

ChIMERA

Innovative cultural and creative clusters in MED area

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

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

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

3.5.2. Transnational Operational Work Plan

WP 3.5. Developing common approaches and strategies to stimulate innovation in cultural and creative sector

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Introduction

This Transnational Operational Work Plan aims to be a tool or a strategy to be implemented between ChIMERA partnership to perform concrete actions towards a common objective, namely the internationalization of clusters members and consolidation of transnational clusters' network.

The Transnational Operational Work Plan frames the activities and results made during the implementation of WP3, aiming also to frame the further implementation of pilot actions within the further work of WP4 – Testing.

1. Context: promoting transnational clusters

With the aim of creating and promote dynamics cooperation specialized in the cultural and creative sector, ChIMERA Project proposes generate innovative and creative clusters in the MED area of the Europe. To achieve this goal, the Transnational Operational Work Plan intends give a strategy that can boost a transnational and synergetic CCI clustering.

To put this subject in context, it is important understand the meaning of a cluster. A cluster is commonly used in economic terms, and defines interconnected groups of companies and associated institutions that produces similar or related goods or services in a certain region. Thus, a cluster aims the cooperation and consolidation of a specific sector or service, in other words, is the homebased of innovation-oriented that gives benefits, integrated support system and dynamic business networks.

The geographic concentration of companies that operates in the same sector also can boost the promotion of innovation and competitiveness. Thus, the formation of a cluster can be a mean to companies or institutions achieve a scale economy that, in other way, would not be achievable. The idea is based in the formation of strategic alliances between the members that develops the same



activity in a sector, aiming reduce the uncertainty of an individual business through a cooperative network and, consequently, getting greater common gains.

The cooperative advantages of a cluster are related to the easy access of various elements, like the development of privileged information channels, the capture of skilled labour, the development of sources of learning, the development and access of technology, etc.

Nowadays, the cultural and creative sector is facing international challenges in order to persist in international scenario and improve the level of innovation of their members (e.g.: SMEs, economic actors, institutions, etc.) to set priority actions. Take into consideration this reality, in particular, the difficulties faced by the main cultural and creative actors, ChIMERA project aims specialize CC clusters to develop, improve and boost a cohesive transnational-international network. As already mentioned, the cooperation can be valuable to the success of any business sector, being urgent this type of action for the CC sector, through the promotion of cooperative dynamics, synergies and strategies that can enable key CC members lead the problems without isolation or distant of potential connections.

2. ChIMERA Cultural and Creative Clusters specializations

Considering the geographical framework of ChIMERA Project and that each country or region has different economic and cultural features, the partner institutions were challenged to identify their territorial CC cluster specialization, to select:

- 1) CC activities that have the most impact on the territory and economy; and/or
- 2) CC activities that has potential and needs to be developed in the future.



Thus, in each territory were identified the following CC cluster specializations:

Country	Region	CC Cluster specialization
Italy	Friuli Venezia Giulia	Audio-visual
	Basilicata	Creative industry for tourism, creative industry and design, and creative industry serving the productive sectors.
	Puglia	Performing arts, audio-visual and design.
Slovenia	Ljubljana	Audio-visual production, TV production and software development.
Spain	Malaga	Audio-visual and multimedia, architecture and visual arts.
	Terrassa	Industrial Design
Portugal	Algarve	Design, Multimedia and Music
Greece	Stereia Ellada	Cultural heritage, information and communications technology, and agri-food development.
France	Nice Côte d'Azur	Image, Film, Audio-visual; ICT – Digitalization; Video games - Design
Albania	Tirana	Digitalization

The table shows that Audio-visual, Design and ICT are the main CC activities in ChIMERA partner regions, with a large expansion at the transnational level.

3. Common needs, barriers and strategic objectives

In the scope of ChIMERA project were identified, through 10 SWOT analysis, the existing needs and barriers in CCI sector. Based on the SWOT analysis, are highlighted the main common points:



Needs
<ol style="list-style-type: none"> 1) Mutual and active dialogue between the main CCI actors, to create territorial business systems and building a positive cooperation based on the perception of sector's needs; 2) Develop a joint networking to capacity the entrepreneurial skills; 3) Supporting young people in entering on the sectoral labour market; 4) Specialised educational programs and courses; 5) Support or help-desk services capable to respond to CCI issues related to legal, administrative and fiscal; 6) Consolidation of marketing expertise and internationalization methodologies; 7) Development of innovation culture in companies, linking the knowledge of the staff of the Universities and of other educational or research institutions.
Barriers
<ol style="list-style-type: none"> 1) A negative social perception of the sector; 2) Low cultural level of the public (education and cultural and artistic training) which reduces the demand for CCI services and/or events; 3) General lack of interdisciplinary activities; 4) Lack of technical training; 5) Lack of orientation to the cultural and creative professions; 6) Excessive bureaucratization of procedures to get subsidized loans or financing; 7) Difficulty to Credit access and limited investment; 8) Extinction of some Government and EU funds; 9) Lack of awareness about CC opportunities; 10) Low productivity of the firms operating in the sector, being mostly small companies; 11) Difficulty of marketing and internationalization; 12) Lack of strategic policies, vision and documents; 13) Lack of investors and of awareness on how to value investments.

After analysing the Strategic Action Plans (SAPs) carried out for ChIMERA is notorious as main and common strategy, the creation of **clusters** (1 in Friuli Venezia Giulia region, Italy; 1 in Malaga, Spain; 1 in Ljubljana and, 1 in Sterea Ellada region, Greece), and the **improvement and enhancing governance of 1**



existing cluster, the Apulia Creative Cluster Association, in Italy. This data illustrates the need of implementing a regional service or measure that can guarantee the territorial development and innovation of the sector, as a whole package, or of a specific CC activity, for example, as did Friuli Venezia Giulia that identified as regional strategy the creation of an Audio-visual cluster.

The other partner regions designed different strategies (SAPs) but that are in line with the topics that were mentioned as needs and barriers. In France it was selected as a main strategy **Develop the Image Industry ecosystem within the French Riviera** considering that Image industry is very strong in the region, both in terms of production and economy.

In Spain, in particular in Terrassa, it was identified as a strategy or need the **Improving internationalization of CCIs** to increase the awareness information and capacity building of CC professionals in internationalization, extremely necessary to disseminate abroad the products that are made in the region.

Since education is the basis of the human being, it was selected as main strategy for Algarve region, Portugal, **Specialized training in the CC sector** to improve the training and knowledge of the citizens, to build a majority number of skilled CC professionals, jobs creation, innovative products and increase the economic value of the sector.

In this sense, the overview of CHIMERA SAPs reveals that the partnership considered the characteristics and needs of their territories to design realistic and essential strategies for the CC sector. Besides the definition of actions and timeline, the SAPs allowed identify institutions and actors to participate as partners to build a cohesive network and to position them as responsible of strategies and tasks to be implemented.

4. Transnational Operational Work Plan

The Transnational Operational Work Plan aims planning services and tools for internationalization of clusters members and consolidation of transnational clusters' network, and will be based in the following pillars:

- 1) International trade and partnering
- 2) Financial tools and schemes



- 3) Networking
- 4) Capacity building
- 5) Innovative processes to stimulate innovation

By mapping and grouping the 10 Strategic Action Plans (SAPs) carried out for ChIMERA, the Transnational Operational Work Plan should translate the regional SAPs on the transnational level.

In particular, the Transnational Operational Work Plan intends identify the measures and priorities to develop a cluster, allowing the partners' regions working together at a transnational level, based in common initiatives (e.g.: regional and national programmes, mutual policy measures, best practices, practical tools, etc.) for the development of a better and more efficient cluster network in the European MED area. The Transnational Operational Work Plan sets the participation and the role of ChIMERA partners in transnational supporting tools.

The main task is grouping the 10 ChIMERA Strategic Action Plans (step 1) within the Transnational Operational Work Plan to define how to operate it in practice, to implement the actions and monitoring plans, thus being a way to proceed with a strategy (step 2). The goal is define what is necessary, how to engage resources, how deal with risks, and how to ensure the sustainability of the project's achievements.

The Transnational Operational Work Plan is a task of the responsibility of ChIMERA Transnational Working Group and it should contain the follow key components (step 3):

1.1. Specific goals & actions

The aim is outline the objectives and actions of the Transnational Operational Work Plan to achieve a common strategy. This introductory stage should be done to define the implementation and operationalization of the actions.



1.2. Human Resources

Identification of the human capacity and skills required to implement the SAPs, and the current and potential sources of these resources. In addition, it should be planned the involvement of further potential partners or entities in order to carry out the work.

The work plan must have a responsible person or institution for the implementation of the SAP. If someone is not responsible, it is highly likely that it will not be implemented.

1.3. Financial Resources

It is important estimate a generalized (not too detailed) evaluation of the potential sources of income, the estimated costs of the SAP and monitoring activities, and any projected financial resource gaps. It should also be considered long-term expenditure and funding needs, particularly for larger projects and programmes where the scope of the strategies may be far beyond the current capacity.

1.4. Timeline

The purpose of inserting a timeline for each strategy in the Transnational Action Work Plan is to give order to the many tasks that need to be done. There is always limited resources and therefore, at any given time, decisions need to be made as to priorities and where work effort should be focused.

1.5. Set Performance Indicators

The term 'performance indicator' may be defined as a standard or target that should be achieved. If the standard is reached or the target is achieved, then the strategy might be considered as "performed", in other words a success.



5. Transnational priority activities

3.1. Supporting services

The objective is to give to the main actors of CC sector the opportunity to interact and learn among other European professionals. This action is based on:

- Transnational Workshops
- Mobility of entrepreneurs
- B2B meetings

3.1.1. Goal

Build a transnational network.

3.1.2. Actions

Provide trainings, meetings and experiences that will empower different CC players to have the chance of establish professional interconnections, which can enable them to solve problems, consolidate and improve skills, work methods, employment, etc. Through learning with other professionals and experts, can be possible to create a network that provides services and ecosystems to linking the people and develop benefits for the CC sector.

Activity	Aim
Transnational Workshops	<ul style="list-style-type: none"> - Trainings sessions to learn about the methods and strategies to boost CC business and activities; - Analysis of the needs in the regions to propose future changes (e.g. education, policies, etc.); - Propose and development new policies and measures.
Mobility of entrepreneurs	<ul style="list-style-type: none"> - Inter-entrepreneurs learning during 3-6 months; - Organization of 5-day tours in companies or study visits; - Based on the experience of the host company/institution, entrepreneurs will improve their skills and be aware of market potential opportunities.
B2B meetings	<ul style="list-style-type: none"> - Establishment of contacts between project partners; - Cooperation activities; - Thorough knowledge of what is produced or in the market.



3.1.3. Timeline

The proposed actions can be implemented in the timeline of 2 to 5 years.

3.1.4. Responsible

Chamber of Commerce, Industry and Services of Terrassa (Spain) and Nice Côte d'Azur Chamber of Commerce and Industry (France).

3.2. Innovation services

The objective is develop new projects ideas to boost new CC products and improve the scale of innovation. This action is based on:

- Ideas contest
- Development of project ideas

3.2.1. Goal

Encourage the people in developing new ideas, projects and products to change the nature of the sector, and evidence its force and innovation.

3.2.2. Actions

Organization of 'Ideas Contests' to challenge the people to develop new business, projects and products. The professional class (e.g. companies, institutions, cultural associations, agencies, etc.) can also develop together new project ideas and actions that will give value and improve an entity, territory and people/citizens.

Activity	Aim
Ideas contest	<ul style="list-style-type: none"> - Once a year, organization and promotion of 1 transnational Ideas contest; - Addressed to all CC activities or only to a specific activity which needs to be boosted, previously identified by a group of experts or consultants; - Establishment of criteria to select ideas and of a prize for the



	<p>winner (could be monetary or from another genre);</p> <ul style="list-style-type: none"> - Eligible for 6-10¹ EU countries and, if considered relevant, for countries outside the EU.
Development of project ideas	<ul style="list-style-type: none"> - Twice a year, organization of meeting sessions to allow the professionals to develop new ideas and create original and innovative projects.

3.2.3. Timeline

The proposed actions can be implemented in the timeline of 2 to 5 years.

3.2.4. Responsible

Local Company of Initiatives and Activities of Malaga S.A (Spain).

3.3. Internationalization services

The objective is develop initiatives that can support and promote a business, ideas and projects.

This action is based on:

- Consulting
- Investment forums
- B2B meetings

3.3.1. Goal

Reach the international market.

3.3.2. Actions

Organization of actions to support the CC players to promote business, ideas and projects abroad. The 'consulting service' it is important to design a strategy to fill gaps, to know the feasibility of the project and to consolidate the objectives. The 'investment forums' are an opportunity to present a product to investors. If the investment will not happen, is also an occasion to receive the comments

¹ It is not a fixed number, it can include more countries.



and assessment from investors, which certainly will help to have a clear idea of market's demands and what needs to be improved or changed. The 'B2B meetings' are also a way of promotion and to find a potential partner that can strength the business internationally.

Activity	Aim
Consulting	<ul style="list-style-type: none"> - Clarify which are the regulatory, financial, organizational instruments to manage the network, and to understand the existing opportunities; - Support of international cooperation;
Investment forums	<ul style="list-style-type: none"> - Once a year, organization and promotion of 1 investment forum in each country; - One transnational investment forum with the winners of the investment forums of different EU countries.
B2B meetings	<ul style="list-style-type: none"> - Access to international events; - Sharing good practices from other countries; - Lobbying; - Establishment of contacts between project partners; - Cooperation activities.

3.3.3. Timeline

The proposed actions can be implemented in the timeline of 5 to 8 years.

3.3.4. Responsible

Creative Apulia Cluster Association (Italy)

3.3. Financial tools

The objective is fill the innovation gaps of the CCI. This action is based on:

- European support mechanism
- National support mechanism
- Other financial schemes
- Development of new funding opportunities



3.3.1. Goal

Inform and support the CCI actors on the financial instruments.

3.3.2. Actions

Organization of information sessions or meeting addressed to CC beneficiaries to help them in searching the best financial tools for internationalization.

Besides the existing European and national financial schemes, the meetings also should identify the gaps in public financing opportunities.

Activity	Aim
European support mechanism	- Support on financing programmes (e.g. Creative Europe; H2020 – SMEs instruments).
National support mechanism	- Help-desk service on national operational programmes (support for international support for productive investment, immaterial investment, applied research and development, etc.).
Other financial schemes	- Provision of information on Bank loans, private equity, business angels, etc.
Development of new funding opportunities	- Organization of national and transnational meetings to bring together beneficiaries, experts and banks to create new funding opportunities for the sector.

3.3.3. Timeline

The proposed actions can be implemented in the timeline of 9 to 15 years.

3.3.4. Responsible

Creative Industries Federation (UK)



6. Conclusion

The Transnational Operational Work Plan is a dynamic document that could be re-updated after pilots actions of WP4.

It is recommended ChIMERA Transnational Working Group's members must play the role of clusters managers during the operational phase, also involving the relevant cultural and creative actors, professionals and stakeholders (can be the members of ChIMERA Regional Working Group) which would enable to create a consistent clusters' network. Thus, it is crucial that partners and members often meet to plan and decide what should be done.

For instance, if some of ChIMERA SAPs (10) are similar in terms of strategy and action, even if planned in different countries or regions, is recommendable that ChIMERA Transnational Working Group actively discuss, define and rectify the aspects that should be changed and improved, if necessary, for the proper execution of the action. The purpose is to work in line for the same objective and achieve action plans that respect the 5 key pillars.

