paths were also designed during a Lab Session to help foster an experience map with dedicated tools focused on the target users: SMes, Clusters, and Public Authorities. The lab session were done during the SC Meeting N°2 to identify new innovation path using a set of creative tools introduced by TVT (personas, customer experience map). The workshop session consisted in dividing the partners in 3 teams: one works according to cluster, one on SMes and the other one on public authorities. The goal of each team was to define the adequate path for each type of users.

- The cluster toolkit
- The SMes toolkit
- The public authorities' toolkit



4. Results

This part presents the results of the work done with the Co-Create partnership to elaborated and define the Co-Create Toolkit:

- the presentation of the Factsheets and the Co-Create Factsheet booklet with the methodologies and tools capitalized from the relevant 2007-2013 projects ;
- the online Co-Create Scheme to make the toolkit easy to access;
- the Co-create Innovation Paths to engage the different users : Cluster managers SMEs and Public Authorities with customized schemed.

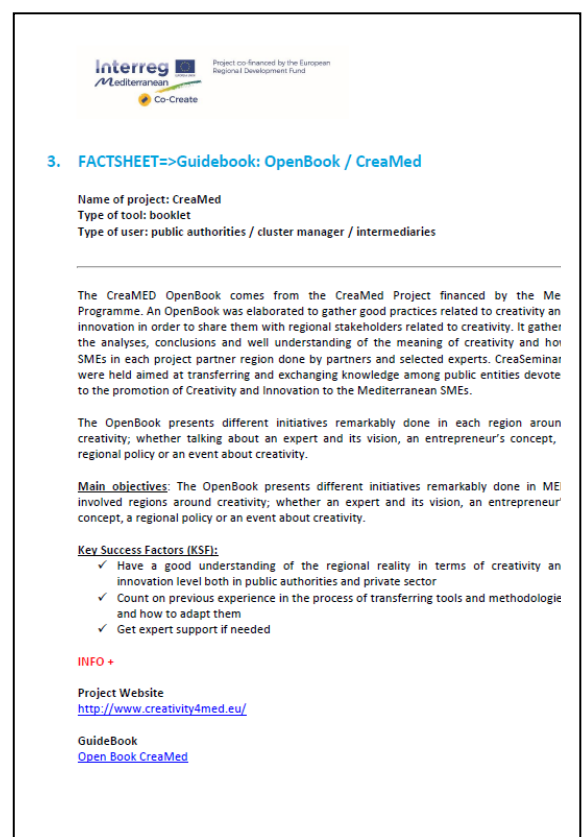
a. Factsheets

Elaboration of factsheets were done to present the methodologies and tools with the most relevant information; the main content of this factsheet are:

- User target
- Objectives
- Description
- The key success factors (KSF)
- Contact or expert
- Website or downloadable info

A Co-Create Factsheet Booklet² was edited to include the information on the useful tools and methodologies collected.

The collection of other and new tools will be done throughout the project so the Co-Create Toolkit will stay update.

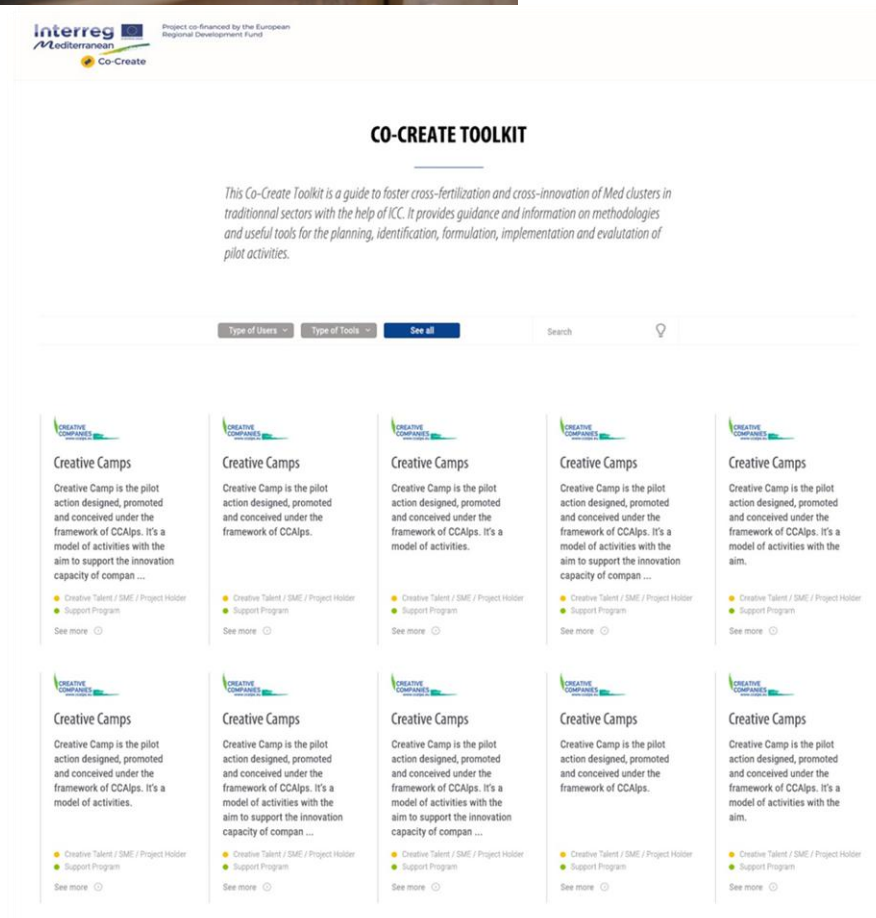
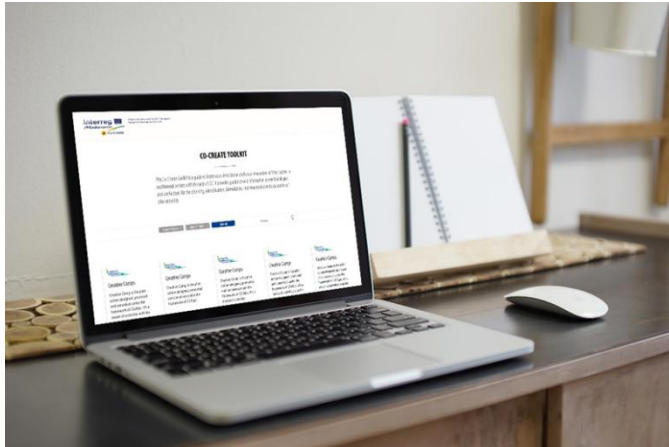


b. Online Database

To make it user friendly and easily available the idea was to have the Tools available online for the users (Co-Create partners and others: Public authorities, SMEs, cluster manager...)

² See Annexe « The Co-Create FactSheet Booklet »

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We shared the proposition we made in 2d SC to have a web interface that would be a Database on the different tools (template of filters and Factsheet linked).

-Enter by type of user : Business Innovation Center, Cluster, Creative Talent, Project Holder, PA, R&D Center, SME or by type of tool : Booklet / Guide, Coaching / Expert, Design Thinking, Digital, Financial, IPR service, Networking / Event, Support Program, Training / workshop or both (filters)

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Example of a ToolFactsheet data information that could be available online

Ex. Tool FactSheet	
Logo / Image	http://www.ba06.com/wp-content/uploads/2014/06/index.jpg
Name of Tool	Creative Camps
Name of project	CCALPS
European Program	Alpine Space
Type of Tool	Support Program
Type of User	Creative Talent / SME / Project Holder
Description	<p>Creative Camp is the pilot action designed, promoted and conceived under the framework of CCAIps. It's a model of activities with the aim to support the innovation capacity of companies in the Creative and Cultural Sector. The Creative Camp methodology works on a set of different elements that combined can support the creation of an enabling environment for the development of innovation projects generated by CCIs:</p> <ul style="list-style-type: none"> - scouting of innovation ideas and projects; - development of international mobility; - design thinking+business development mentoring to support the development of start-ups; - networking among public events.
Key Success Factors	Practice based approach Common tools and methodology Local and international perspective
Best practice / Success story	
Expert contact	
Websites	http://www.alpine-space.org/2007-2013/projects/projects/detail/CCAIps/show/index.html
Facebook	
Twitter	@CCALPS
Linkedin	
Co-Create Contact	ARIANNA VIGNATI
Co-Create Contact Email	Arianna.vignati@polimi.it
Video	https://www.youtube.com/watch?v=_6OQEeljGKw https://www.youtube.com/watch?v=kSAasJ-d-cs
Image	
Document doc. Pdf.PPT.	http://www.alpine-space.org/2007-2013/uploads/tx_txrunningprojects/CCAIps_Lessons_learned_and_ideas_for_policy_makers.pdf
Weblinks	

c. Innovation Paths

3 user type “Innovation Path”³ were created to enable the future implementation of the tools.

Dedicated personas and an experience map with the appropriate tools to use focused on the target users: SMEs, Clusters, and Public Authorities were designed.

The workshop session consisted in dividing the partners in 3 teams: one works according to cluster, one on SMEs and the other one on public authorities. The goal of each team was to define the adequate path for each type of users:

- The cluster toolkit
- The SMEs toolkit
- The public authorities’ toolkit

A/ The innovation paths for cluster manager

⇒ The persona “Cluster Manager”



Cluster manager profile: very motivated, Business Education background, strong knowledge in high-tech & innovation

His needs:

- Motivate sleeping members and engage new value added members
- Improve the quality of the services proposed in the Cluster and its value chain
- Find new ways to collect funds
- Support networking activities
- Help internationalization of the cluster members and actions

³ See Annexes Innovation Path Design

CO-CREATE – D3.1.1 (Fine-tuning study)

Motivations: new methodologies/improve network/ growth professionally/ share experience with other cluster manager. This persona wants to have a practical based approach.

NB : this can also define intermediaries that could be included in that category : Business Innovation Center / Incubators Manager, Innovation Facilitator, R&D managers ...

⇒ The Cluster Manager experience map

Experience for co-create team in order to engage the cluster manager



Step1_ Discover: to start engaging the Cluster manager in the Co-Create's training and futures activities: social media and website, hashtag meaningful content and actors, weekly news updates (teaser), Whatsapp groups, engage members from other international projects.

Step2_ Investigate: start a 2 step selection process to engage and select the Cluster / intermediaries that will participate in the Co-Create project's activities:

(1) Local stakeholder selection with Face to face interviews, survey to get needs, but also happy hours to meet people.

(2) Co-Create selection

Step3_ Preparation: identifies the common needs before the training session and summarize them: provide a certificate of attendance, info-pack requirement to attend the session for each, data analysis

Step4_ Apply: online registration on Eventbrite, idea of waiting list (in order to cover the withdrawal and have the minimum number of participants.)

Step5_ Wait: keep the teaser and communication activities in order to keep the level of engagement high before and after the training sessions.

Within the experience map some key element of the gamification like motivation and award were present.

⇒ Toolkit (useful tools that can help)

Digital tools

Best practice exchange with the OpenBook Creamed

Creative Camps CCALP

Cross Innovation Toolkit

CO-CREATE – D3.1.1 (Fine-tuning study)

Gamification & Apps Communication

B/The innovation paths for SMEs

⇒ Personas SMEs:

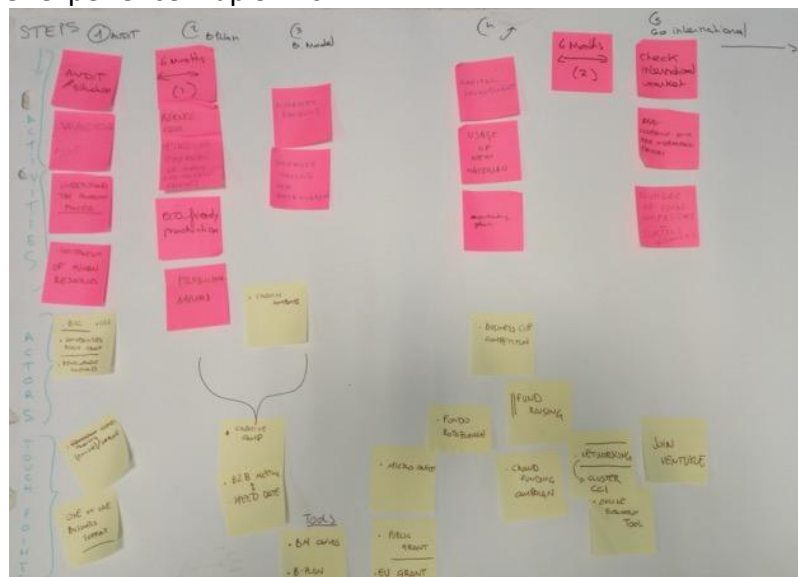
According to CO-CREATE project which kind of SMEs should be the target?

In the traditional sector, probably a medium sized one (above 10 employees).

In the creative and cultural one, mostly small sized SMEs or free-lance (for example Designers).

Cross fertilization would probably have more impact from crossing medium traditional enterprises and SMEs in the creative industries.

⇒ Customer experience map SMEs:



1-Engage SMEs via a call for Co-Create project and audit /evaluate them with face to face session with local experts CCI/BICs

2-Support a Business Plan Design with networking activities, DT sessions, 360 Diagnostic tool and 1on1 Business Strategy Session

CO-CREATE – D3.1.1 (Fine-tuning study)

- 3-Engage a Business Model support program: Creative Camps Business support program, B2B meetings and speed dating session with the CCI and associated stakeholders
- 4-Foster a Growth Path: Accelerator sessions, Regional Crowdfunding, UE grants, Business Cup Competition
- 5-Go International: transnational networking, softlanding initiatives, showcase event...

⇒ Toolkit (useful tools that can help)

Call for projects

Creative Camps

DT session

IPR Services

Business Cup Competition

Accelerator session

Matchmaking event SMEs-Investor

Crowdfunding

Softlanding programmes

Showcase event

B/The innovation paths for Public Authorities

⇒ Persona

3 PERSONAS 2 PERSONA

PERSONA

NAME [Handwritten: Mariana, 28 años]

OCCUPATION [Handwritten: A) Public Bank, B) Transnational Local, C) Transnational Business]

OTHER [Handwritten: Other services that have an influence on your service: D) Business Model Signature, E) Reproduction of CCI's (not working)]

SERVICE ATTITUDE [Handwritten: Do it yourself, Advice seeker, Incubator]

DESCRIPTION [Handwritten: Describe your persona. Describe who he or she is in the context of the delivery service. How are you going to motivate? Think customer and motivated? The goal is not the characteristics that you introduce in the delivery service.]

[Handwritten: 1) Understand what CCI means and the benefit for the economy, 2) he/she thinks that CCI is more NGOs than Economy]

MOTIVATING [Handwritten: What can make your user happy when using the service?]

DEMOTIVATING [Handwritten: What can make your user less happy when using the service?]

Expectations

- Foster the idea that Creative industries are strong and valuable for the traditional economy
- Integrate the idea that cross fertilization and cross innovation process can improve the employability and economic growth
- Public Authorities needs to talk with the industries in the region in order to achieve results and foster a good dynamic in the ecosystems.

Toolkit (useful tools that can help)

- Policy Recommendation and Guidebook
- DT workshops
- Study Visit
- Guidebook on success stories
- EU publication on financial ecosystems
- Expert work on the elaboration of recommendations and process of new public support design

⇒ Customer Experience map – public authorities:

CO-CREATE – D3.1.1 (Fine-tuning study)



Step1_ Increasing awareness of the importance to cross fertilization with creative industries. Traditional sector is not an autonomous sector and can highly benefit from cross innovation policies and support. => Organize a workshop with the main industries to increase their awareness on considering the positive impact of cross-fertilization activities.

Step2_ Sharing knowledge: presenting best practices to Public Authorities, organizing study visits to foster interest and share a collection of success stories that they could help implement.

Step3_ Building and providing to Public Authorities guidelines concerning financial instruments that could be set up

Step4_ prepare the approach and organize a dedicated working group

Step 5_ Engaging political decision to then be able to implement the action with public-private partnerships.

5. Annexes

Annex 1 Co-Create WP 3 Toolkit Survey Template



Project Acronym: CO-CREATE

Project title: Setting up a network of COMpetitive MED Clusters with the contribution of CREATIVE industries

Grant Agreement number: 1med151.1m23113

TOOLKIT INFORMATION

CO-CREATE SURVEY

WP n°:	WP3 Testing
Task n°:	3.1 Preliminary activities: fine tuning of the model and the toolset to be tested
	3.23.2 The collection and the fine-tuning of existing training material elaborated

The European project called CO-CREATE has to foster innovation in traditional clusters by strengthening the cooperation with Creative Industries. Your first objective is to integrate strategies and outputs developed by 7 identified European projects* to test 3 pilot actions for Clusters (improving skills); SMEs (generate ideas) and local regional authorities to foster cross-fertilization and innovation

**Alpcluster 2020 , Clustrat and CreaMed and toolset elaborated by CCALP (Creative Camp), SILMA (gamification and app), IPSMes (IPRService), Fideas & Firemed (financial schemes and instruments).*

Please find below questions we have concerning your experience in projects using useful #1 TOOLS and #2 TRAINING MATERIAL related to innovation and co-creation.

Thank you for answering and helping us built an innovative European toolkit

Info & contact: europe@tvt.fr

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Contact information

Name:

Organisation:

Email:

Website:

Toolkit information

We are looking at first for best practices elaborated by other European projects: Alpcluster 2020 , Clustrat and CreaMed and toolset elaborated by CCALP (Creative Camp), SILMA (gamification and app), IPSMes (IPRService), Fidias & Firemed (financial schemes and instruments).

Please describe the Tool(s) you used :

Number	Name of tool	Name of European project	European program
1			
2			
3			

Type of tool used (x):

Num	Training Workshop	Expert coaching	Guidelines	Events	Digital	Financial	Other
1							
2							
3							

Type of Activities(x):

Num	Cross fertilization	Co creation	Design Thinking	Cross innovation	Other
1					
2					
3					

Type (and number) of beneficiaries/users:

Main objectives:

Duration:

Please describe the service provided and the main outputs achieved for each tool:

(1)

(2)

(3)

What was the estimated cost (per user)?

What are the 3 main Key Success Factors (KSF) to implement this tool successfully?

Num	KSF 1	KSF 2	KSF 3
1			
2			
3			

Do you have one success story you could share?

Can you give us the name and contacts of experts that could help us use this tool?

Name of expert	Type of expertise	Email / tel	Website

Please give us the websites we should check:

**If you have any further information, you can write here or send us information at :
europe@tvvt.fr**

Annexe 2 Co-Create Toolkit Factsheet Booklet



FACTSHEETS

METHODOLOGIES, TOOLS & STUDIES

<u>FACTSHEET =>Booklet : Policy Recommendation / Alpcluster 2020</u>	20
<u>FACTSHEET => Guidebook: Cross Sectoral Cluster / Clustrat</u>	22
<u>FACTSHEET=> Guidebook: OpenBook / CreaMed</u>	24
<u>FACTSHEET=> Support Programme: Creative Camps / CCALPS</u>	25
<u>FACTSHEET=> Digital tool: Gamification & app / SILMAS</u>	27
<u>FACTSHEET=> Business Support: IPRService / IP-SMEs</u>	29
<u>FACTSHEET => Business Support: Business Plan Assistance & Funding alert system/ Fideas</u>	33
<u>FACTSHEET=> Matchmaking Event: SMEs and Investors/ Firemed</u>	35
<u>FACTSHEET=> Good practice Report: Towards more efficient financial ecosystems / EU publications</u>	36
<u>FACTSHEET=> Cross Innovation Toolkit / Cross Innovation</u>	37
<u>FACTSHEET=> IPR services / IPRforSEE</u>	38
<u>FACTSHEET => Business support: Creative Accelerator / Cluster2020</u>	40
<u>FACTSHEET => Business support: Design training tool for SMEs / Polimi CoCreate</u>	41

FACTSHEET =>Booklet : Policy Recommendation / Alpcluster 2020

Name of project: Alpcluster 2020

Type of tool: booklet

Type of user: Public Authorities / Cluster Manager / Intermediaries

AlpClusters2020 (coordinated by Veneto Innovazione S.p.A.), was a capitalization project supported by the Alpine Space Programme 2007 – 2013 that enabled the design of a Policy Recommendation Booklet concerning transnational clusters networks.

Main objectives

It aimed at contributing the design of an integrated and synergic policy approach for the support of transnational clusters networks. It was mostly focused on an evaluation of funded initiatives, in order to identify recommendations for the following programming period.

Services provided

A Policy Recommendation Booklet was elaborated with the lessons learnt in previous funded projects in proposals for policy implementation and with key recommendations.

Examples: Boosting Innovative Clusters' networking

Boosting innovative clusters' networking in the Alpine Space area

NEED	HOW	RECOMMENDATIONS
To prove the effectiveness of transnational cluster networks	<ul style="list-style-type: none">• Involving directly companies into projects is a must to improve business competitiveness• SHOWCASES are useful tool to demonstrate the concrete effectiveness of the outcomes	<ol style="list-style-type: none">1. Explore different "soft" mechanisms to involve more the business side into projects2. Launch specific calls for proposals as showcases and demonstrators
To foster companies toward internationalisation	<ul style="list-style-type: none">• Increase the technical skills of companies through coorganised international training is a first step toward internationalisation• Building valuable networks need interactive moments to know each other and exchange the mutual interests• A cluster joint strategy is the basis to plan common actions	<ol style="list-style-type: none">3. Use cluster networks to co-organise training4. Foster interaction through structured events5. Foster the setting up of Joint Cluster Action Plans

To encourage the emerging of new sectors	Clusters in creative sectors could boost innovation in traditional clusters and in the public sector as well as cross-fertilisation whether transnational cooperation is exploited	6. Foster the use of living Labs 7. Sustain the generation of new ideas through clusters 8. Foster the cross fertilization among public and private through gamification
To remove policy barriers hindering clusters transnational cooperation	The policy level should be more involved to translate practices into policies. Moreover cluster policies should be shared and compared to synchronise incentives at transnational level.	9. Involve the policy side, starting from the territory 10. Involve policy experts with specific project tasks 11. Foster the use of Peer Review as a policy learning method 12. Launch tandem to accelerate the development of effective cluster
To feed and sustain transnational networks	After transnational networks have tested successfully pilots and practices, there is still the need to guarantee their future sustainability or to plan further actions to enlarge the potential impact.	13. Plan outputs that can produce revenues 14. Support in finding funding synergies 15. Follow up for most promising initiatives 16. Launch joint funding schemes

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Project

http://www.alpine-space.org/2007-2013/projects/projects/detail/AlpClusters%202020/show/index.html#project_outputs

Policy Recommendation Booklet

http://www.alpine-space.org/2007-2013/uploads/tx_txrunningprojects/Policy_Recommendation_Booklet.pdf

FACTSHEET => Guidebook: Cross Sectoral Cluster / Clustrat

Name of project: Clustrat

Type of tool: booklet

Type of user: Public Authorities / Cluster Manager

In the Clustrat project, financed under the Central Europe Program, a process and a guidebook were created for developing a regional cluster policy.

Main objective

To find an effective way to the development/systemic coordination of a cross sectoral cluster designed with networking, workshops and events for the development of a new cross sector cluster.

Service provided

An effective way to develop and coordinate a new cross sectoral cluster. The Veneto Region coordinate the pilot action “sustainable living” with this tool to demonstrate the existence of stakeholders, belonging to different sectors, with experiences linked to sustainable living issues, it strengthened the relationships and the connections among involved stakeholders. The action allowed to test the possibility to set up a sustainable living cluster or network at regional, interregional and international level. A Clusters and Emerging Industries Recommendations to Policy booklet was edited.

40 stakeholders were involved, mainly enterprises, clusters and university, research centers, regional innovation agencies during a 3 month process for the organization and animation and a 2 day workshop.

Examples of Key recommendations

Recommendation 3 | Creation of regional cross-sector clusters European policy should foster the support of regional cross-sector clusters in cases in which the regional scale (critical mass of partners) allows to take opportunities, linked with the emerging industries, which a smaller scale will not allow to catch. A similar approach should favor the development of other suitable forms of collaboration and network having the same aim, even so they do not fit common cluster definitions. In this case, European policy should look at best practice cases which picture how successful cluster organizations have been set-up and developed and how they have managed to be a successful pioneer. Next bits and pieces of these approaches could be used for similar implementation of organizations and cluster policies in other regions all over Europe.

Recommendation 5 | Strengthening and connecting technology transfer centers, laboratories and open innovation centers The presence of laboratories networks, where demand and supply can meet and interact, represents a cognitive resource, entailing a high value to the development of innovation projects in emerging industries (e.g advanced materials, ambient assisted living, etc.) and can

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become hubs for interaction between R&D, companies and end users. The formation of new contexts of this type and the strengthening of the existing ones represent a qualified object of EU policy in the emerging industries. Developing such kind of laboratories all over Europe, interlinking them with each other and hence develop completely new value-chains could be supported by funding schemes and calls at European level.

Key Success Factors (KSF) :

- ✓ Mapping the regional economic and R&I competencies and excellences
- ✓ Animating the stakeholder (users) on the initial phase and the follow up phase
- ✓ Create a good and innovative way to implement the workshop

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Website

<http://www.clustrat.eu/clustrat.eu/results/index.html>

Guidebook

[CLUSTERS AND EMERGING INDUSTRIES RECOMMENDATIONS TO POLICY](#)

Contact

moreno.daros@regione.veneto.it

FACTSHEET=> Guidebook: OpenBook / CreaMed

Name of project: CreaMed

Type of tool: booklet

Type of user: Public Authorities / Cluster Manager / Intermediaries

The CreaMED OpenBook comes from the CreaMed Project financed by the Med Programme. An OpenBook was elaborated to gather good practices related to creativity and innovation in order to share them with regional stakeholders related to creativity.

Main objectives: The OpenBook presents different initiatives remarkably done in MED involved regions around creativity; whether an expert and its vision, an entrepreneur's concept, a regional policy or an event about creativity.

Service provided

The OpenBook gather different information coming from an expert or project partner and its vision, or an entrepreneur's concept, a regional policy or an event about creativity. Main information where collected on

- Dedicated Programs
- Creative Entrepreneurs
- Experts
- Creative initiatives

It gathers the analyses, conclusions and understanding of the meaning of creativity and how to support SMEs in each project partner region.

To disseminate the information, CreaSeminars were also held aimed at transferring and exchanging knowledge among public entities devoted to the promotion of Creativity and Innovation to the Mediterranean SMEs.

Key Success Factors (KSF):

- ✓ Have a good understanding of the regional reality in terms of creativity and innovation level both in public authorities and private sector
- ✓ Count on previous experience in the process of transferring tools and methodologies and how to adapt them
- ✓ Get expert support if needed

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Project Website

<http://www.creativity4med.eu/>

GuideBook

[Open Book CreaMed](#)

FACTSHEET=> Support Programme: Creative Camps / CCALPS

Name of project: CCALPS

Type of tool: Business Support

Type of user: Public Authorities / Cluster Manager / Intermediaries

In the framework of a European Project called Creative Companies in Alpine Space (CCALps funded by the Alpine Space Program 2007-20134) Regione Lombardia with Politecnico di Milano and Unioncamere Lombardia have worked on the creation of an international model of activities

Main objectives

The aim was to create a favorable environment (a sort of ecosystem) for the startup of companies in creative and cultural sector with an international perspective of work and innovation.

Service provided

Creative Camp is the pilot action designed, promoted and conceived under the framework of CCALps. It's a model of activities with the aim to support the innovation capacity of companies in the Creative and Cultural Sector. The Creative Camp methodology works on a set of different elements that combined can support the creation of an enabling environment for the development of innovation projects generated by CCIs:

- scouting of innovation ideas and projects;
- development of international mobility;
- design thinking and business development mentoring to support the development of start-ups;
- networking among public events.

During the EU Project this methodology was tested and improved. A first set of Creative Camps (8) were done between April 2013 and November 2013. They were organized as local series of events which involves different stakeholders of a specific sector of the creative industries (e.g. design, film, games etc.) in order to allow an intensive exchange of experience and the final creation of collaborative projects. A creative camp could therefore take the shape of different kind of activities according to the thematic focus of each region and to the need expressed by the stakeholders.

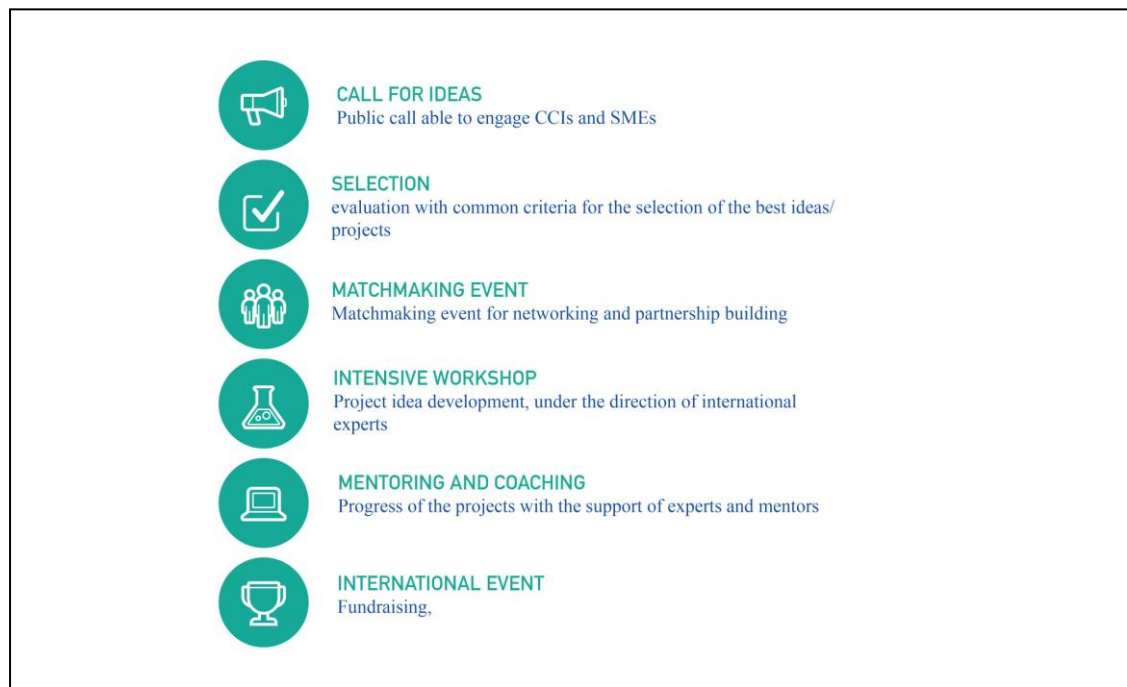
After a first evaluation of strengths and weaknesses of this experience, it was decided to prorogue the project in order to organize a second edition of the Creative Camps during the spring of 2014. Therefore it was possible to improve the model of Creative Camp, developing the methodology conceived at the beginning thanks to the lessons learned from the experience held in 2013.

The second edition of Creative Camp 2014 was designed and planned as international set of activities dedicated to cultural and creative start-ups. It was the occasion to test the final methodology including the following activities:

CO-CREATE – D3.1.1 (Fine-tuning study)

- 1- scouting: each partner selected projects and start-up ideas observing criteria of public transparency and the local needs and interests (in terms of area of innovation, number of projects, aims of the activities etc.);
- 2- international mobility: one international workshop was organized to Lake Constance. The networking activities and the knowledge sharing were amplified to the cohabitation for two full days of creative from all over the states partner.
- 3- design thinking+business development mentoring: after the 2 days workshop each partner has supported the projects with mentoring activities able to fill the gap of the idea and what could work and could be feasible in a specific market or territory;
- 4- networking: among the international Cross Creativity Event. The event will bring together early stage start-ups, advanced stage start-ups, investors, institutions and public stakeholders.

The set of activities tested during the CCALPS project:



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- mon tools and methodology
- ✓ Local and international perspective

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Project Website

<http://www.alpine-space.org/2007-2013/projects/projects/detail/CCAlps/show/index.html>

Videos

<https://www.youtube.com/watch?v=6OQFeIjGKw>

<https://www.youtube.com/watch?v=kSAasJ-d-cs>

FACTSHEET=> Digital tool: Gamification & app / SILMAS

Name of project: SILMAS

Type of tool: digital

Type of user: all

SILMAS (for *Sustainable Instruments for Lakes Management in the Alpine Space*) is a European project on the Alpine lakes, financed by the European Territorial Cooperation [Alpine Space Programme](#) 2007-2013.

Main objectives

The purpose of the project was to facilitate dialogue between the different institutions involved in managing Alpine lakes. Over a three-year period, scientists, academics and technicians from the public authorities in charge of managing the lakes shared their knowledge, with a particular focus on three main areas:

The effects of [climate change](#) on the Alpine lakes

[Resolving conflicts](#) between the different uses of the lakes

[Educating](#) the public in sustainable development as it relates to the Alpine lakes

Service provided

The project SILMAS produced an online game (www.lake-adventures.com/) for children from 5 to 15 years to increase their awareness about the main problems of the lake environments. Games can be used in different sectors, even if education can be the most promising one. The project was managed by public institutions, research centres and specialized companies so that their different competences (i.e. regulations, scientific information, multimedia) were pulled together, even at transnational level, to design a professional 3D game. (Policy Recommendation Booklet – AlpClusters2020)

An interactive game on alpine lakes was created during the project. It is a game for young public, uploadable for free on Internet. The leader of this action is the local authority for Bourget lake purification. During 2 days in Nice (26/27 July 2010), some partners worked with specialists of serious game in order to provide game scenarios on alpine lakes. 6 months after its launch, 2 new versions, a new site, the game "Lake adventures" got more than 1000 players

Key Success Factors (KSF):

- ✓ Games can be used in different sectors, even if education can be the most promising one
- ✓ A working group was formed to design awareness-raising initiatives for every sector of the public, including tourists, elected representatives, industrialists, school children and local residents

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Project Website

<http://www.alpine-space.org/2007-2013/projects/projects/detail/SILMAS/show/index.html#partnership>

App Website

Lake Adventures: A serious game <http://lake-adventures.com/>

Game Press Info

http://lake-adventures.com/images/pdfs/dp_lake_adventures_BD2012.pdf

FACTSHEET=> Business Support: IPRService / IP-SMEs

Name of project : IP-SMES

Type of tool: Business Support

Type of user: SMEs / Creative Talents

The project started on the need to boost SME competitiveness in the Mediterranean area, working especially on awareness and enforcement on IP practices.

Main objectives

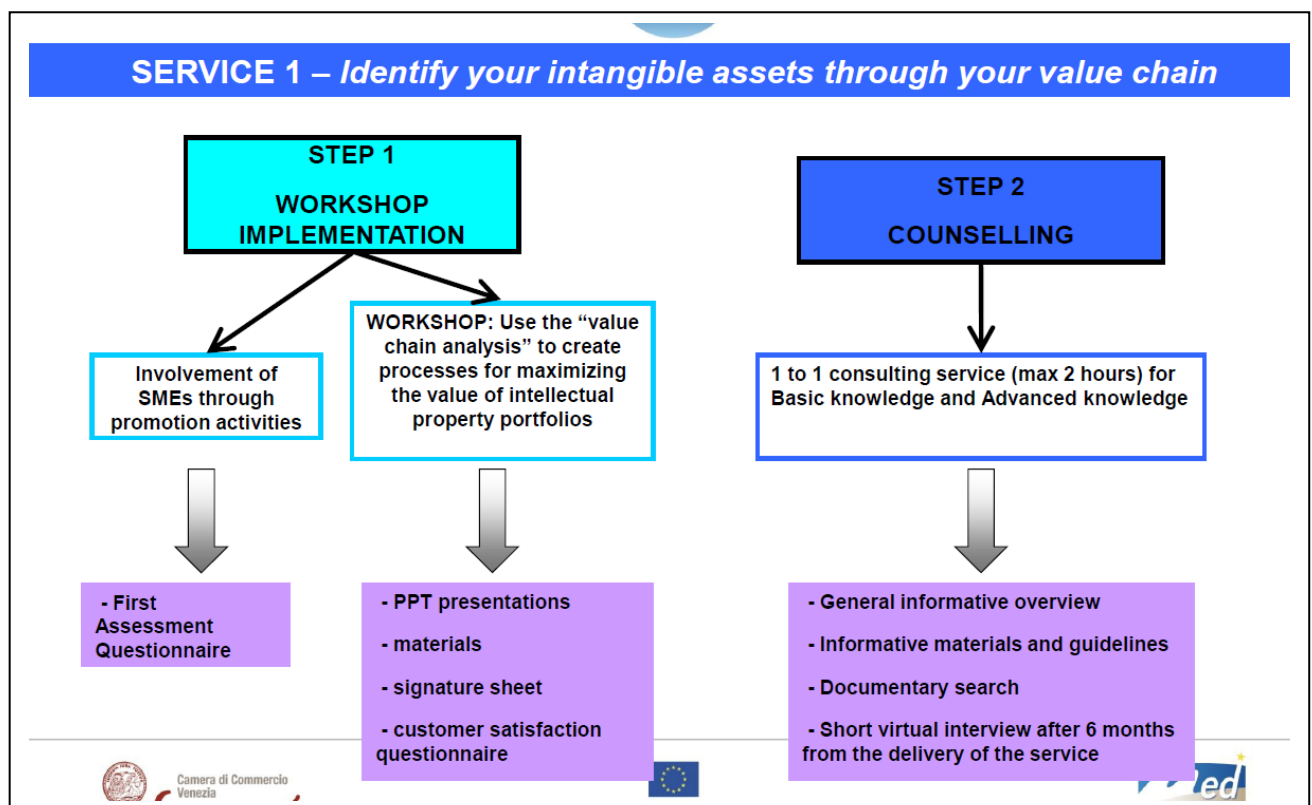
Support awareness and enforcement on IP practices.

Service provided and the main outputs

5 services were developed in the framework of IP-SMEs Project:

Service1: Identify your intangible assets through your value chain

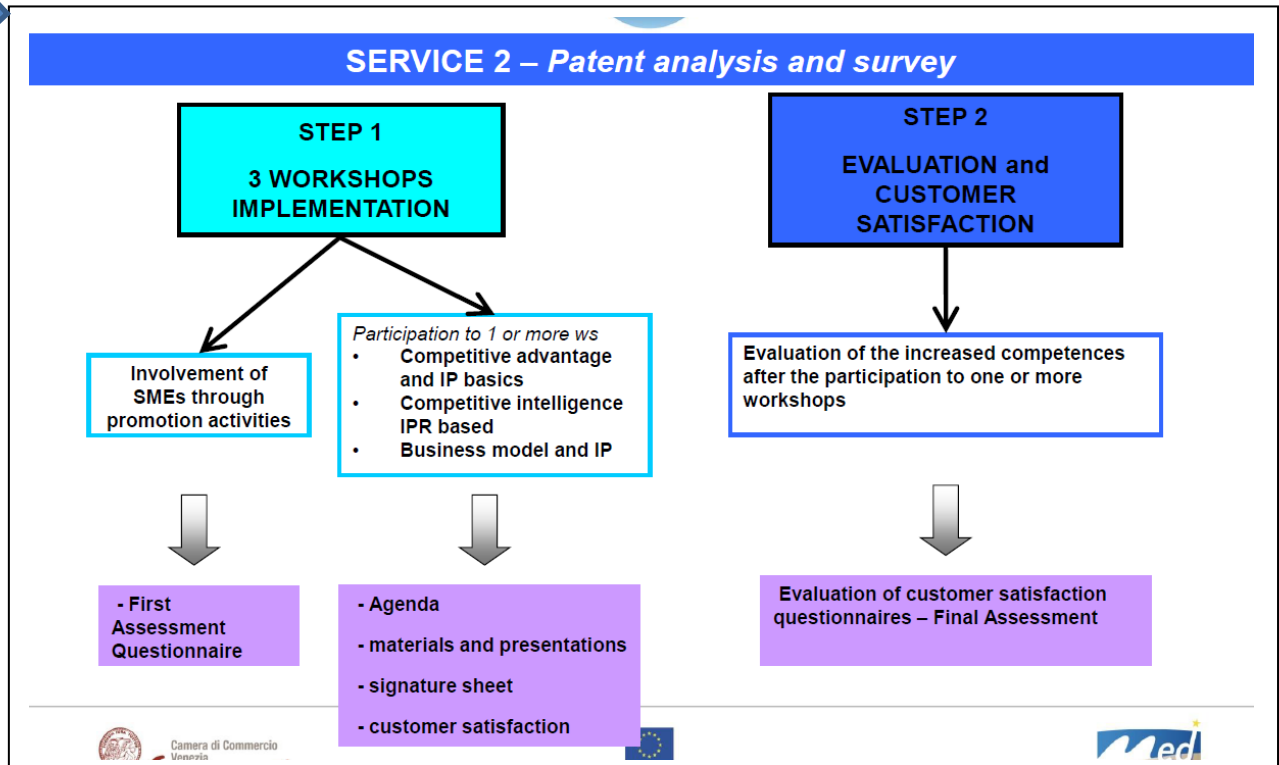
The aim of the service is to support firms in transforming IP information obtained through a “value chain analysis” in business opportunities; it is also important to carefully consider and understand the inter-relationships among all IP in the value chain and market life cycle, since most IP is exploited in conjunction with other IP (e.g. technologies are often protected with trademarks and/or trade secrets).



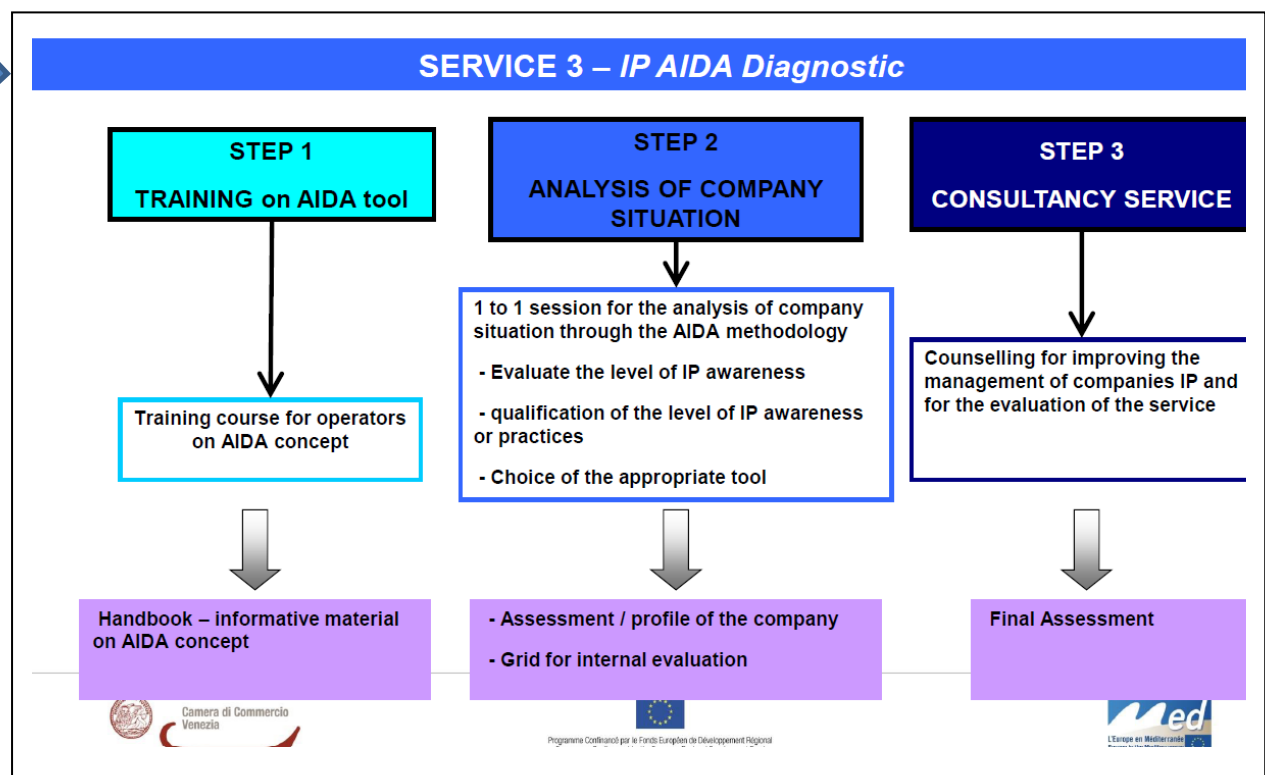
CO-CREATE – D3.1.1 (Fine-tuning study)

Service2: Patent analysis & survey

The aim of the service “Patent analysis & survey” is to support firms in transforming IP information in opportunity using their Intellectual Property Rights or analyzing the main competitors IP portfolios or analyzing the IP scenario in general.



Service3: IP AIDA Diagnostic Service: to deepen the knowledge of the AIDA Diagnostic tool, in order to make it available to operators in the occasion of direct interventions in companies participating to the project.



Service4: “Prepare your company for Open Innovation”

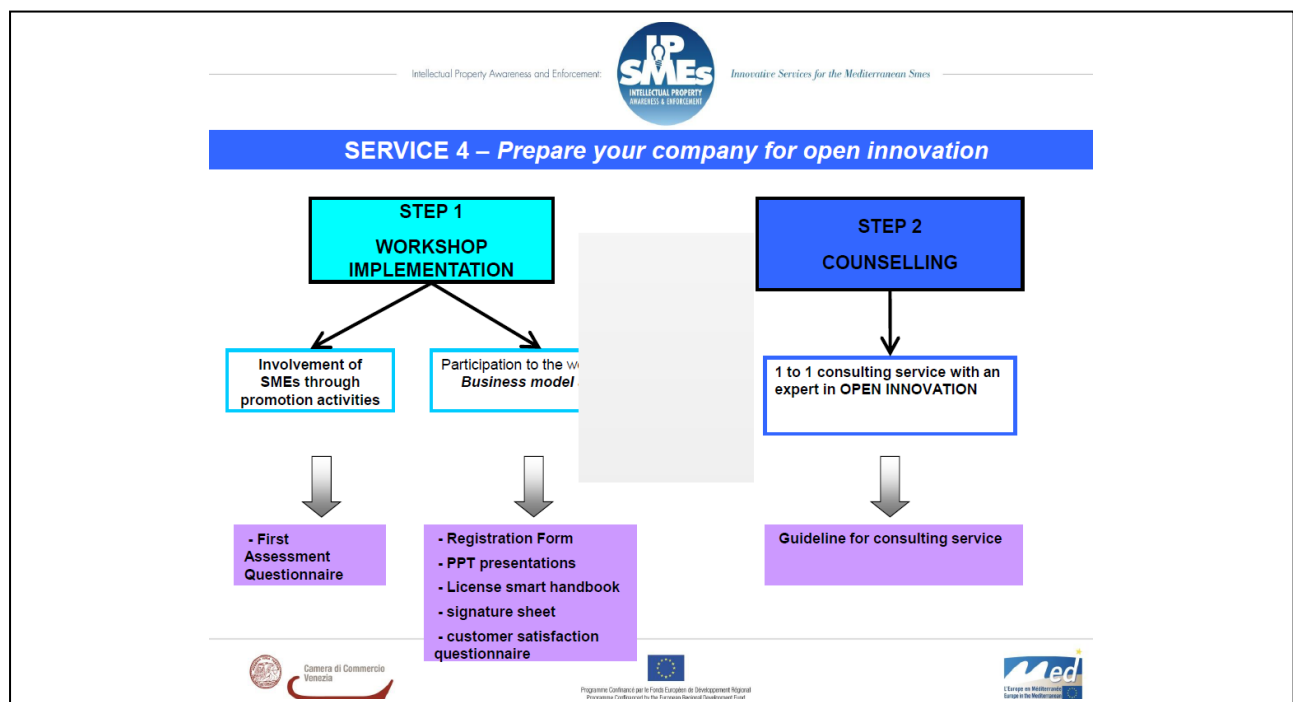
The service foresees to involve SMEs through a specific questionnaire and with a further consulting service and to provide them a smart handbook on the theme of licensing.

Schematically this will be the steps:

Step 1: Organisation of the workshop

Step 2: Consulting service

The service will assist SMEs in two steps' service, where the first will assess the needs of SMEs and the latter will give practical and specific guidance according to the needs arising from the open innovation process (trade secrets, patents, confidentiality, etc)



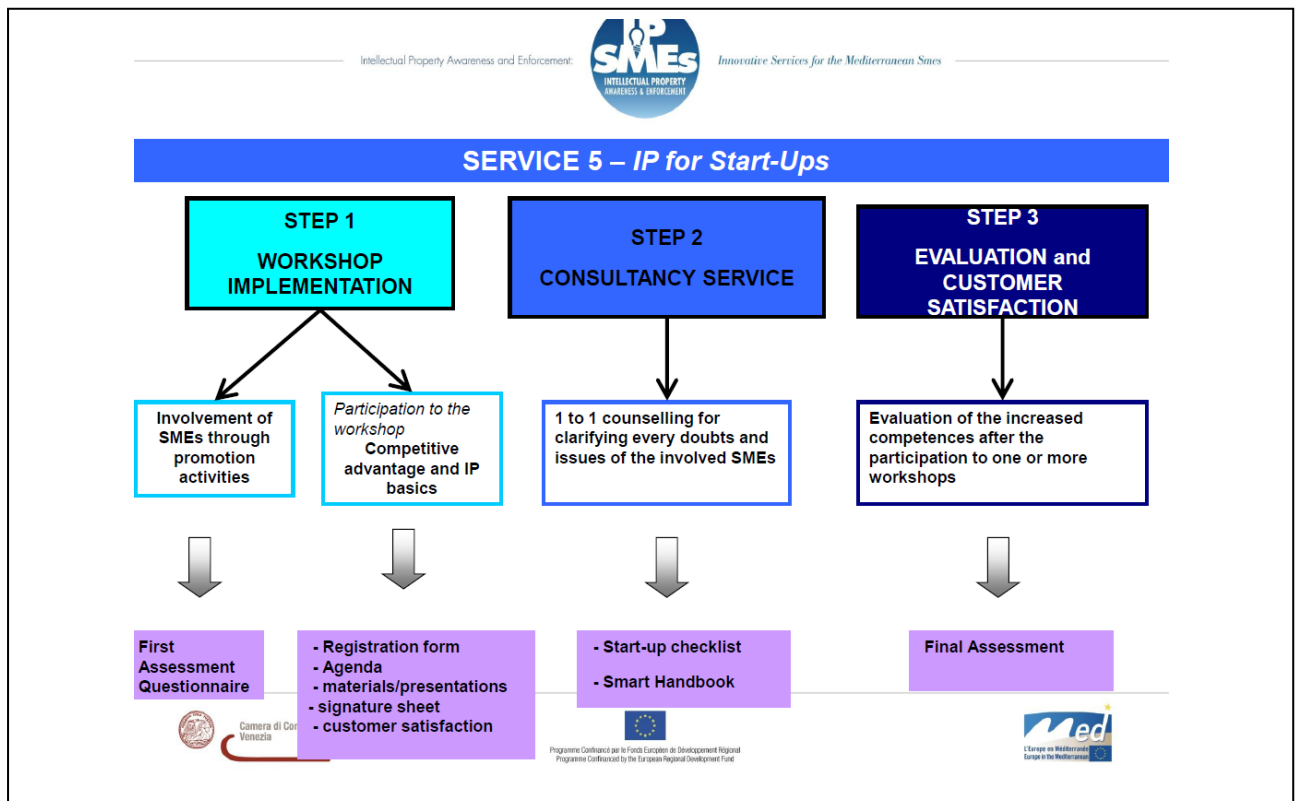
Service5: IP for StartUps

The service foresees the involvement of SMEs through the organization of a specific training workshop held by expert, where companies can learn the basic principles of IP and the most important instruments related. Following this an “ad hoc” handbook and a useful checklist will be provided, to help SMEs in their daily business.

Main steps:

Step 1: organization of the workshop “Competitive advantage and IP basics”

Step 2: Consultancy service



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Project Website

http://www.programmamed.eu/en/the-projects/project-database/results/view/single.html?no_cache=1&idProject=47

IP-SMEs innovative Service tool implementation

http://www.programmamed.eu/uploads/tx_ausybibliomed/IP-SMEs Innovative service tool implementation.pdf

FACTSHEET => Business Support: Business Plan Assistance & Funding alert system/ Fidias

Name of project: Fidias

Type of tool: Business Support

Type of user: SMEs / Creative Talents / Project Holders

A business support offer for SMEs, designed within the Fidias project, with Business Plan Assistance & Funding alert system

Main objective

Support SME development by the valorization of their intangible assets that are becoming more and more important in company's assets with the transition to knowledge based society and given better access to funding.

Service provided

Two services where developed for the SMEs :

- **SERVICE 1:** Assistance to develop effective Business Plan

Description: This service aims at supporting small and medium enterprises in writing a business plan underlining the importance of intangible assets, to be then presented to Financial Operators.

Beneficiaries: SMEs, start-ups with innovative projects, students and researchers with innovative business ideas.

Reason for proposing the tool: Cross-fertilization process aims to improve technologies used in traditional sector. Some financial needs may arise from this activity which can be financed by properly developed business plan to be presented to commercial banks.

- **SERVICE 2:** EU funding alert system with advanced search engine

Description: An online service allowing SMEs to receive information on calls for projects / funding opportunities related to the green-tech sector and eco-innovation projects, from the EU on a regular basis.

To facilitate the access to the information from the EU to SMEs and give the possibility to receive targeted / personalised information and to support it in the exploitation of the information.

Beneficiaries: SMEs

Reason for proposing the tool: when transferring technology from one sector to the other some more research is needed that technology can be applied to new use. With the EU

CO-CREATE – D3.1.1 (Fine-tuning study)

funding alert system it would be much easier to find the right EU call/programme to apply for funds.

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Project Website

<http://www.fidias.eu/>

FACTSHEET=> Matchmaking Event: SMEs and Investors/ Firemed

Name of project: Firemed

Type of tool: Business Support

Type of user: SMEs / Creative Talents / Project Holders

The FIREMED project worked on Innovative financial instruments to support energy sector SMEs in the Mediterranean area, during a 26 month initiative co-financed by the European Regional Development Fund, within the framework of the Programme MED. In the project's framework, a dedicated matching program was elaborated to cross SMEs and financial/corporate operators.

Description: the goal of the service provided was to set up activities for the matching between SMEs and financial operators/investors. The Service was addressed to all SMEs operating in energy sector, especially Start-up and well-established companies operating in RES and Energy sector.

Service provided: The service proposed enables partners to organize different matching events in form of:

- ✓ SMEs/clusters meeting other SMEs/clusters for cross-fertilization process
- ✓ SMEs/clusters meeting financial operators to financially support cross-fertilization process

The Service was provided in two ways:

- first by on-line matching through the existing Platform Support2finance.eu;
- And through a Matching Event at a transnational level and with the support of communication workshops.

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Project Website

<http://www.firemed-project.eu/presentation/>

Support Platform

<http://www.Support2finance.eu>

FACTSHEET=> Good practice Report: Towards more efficient financial ecosystems / EU publications

Name of project: Innovative instruments to facilitate access to finance for the cultural and creative sectors (CCS)

Type of tool: Good practice report

Type of user: public authorities / cluster manager / intermediaries

This report, on Innovative instruments to facilitate access to finance for the cultural and creative sectors, was elaborated in the framework of the Council Work Plan for Culture for 2011–2014, looks at the innovative instruments which can facilitate access to finance for the cultural and creative sectors.

Main objectives: The objective was to develop a good practice manual on the financial mechanisms available to small and medium sized enterprises in the cultural and creative sectors (CCS).

Service provided and the main outputs

- To identify innovative funding schemes and investment practices in the cultural and creative sectors' To Focus on the financial ecosystem for the culturaland creative sectors;
- To study financial instruments, such as loans and equities;
- To give an overview and analysis of alternative financing, such as public-private funds, business angels, venture capital, crowdfunding, sponsorship, donations ...

Key Success Factors (KSF):

Such instruments need to be part of well-functioning and efficient financial ecosystems.

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UE Publication

Best Practices Study

<https://publications.europa.eu/en/publication-detail/-/publication/f433d9df-deaf-11e5-8fea-01aa75ed71a1/language-en>

FACTSHEET=> Cross Innovation Toolkit / Cross Innovation

Name of project: Cross Innovation

Type of tool: Tool

Type of user: SMEs / cluster manager / intermediaries

The objective of the project (Interreg IVC) was to improve innovation policy by breaking down compartments or “silo thinking” between sectors, technologies and departments, both in industry and the public sector. That was achieved by identifying how knowledge from the creative sector can benefit other growth sectors, driving new products, services and ideas. A

Main objectives

The Toolkit highlights processes and policy recommendations developed throughout the project. It’s a step-by-step approach between policy and practice.

Service provided and the main outputs

A dedicated programme of Study Visits, Policy Clinics and Action Plans, enabled project partners to circulate good thinking and contribute to a collection of best practices. The Cross Innovation Toolkit was designed to provide ideas on how to make Cross Innovation happen in cities.

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Project Website

www.cross-innovation.eu

Cross Innovation Toolkit

<http://www.cross-innovation.eu/wp-content/uploads/2014/12/AEB1401-Cross-Innovation-Toolkit-DEF.pdf>

FACTSHEET=> IPR services / IPRforSEE

Name of project: IPRforSEE

Type of tool: Services

Type of user: SMEs / intermediaries

The project IPR for SEE - Analysis and development of IPR support services in South Eastern Europe, services where design to support services in the field of Intellectual Property Rights (IPR).

Main objectives

Develop five innovative service concepts that tackle the service provision gaps and designate services to support IPR.

Service provided and the main outputs

The following five service concepts and tools have been proposed:

(1) IP for start-ups: This service addresses SMEs at start-up/inception phase. It aims to increase awareness on IP topics start-ups need to consider. This service is suitable for service providers with limited absorptive capacities, and in countries where generally few services are available and ground work must be done. However, it can be also considered for implementation in more advanced regions as very few services focus on this stage of service development in the SEE countries investigated. The tools to be developed consist of a booklet for SMEs and a concept on how to provide 1:1 consulting to SMEs with the help of this booklet.

(2) IP.CC coaching & clubs: This service entails the execution of coaching of SMEs which have already higher IP awareness. Such SMEs may have used, for example, some type of IP support before. It also comprises the establishment of a club/network of SME staff tasked with IP issues. The service is thus suitable for implementation by organisations offering already a range of basic IP awareness services. Needed tools are guidelines for the coaches on how they should perform their work and the organisational details of the club/network (detailing how the club should operate)

(3) IP Prédiagnosis for Creative Industries: This service uses the concept of the proven IP Prédiagnosis IP audit offering developed in France by the French Patent Office INPI, but adapts its content to match the specific needs of the Creative Industries (CI), In particular, the usage of copyrights or designs is addressed. It builds on the the finding that CI/copyright-related services are sparse in the SEE countries investigated, but it might still be conceived to be implemented only by countries with service providers who have already some experience in IP service provision and the respective absorptive capacity. Tools suggested are rewrites of the existing guidelines and questionnaires for IP Prédiagnosis, adapted to the needs of the CI. The service as such would entail the execution of an overview-like IP audit of a firm, whereby the firm is going to be visited, the state-of the art

of the IP of the firm reviewed and discussed with the service provider, and a report with recommendations drafted.

(4) Gaining competitive advantage – using IP aims at introducing concepts of IP by using the notion of competitive advantage as entry points. This follows the observation that many SMEs perceive IP as a too technical and legally complex topic. By drawing on business practice examples and language, IP is presented in a more digestible form and language for SMEs. The approach points to specific ways of utilising IP to create and maintain a competitive edge: Collecting information on IP-related activities of competitors and IP usage in business models. The service is geared at providers with rather high experience in IP service provision. SMEs targeted could be IP beginners as well as heavy IP users, depending on the way the content of the service (in workshops) is being presented. The service would be executed by means of three workshops. Therefore, a concept for the workshops and the required teaching material need to be developed as tools.

(5) Trade fairs and IP protection: This is a service geared especially at exporting SMEs. Often, such SMEs make avoidable mistakes when exhibiting at trade shows and subsequently fall victim to counterfeiting activities at the fairs. The service can target SMEs at all IP maturity levels and may be offered also by service providers with rather little experience and absorptive capacities in the field of IPR. The service would mainly use adapted versions of existing tools (such as booklets provided by the China SME helpdesk), and implement a complementary concept/tool for 1:1 consulting.

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Project Website

http://www.southeast-europe.net/en/projects/approved_projects/?id=89

IP Study

[Study on intellectual property right for SMEs](#)

FACTSHEET => Business support: Creative Accelerator / Cluster2020

Name of project: Cluster2020

Type of tool: Business Support

Type of user: SMEs / Intermediaires

A dedicated business support program for the CCI (Creative and Cultural Industries) linked to a web interface was elaborated and tested in the Cluster2020 project.

Main objective Support businesses for creative and digital business owners through a dedicated program done with workshops, expert advice, networking activities, on-line tools and a dashboard and access to a coworking space. The focus is on helping businesses to turn their strategic plans for the future into practical steps, identifying top priorities and signposting sources of support, such as local grants and funding.

Service provided

The project helped design a new business support initiative with the creation of a dedicated support initiative “Cre@tive Accelerator Program”. The Cre@tive Accelerator program allowed to test – on pre-selected candidates- new ways to optimize spaces, services and cross-sectorial linkages for CI businesses. During 6 months, the candidates had the opportunity to benefit from individual customized paths and collective sessions with access to the Creative Accelerator Platform:

- Expert advice on creative industries & business challenges (like open data, service design, financing, ...)
- Workshops and videos delivering new understandings on key emerging tools and issues
- A online diagnostic tool that will identify relevant services for individual businesses
- Networking events that will enable them to share best practices (at a local & European level)
- A dedicated Elevator Pitch in front of investors
- Business support offices and co-working services
- Communication support activities

Key Success Factors (KSF)

- Pre-selection of the participants
- Cross sectorial networking activities
- Stakeholders involvement

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Website

<http://www.cluster2020live.eu/>

Platform Creative Accelerator and Tool guide

<http://www.cluster2020live.eu/knowmore/business-advice-service/>

<http://www.cluster2020live.eu/tools-guide/>

FACTSHEET => Business support: Design Training Tool for SMEs / Polimi CoCreate

Name of project: CO- CREATE

Type of tool: toolkit

Type of user: SMEs / cluster manager / intermediaries

The first phase of Co-Create is about traditional industries information and education.

Through the comprehension of vital pillars **Design Thinking** and **Co Creation**, the aim is to generate **cross innovation** and **cross fertilization**.

This toolkit would enable the SMEs from traditional sectors to self-analyse themselves using a design thinking approach; furthermore, it would provide a methodology to scheme visually valuable cases in the competitive market in order to build solid bases for innovative challenges/strategies.

• FIRST INSTRUMENT: LOOK INSIDE


Main objectives

Looking inside your company is about understanding values, problems and other psychological points regarding your business. An in-depth analysis of what other persons think about you is vital, before knowing what other companies do.

Aim: DEFINING A FRAMEWORK

This is the AUTOANALYSIS PHASE. Each of the three boxes above (CORE QUALITIES, ACHILLE'S HEEL, UNEXPRESSED FEATURE) can be generators of different CHALLENGES.

The final result is going to be small sentences, key words, or starting ideas which spring to mind from the three sections above.

LOOK INSIDE			AUTOANALYSIS PHASE: think your company as a real person. 		
CORE QUALITIES What can you do well? Do you have strong research/development capabilities? Which resources do you have?	ACHILLE'S HEEL Are there any limited resources? What does your business lack in? Which areas need improvements to compete?	UNEXPRESSED FEATURES Which part could work better? Which are the hidden things of your business? Which efforts are sometimes undervalued?			
CHALLENGES					

DESIGNED BY: CILAB - Design department Politecnico di Milano during CO-CREATE project

interreg
Mediamanager
Co-Create

Project co-financed by the European
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POLITECNICO
MILANO 1863
DEPARTMENT OF DESIGN

CREATIVE
INDUSTRIES
LAB

CO-CREATE – D3.1.1 (Fine-tuning study)

• SECOND INSTRUMENT: *LOOK OUTSIDE*

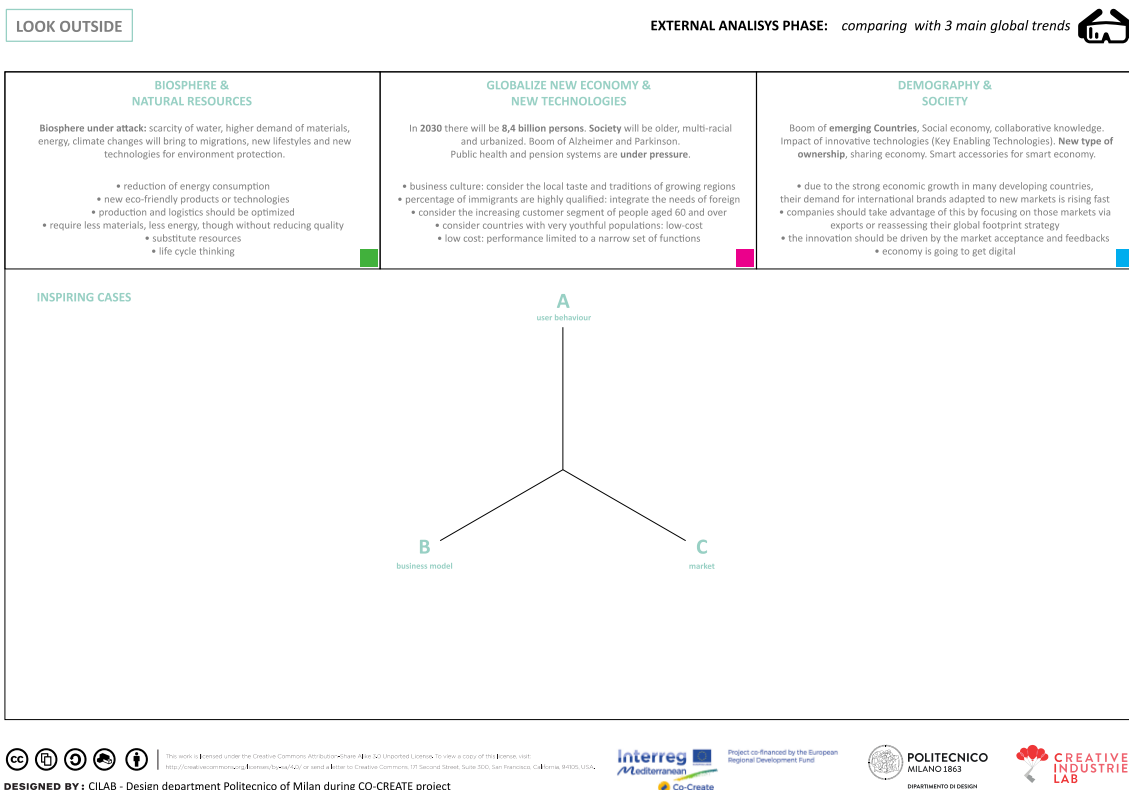
Main objectives

Observing global future trends and analysing how competitors behave will help you to understand where the market is going and find promising signals.

Biosphere & natural resources, globalize new economy & new technologies, demography & society are more and more growing so your innovation could be guided by these trends.

Aim: DEFINING TREND MAPS

The aim of this part is about trying to imagine cases, materials, thoughts or ideas, trying to compare the global trends with the 3 fields (user behaviour, business model and market).



• THIRD INSTRUMENT: *LOOK BEYOND*

Main objectives

Having analysed what is already existing, you have to focused on your wishes, possibilities and ideas. What is important is to deeply believe in what you want to became, without fears of failing.

Aim: VISIONING POTENTIALS

Brainstorming rules: It's about setting creating a safe environment where everyone can say everything without being judged – where ideas can be born.

CO-CREATE – D3.1.1 (Fine-tuning study)

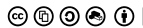
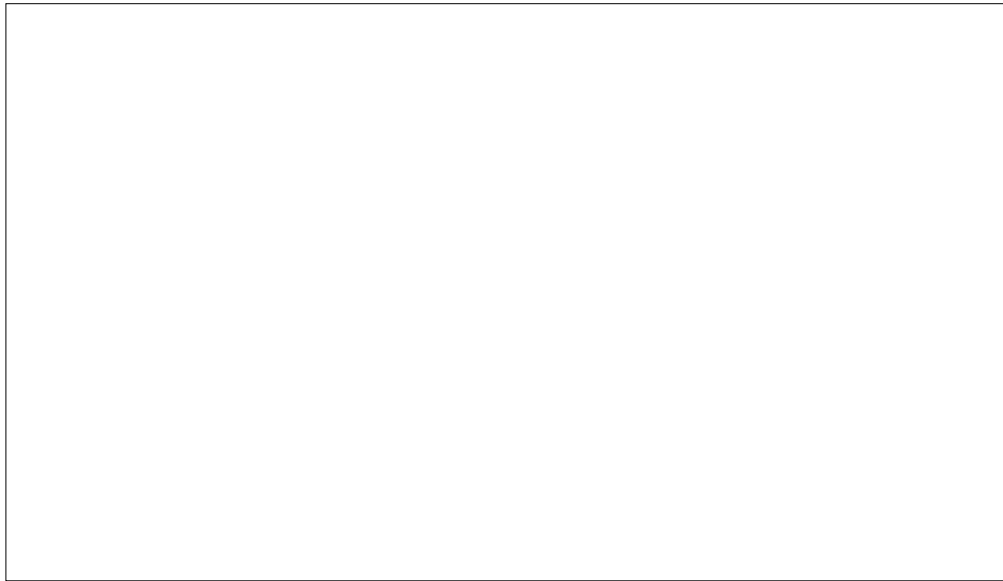
Maybe you'll get positive inputs during these two instruments, so you can start thinking at one of the 8 boxes (mainly CHALLENGES & INSPIRING CASES).

Comparing the different results, finding differences and similarities in order to get solid bases and a prolific foundation.

User centred method: Focus on the user. Asking “what do you want” is not a guideline. Think at every single step of your supply chain, not only the final user. Everyone could be your potential target.

LOOK BEYOND

BRAINSTORMING SESSION 



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Complete Polimi Design training toolkit

https://www.dropbox.com/sh/xwu7ms0pwe115rj/AADE6NnBzplIs4Jyw_xgM-5da?dl=0

Annexe 3 Innovation Paths Design



