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4	INTRODUCTION
8	CRE:HUB FIRST PHASE <ul style="list-style-type: none">› MAIN ACTIVITIES AND OUTPUTS› CRE:HUB STATE OF ART JOINT REPORT
12	CRE:HUB SECOND PHASE <ul style="list-style-type: none">› CRE:HUB MONITORING & EVALUATION MODEL› CRE:HUB ACTION PLANS
16	CRE:HUB MUTUAL ASSESSMENT AND LEARNING: MAIN OUTPUTS AND FEATURES <ul style="list-style-type: none">› THE CRE:HUB ECO-SYSTEM› CRE:HUB GOOD PRACTICES› CRE:HUB PEER REVIEWS JOINT REPORT› PEER REVIEW EXPERTS' POLICY RECOMMENDATIONS› CRE:HUB'S ECOSYSTEM AND MAIN OUTPUTS
30	CRE:HUB AND SOCIAL MEDIA
31	CRE:HUB AND EU INITIATIVES AND PUBLICATIONS





Matera, Italy

INTRODUCTION

This publication aims at presenting and highlighting the main results of the CRE:HUB project both from the quantitative (statistics and main outputs) and from the qualitative point of view (creation of the project's ecosystem, good practices, policy recommendations).

In addition to the presentation of the main activities and outputs of the two phases of the project - Phase 1: Interregional Learning ("Main Activities and Outputs" section); Phase 2: Implementation and Monitoring ("CRE:HUB Monitoring & Evaluation Model" section) of the Action Plans ("CRE: HUB Action Plans" section) - this publication would like to enhance CRE:HUB's more relevant dimension, i.e. Mutual Assessment and Learning. This dimension went through the whole project and was characterized by the exchange and contamination of experiences and good practices that allowed the creation of the project ecosystem ("The CRE:HUB Ecosystem" section). The CRE:HUB ecosystem therefore facilitated a shared and participated development of the Action Plans.

The CRE:HUB project has been an engaging journey, allowing those who took part in it not only to meet new "traveling companions", but also to recognize themselves in other project partners' experiences, Good Practices ("CRE:HUB Good Practices" section) and challenges regarding Policy Instruments. CRE:HUB has represented in itself a shared Roadmap around which the project partners' Roadmaps and Action Plans were defined. The journey undertaken was neither obvious nor trivial. The comparison between regional stakeholder groups ("55 Regional Working Groups meetings and workshops" sub-section), representing the needs of the territories of the Project area, compounded with the transnational comparison of the on-going project partners' activities, allowed a full awareness of the meaning and implication of the Policy Instruments improvement, letting participants to take full responsibility for it. In addition to that, CRE:HUB project was able to create, between the involved stakeholders, a sense of strong ownership towards the Action Plans and their implementation.

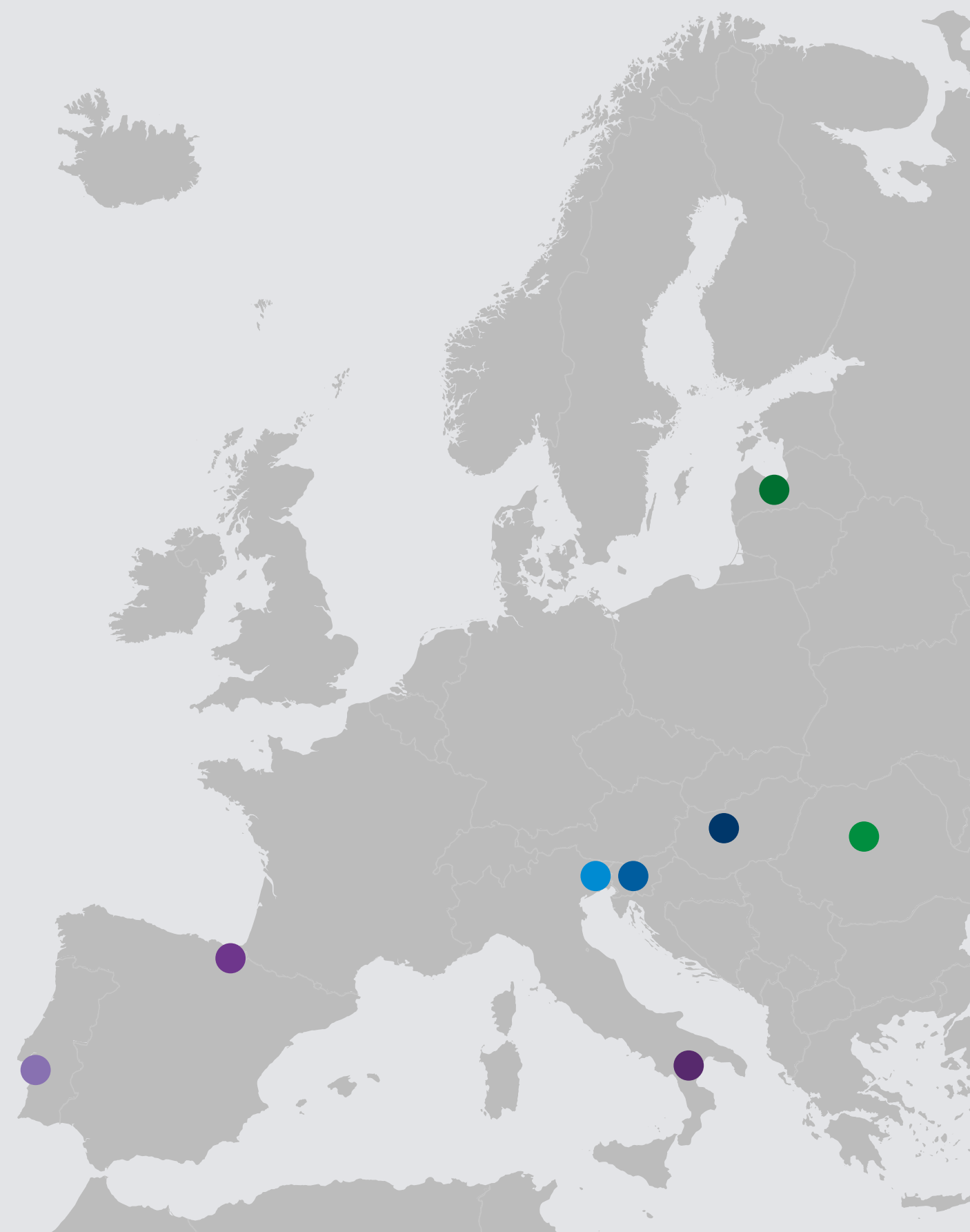
Moreover, the mix of sensibilities, practices and experiences – shared through several activities e.g. Study Visits ("7 Study Visits" sub-section), Peer Reviews and On-Field Visits – enabled on the one hand the creation of a transnational community and, on the other hand, the establishment of an ideal eco-system, where different project outputs may develop and mature. The combined efforts of the partnership reflected mainly in the joint outputs - i.e. the State of Art Joint Report ("CRE:HUB State of Art Joint Report" section), the Peer Reviews Joint Report ("CRE:HUB Peer Reviews Joint Report" section) - and in the final outputs of the entire process, the Action Plans, whose individual actions were often inspired by or originated from Best Practices and/or Initiatives developed in various points of the Project Area. These distinctive features gave an high visibility to the project and, as a result of that, CRE:HUB has been mentioned in the Social Media Report ("CRE:HUB and Social Media" section) and in EU publications and events Report ("CRE:HUB and EU Initiatives and Publications" section) dedicated to Culture.

The CRE:HUB project – "Policies for cultural CREative industries: the HUB for innovative regional development" started on the 1st April 2016 and is going to end on the 31st March 2021. It brings together eight regions that consider Cultural and Creative Industries (CCI) a strategic sector of development and want to create new enterprises and to support the existing ones working in this field. Thanks to the project, each region will develop operational programmes that will concretely result in improvements in the management of policy instruments and in implementation of new projects. Policy changes will be tailored to meet specific CCIs needs.

CRE:HUB

REGIONS AND PARTNERS

<div></div> <p>Basilicata Region (Italy) ERDF Managing Authority</p>	<p>ERDF Operational Programme Basilicata 2014-2020 Thematic Objective (TO 3): Competitiveness of SMEs</p>
<div></div> <p>Friuli Venezia Giulia Autonomous Region (Italy) FVG AR Department for Culture and Sports</p>	<p>ERDF Regional Operational Programme Friuli Venezia Giulia 2014-2020 Action 2.1 (TO 3; IP 3a): Actions to foster creation of new firms and development of existing ones by providing incubation services (promotion of SMEs competitiveness)</p>
<div></div> <p>Centru Region (Romania) Regional Development Agency Centru</p>	<p>Regional Operational Program 2014-2020 Priority axis 2 (TO 3, P.I. 2.1 A&B., 2.2.): Improving the competitiveness of SMEs;</p>
<div></div> <p>Central Transdanubia (Hungary) Central Transdanubian Regional Innovation Agency Nonprofit Ltd</p>	<p>Economic Development and Innovation Operative Program (GINOP) Priority: Fostering competitiveness of SMEs</p>
<div></div> <p>Latvia University of Latvia</p>	<p>Operational Programme “Growth and Employment” 2014-2020 Priority 3: Aiming at enhancing the competitiveness of SMEs</p>
<div></div> <p>Navarre Region (Spain) Department of Culture and Sports of the Government of Navarra</p>	<p>Strategic Plan for Culture of Navarre 2017-2023 (PECN) Strategic axis 10, “Cultural and Creative Industries”</p>
<div></div> <p>Ljubljana - Urban Region (Slovenia) Regional Development Agency of the Ljubljana Urban Region</p>	<p>Operational Programme for the Implementation of the EU Cohesion Policy 2014-2020 Investment Priority 3.1.: Dynamic and competitive entrepreneurship for green economic growth with two specific objectives. Specific objective 1: Promote the creation and activities of new enterprises, especially start-up; Specific objective 2: Increase the added value of SMEs</p>
<div></div> <p>Lisbon Metropolitan Area (Portugal) Association for the Development of IST Técnico Lisbon</p>	<p>Lisbon Region Operational Program 2014-2020 POR Lisboa 2020 Priority: SMEs competitiveness</p>



CRE:HUB FIRST PHASE

MAIN ACTIVITIES AND OUTPUTS

7 PROJECT MEETINGS **8** ROADMAPS **7** STUDY VISITS



The project is characterized by two phases. This section intends to synthetically present the main outputs, results and activities implemented in the 1st phase of the project.

In the **1st phase (April 2016 - September 2018)** main activities and outputs included:

- a) the implementation of regional analysis (characteristics of CCI; stakeholders' identification; SWOT analysis; regional policies and RIS3; identification of regional best practices and lessons learnt) conveyed in **8 State of the Art Reports** including **8 SWOT analysis** and **16 best practices**;
- b) the establishment of **8 Regional Stakeholder Groups (RSGs)** and their involvement in regional analysis assessment (**8 State of Art regional reports**) and around **50 RSGs working sessions** leading to: the definition of **8 Barriers and Solutions matrices** prodromal to the creation of **8 Roadmaps**; the development of **8 Action Plans** for the Cultural and Creative Industries enhancement; **7 Study visits** to learn to and share experiences and results with other regions involved;

- c) Mutual assessment and learning through **8 On-field visit** evaluations conducted by experts and **8 Peer Review Reports** each one composed by three documents (In-Depth Assessment Report, Checklist, Review Details);

- d) In the first phase, project management recorded the implementation of a **Kick-off meeting** and **7 Coordination and Steering Group Meetings**.

MAIN OUTPUTS SHORT DESCRIPTION

1. Analysis of Barriers and Solutions for an improvement of the policies in favour of the CCIs, developed with the Regional Stakeholders working Groups;
2. Peer Review by teams (from 2 to 4 members) of external experts who analyzed the policy instruments of each partner and expressed recommendations for their improvement;
3. A Roadmap that identifies a series of activities, resources, implementation period, monitoring indicators and subjects involved, in order to improve the Policy Instruments in favour of the CCIs.





The CRE:HUB State of Art Joint Report brings together and compares **8 State of Art regional reports**.

For the first time, the Joint Report allowed, in a context of lack and inhomogeneity of regional data, a description of the entrepreneurial fabric of the cultural and creative sector and of the policies related to it in each partner Region and on the whole Project Area. In this Report **8 SWOT Analysis** were included and **16 Best Practices** presented.

Data taken from the State of Art Joint Report show that, at national level, the project area represents about **211 thousand businesses** (2014) equal to 5.8% of the total companies and **1.91 million jobs** (2015) equal to 3.3% (weighted average) of the total employment of the area.



SHORT SUMMARY

According to the regional State of the Art Reports, in most of project regions/countries there is neither a locally accepted definition of cultural and creative industries (CCIs) nor a list/catalogue of the sub-sectors. This lack comes from the challenge to understand the meaning of CCIs and to determine which sub-sectors to cover. The regions involved in CRE:HUB project share typical characteristics for CCIs. These characteristics show that the sector is dominated by micro and small-size enterprises with mostly low performance indicators and CCIs activities are bound to urban environment. In addition to that, it emerges that the IT industry (software, gaming) is considered as a driving force for CCIs development.

On the basis of the SWOT analysis conducted by CRE:HUB project partners, there are several common challenges to overcome in the project area. This challenges are related to: developing a clear regional/national strategy for CCIs development (supported with specific objectives and actions) or improving of its implementation and coordination; improving access to the financial support (public and private); improving business skills and knowledge (on management, marketing, digitalisation) to attract investments/ financial support or foster export capacity; raising awareness about CCIs potential to bring economic benefit (specifically when CCIs are linked with traditional industries); strengthening collaboration between various stakeholders, specifically from local governance level.

CRE:HUB SECOND PHASE

MONITORING & EVALUATION MODEL

8 ACTION PLANS

The **2nd Phase** of CRE: HUB project (**October 2018 - March 2021**) is focused on the implementation of **8 Action Plans**.

In the last semester of the 1st phase, the partnership of CRE: HUB project reflected on the development of a Common Monitoring System to be used in the second phase, in order to monitor the implementation of the 8 Action Plans.

The Common Monitoring System is based on a Monitoring & Evaluation (M&E) Model based on the Logical Framework Matrix (LFM). It foresees 3 levels of results, to be measured and assessed in the 8 key dimensions of interest of CRE:HUB:

1. Awareness Raising and Motivation
2. Regional Strategy
3. Education, Skills and Capacity Building
4. Administrative and Technical Issues
5. Favourable Business Environment
6. Access to Finance
7. Partnerships and Networking
8. Internationalization

The 3 intended typologies of results include all the CRE:HUB project expected results i.e. outputs, outcomes and impacts.

Namely they are:

- **Outputs:** they are defined as products directly realized by the CRE:HUB project activities, and can include typologies, levels and target values of services to be provided through the project;

- **Outcomes:** they are described as the specific changes in behavior, knowledge, skills, status and level of operation/ functioning of the participants in the project (both at personal and organizational level). Short-term outcomes should be reachable over a period of 1-3 years, while long-term outcomes should be achievable over a period of 4-6 years. The logical progression of “short-term” results into “long-term” results should be reflected in an impact that occurs during the period from 7-10 years;
- **Impacts:** they are the fundamental changes, intended or unintended, that will occur within 7-10 years in organizations, communities, or systems, as a result of the CRE:HUB project.

The CRE:HUB “Monitoring” activity requires the inspection and collection of data regarding Results/Outputs during the project development. This activity allows to understand if the project is approaching to the expected results and outputs and how. In the second phase, project management has foreseen the implementation of 2 Coordination and Steering Group Meetings. The first meeting was held in July 2019 in Székesfehérvár and focused on Action Plans implementation.



Riga, Latvia



Lisbon, Portugal

CRE:HUB ACTION PLANS

Each Project Partner prepared an Action Plan due to the collaboration of regional stakeholders which selected, within the Roadmap, some activities to be implemented in the second phase of the project, to strengthen the policies in favour of the CCIs. Overall, the eight Action Plans identified **21 Actions** to be monitored along the Phase 2.

21

ACTIONS

The actions identified totalled **31 citations from Best Practices and/or partner initiatives** from which they were inspired. Specifically, 11 Best Practices (some of them inspired more actions) and 10 partners initiatives affected the 21 actions. To go into detail, **Actions are involving more than 70 identified stakeholders and several single or collective subjects** (SMEs and CSOs, guarantee funds managing bodies, cultural and educational institutions, entrepreneurial associations, research centres and entrepreneurs, clusters, incubators, etc.). This 21 Actions have mainly gathered around the following themes: Regional Strategy; Awareness Raising and Motivation; Favourable Business Environment; Partnership and Networking; Access to Finance.

By September 2020, the 8 Action Plans will commit **resources to more than 30 million euros**.

Basilicata Region (Italy) ERDF Managing Authority	<ul style="list-style-type: none"> › Diversify finance for SMEs belonging to Cultural and Creative industries. › Support the potential of CCI SMEs. › Increase the Governance of the CCI SMEs.
Friuli Venezia Giulia Autonomous Region (Italy) , FVG AR Department for Culture and Sports	<ul style="list-style-type: none"> › Coordination activities aiming to create synergies among EU funding and regional support to CCIs. › Creation of a CCIs Cluster. › Creation of a financial instrument to support CCIs access to credit.
Central Transdanubia (Hungary) Central Transdanubian Regional Innovation Agency Nonprofit Ltd	<ul style="list-style-type: none"> › Running and further development of the 6C Cultural and Creative Industry Cluster. › Efficient monitoring of the implemented CCI projects.
Centru Region (Romania) Regional Development Agency Centru	<ul style="list-style-type: none"> › Improvement of the guidelines of applicants for future calls for proposals under ROP/POR 2.1.A, 2.1B, 2.2.
Latvia University of Latvia	<ul style="list-style-type: none"> › Elaboration of a methodology (framework) for the CCIs data collection to monitor CCIs development. › Promotion of the development of creatives quarters and territories in Riga.
Lisbon Metropolitan Area (Portugal) Association for the Development of IST Técnico Lisbon	<ul style="list-style-type: none"> › Reducing CCI sector fragmentation through Industry-government-academia cooperation. › Innovation for communication and information strategies for investment and funding promotion. › Working group to prepare a New National Cluster for the creative industries.
Ljubljana Urban Region (Slovenia) Regional Development Agency of the Ljubljana Urban Region	<ul style="list-style-type: none"> › Capacity-building of students and creative professionals. › Development of support programmes for coworking spaces. › Establishment of the Creative Incubation programme.
Navarre Region (Spain) Department of Culture and Sports of the Government of Navarra	<ul style="list-style-type: none"> › Monitoring system on the development of cultural and creative enterprises in Navarre. › Government webspace for CCIs, creativity and innovation. › Revision of support instruments. › Capacity building for cultural and creative enterprises and professionals.

CRE:HUB MUTUAL ASSESSMENT AND LEARNING

MAIN OUTPUTS AND FEATURES

55 REGIONAL WORKING GROUPS MEETINGS AND WORKSHOPS

7 STUDY VISITS



CRE:HUB ECO-SYSTEM

The Regional Working Groups activity and their connections in terms of study visits, exchange of good practices, meetings and comparisons with experts during the Peer Reviews and On-Field Visits, make up the core of the CRE: HUB eco-system.

Indeed, **255 regional stakeholders** (CRE: HUB CCI State of the Art Joint Report) including 32 National, regional or local institutions, 58 Business support organisations and

incubators, 20 CCIs business representatives and associations, 47 Educational institutions & research bodies, 55 CC Enterprises and Clusters, 13 CCIs initiatives and Creative Centres, 5 NGOs, think tanks and 25 other CCIs-related organizations, contributed to **55 Regional Working Groups events (meetings & workshops) with 757 attendees** (cumulative data until June 2019) and expressed **108 active participations in On-Field Visits**.

The 8 Peer Reviews involved **24 experts** and were attended by **139 participants** among Policy makers and regional stakeholders. During the Peer Review, more than **70 interviews** were carried out by the expert teams.

During the **7 Study visits**, attended by **almost 80** representatives of Regional Working Groups (excluding project partners and government

representatives), **47** Best Practices and initiatives, implemented by local stakeholders, were presented. This was an occasion to learn and share experiences and results with other stakeholders, allowing the different contamination and integration realities to identify, on the one hand, the solution processes to the barriers in each regional contest, on the other hand, to develop different Roadmaps that led to the Action Plans.



MATERA / ITALY FIRST STUDY VISIT

The first study visit of the CRE:HUB project was organized in Matera, on 15th September 2016, by Basilicata Region. On this occasion, the representative of the Chambers of Commerce/ UnionCamere, talked about Mirabilia, a European Network that connects unexpected places in the UNESCO World Heritage Site, representing a model of the interaction between institutional and economic actors and governance models. The representative of Matera - Basilicata 2019 Foundation, described the process for the candidacy of Matera as European Capital of Culture in 2019. In addition to that, Applica Srl introduced the smart CCI initiative, resulting from the implementation of a public policy targeting the CCI sector, in the area of the Digital Technologies. Casa Cava was then presented as a relevant multidisciplinary space, with a central Auditorium, a Technological Cave, coming from a tuff quarry.



STRUCTURES AND BEST PRACTICES VISITED

Mirabilia
www.mirabilianetwork.eu/en/

Casa Cava
www.casacava.it

Centro TILT
www.centrotilt.it

Centro Cecilia
www.centrocecilia.it

Applica Srl
www.applica.guru

LJUBLJANA / SLOVENIA SECOND STUDY VISIT

The second study visit of the CRE:HUB project was organized in Ljubljana, on 2nd February 2017, by RRA LUR. In the first part of the study visit, some examples of the supportive environment for CCIs were presented: MAO- Museum of Architecture and Design, a well-established national institution with many innovative practices; ABC Accelerator, a worldwide business support environment initiated by the network of different companies; Poligon, a Creative Centre that is not only a successful bottom-up initiative, coworking place and creative community platform but also the first crowdfunding hub in Slovenia. In the second part of the study visit, two creative companies presented their practices: TAFR, a start-up that won the international start-up award and Desnahemisfera, a progressive design company, that launched well known products on the Kick-starter platform.

STRUCTURES AND BEST PRACTICES VISITED

MAO
www.mao.si
www.bio.si
www.futurearchitectureplatform.org

ABC Accelerator
<https://abc-accelerator.com/slovenia/>

POLIGON
facebook.com/PoligonCreativeCentre/
www.poligon.si

DESNAHEMISFERA
www.desnahemisfera.com

T.A.F.R
www.tafr.si





FRIULI VENEZIA GIULIA AUTONOMOUS REGION / ITALY THIRD STUDY VISIT

The third study visit of the Cre:Hub project was organized in Friuli Venezia Giulia on May 3-4, 2017. On the first day of the visit, the mission and activities of FVG Film Commission were illustrated. Participants had the opportunity to visit some of the most famous shooting locations in Trieste. On the second day, participants visited the archaeological site of Aquileia in order to appreciate conservation and restoration operations as well as the valorization activities carried out by Fondazione Aquileia. The study visit went on in Friuli Innovazione – a Research and Technology Transfer Centre, where some outstanding examples of creative start-ups were introduced (CREAA, infoFactory and Mobile3D).

STRUCTURES AND BEST PRACTICES VISITED

FVG Film Commission
www.fvgfilmcommission.com

Fondazione Aquileia
www.fondazioneaquileia.it

Friuli Innovazione
www.friulinnovazione.it

Info FACTORY
www.infofactory.it

CREEA
www.innovazionecreativa.it

Mobile3D
www.mobile3d.it

LATVIA FOURTH STUDY VISIT

The fourth Study Visit and BarCamp of the CRE:HUB project took place in Latvia on 5-6 September 2017. On the first day, the study visit occurred in Cēsis and Sigulda and was devoted to the regional development and promotion of creative industries. On this occasion, the activities of Vidzeme region were illustrated and examples of creative industries were presented. On the second day, the study visit took place in Rīga, in the Latvian National Art Museum (LNMM), where a workshop, with many representatives of CCI (private and public) presenting programs, initiatives, structures and start-ups forming a dynamic ecosystem, was hosted.

STRUCTURES AND BEST PRACTICES VISITED

Cēsis Castle Complex
www.cesis.lv/en/cesis-municipality/cesis

Cēsis History and Art Museum
<http://cesupils.lv/en/the-castle-complex/cesis-castle-manor-house/cesis-history-and-art-museum/>

Vidzeme University of Applied Sciences,
Knowledge & Technology Centre
<http://ztc.va.lv/?lang=en>

Autine Tools, Ltd
www.autinetools.com/en

Cēsis Concert Hall
http://cesukoncertzale.lv/en/par_koncertzali

Skola6
www.facebook.com/skola6cesis/

Creative Quarter of Sigulda Castle
www.entergauja.com/en/things-to-do/enter-kids/creative-quarter-at-Sigulda-castle-complex

Latvian National Art Museum
www.lnmm.lv/en/

RaRaPro
www.lnkc.gov.lv/Uploads/2017/03/31/1490950918_81.pdf

LIAA Creative Industries Incubator
www.facebook.com/LiaaRIBI/





NAVARRRE / SPAIN FIFTH STUDY VISIT

The fifth study visit of the CRE:HUB project was organized on 14th and 15th November 2017 in Navarre. During the first day, the study visit started with an excursion to the co-working space “La Tierra Colabora”, it moved on with the presentation of CLAVNA, the audio-visual cluster of Navarre and ended with a walk through Pamplona, confluence of cultural heritage and modern architecture. On the second day, participants visited 948 MERKATUA, Navarra’s first CCI and Art Fair, the Yerri Valley, the AROA Winery and the Contemporary Arts Centre of Huarte, taking part in different experiences of innovation related to CCIs (i.e. Functional Print Cluster for product innovation; International Urban Art Festival Cantamañanas; etc.).

STRUCTURES AND BEST PRACTICES VISITED

Audio-visual Cluster CLAVNA
<http://clavna.com/en/about-cluster/>

ARCHITECTURE and CULTURAL HERITAGE
of Pamplona
www.unav.edu/en/web/escuela-tecnica-superior-de-arquitectura

948 MERKATUA
www.948merkatua.com

Forja de Ayegui
www.laforjadeayegui.com

Winery Bodegas Aroa, Zurukoain- Gorozin
www.arowines.com/en/

CONTEMPORARY ARTS CENTRE, Huarte (CACH)
www.centrohuarte.es

Gráficas Ulzama
www.ulzama.com

CANTAMAÑANAS International Urban Art Festival
www.cantamananas.org

ALBA IULIA AND SIBIU / ROMANIA SIXTH STUDY VISIT

On March 27th and 28th 2019, CRE:HUB sixth study visit took place in Alba Iulia and Sibiu (Romania). On the first day, many realities of culture and creative industries were presented e.g.: Museikon, a project that transformed an historical monumental building into an Icon museum; the Carolina Creative Quarter, completely dedicated to the incubation of creative realities and HUB7, the first co-working space in Alba Iulia. On the following day, in Sibiu, it was possible to get in touch with the Culture Factory that every year organizes the SIBFEST - the biggest cultural festival in Europe - and with the ‘ASTRA’ National Museum Complex, the most important ethno-museum institution in Romania and the largest open air ethnographic exhibition in Europe.

STRUCTURES AND BEST PRACTICES VISITED

Museikon
www.museikon.ro

Principia Museum
<http://turism.apulum.ro/obiectiv-turistic/muzeul-principia/?lang=en>

Carolina Creative Quarter
www.cartierulcreativcarolina.ro/
<https://hubs.cartierulcreativcarolina.ro/>

Hub7
<https://hub7.ro>

SIBFEST
www.sibfest.ro/sibiu-international-theatre-festival.html

ASTRA National Museum Complex
<https://muzeulastra.ro/>





LISBON / PORTUGAL SEVENTH STUDY VISIT

On July 3rd and 4th, the seventh and last CRE:HUB study visit was held in Lisbon. It allowed participants to learn more about the realities that make up the “Lisboa Creativa” system. This system was presented during the meeting held on the morning of the first day at the Lisbon City Hall: in “Lisboa Creativa” centres of aggregation and creative communities, living labs and fab-labs, show rooms and exhibition spaces form an urban creativity chain. During the same day, participants visited the Lisbon Underground Village - coworking community and a creative events destination - and the nearby Impact Hub Lisboa, which is part of a European network. The 1st day ended up with the meeting at LX FACTORY, in the Alcântara district. The day after, the Field Visit carried on with a meeting with the TODOS managers, a creative hub in communication, brand activation, advertising and brand strategy.

STRUCTURES AND BEST PRACTICES VISITED

Startup Lisboa
www.startuplisboa.com

Impact Hub Lisbona
<https://lisbon.impacthub.net>

Lisbon Story Center
www.lisboastorycentre.pt/en/content/home

Shops with History
www.lojascomhistoria.pt

LxFactory
<https://lxfactory.com>

TODOS
www.todos.pt



CRE:HUB GOOD PRACTICES

Thanks to CRE:HUB project, **16 good practices** have been uploaded to the **Interreg EU Policy Learning platform**. This is a great result, considering that the procedure is as follows: before a good practice appears publicly in the good practice database, it goes through a final validation carried out by the platform experts who will assess whether the practice could be a source of inspiration and learning for policymakers all over Europe.

BASILICATA REGION (IT)

- › Matera 2019-European Capital of Culture
- › Casa Cava Matera

FRIULI VENEZIA GIULIA AUTONOMOUS REGION (IT)

- › FVG Film Commission
- › Aquileia Foundation

CENTRU REGION (RO)

- › Open Heritage
- › Carolina Creative Quarter

CENTRAL TRANS-DANUBIA REGION (HU)

- › Albacomp Innovation Centre
- › Valley of Arts

LATVIA (LV)

- › Creative Partnership Programme “Rarapro”
- › Creative Industries’ Communication Platform “Fold”

NAVARRRE REGION (ES)

- › Merkatua
- › Indirect Cultural Policy

LJUBLJANA URBAN REGION (SI)

- › Competence Centre for Design Management
- › Regional Creative Economy Centre

LISBON METROPOLITAN AREA (PT)

- › Startup Lisboa
- › LX Factory



CRE:HUB Peer Reviews Joint Report brings together and compares **8 Peer Review Reports**.

The core of the Report is represented by the “Comparative Analysis” section, based on **16 Comparative Tables** of the **8 Peer Review’s Findings and Recommendations on 8 topics** (i.e. Awareness Raising and Motivation; Regional Strategy; Education, Skills and Capacity Building; Favourable Business Environment; Access to Finance; Administrative and Technical Issues; Partnerships and Networking; Internationalization).

The Peer Reviews Joint Report also attempts to connect the dimensions/latent factors, related to the different areas of the strategic development of the CCIs, to a series of qualitative-quantitative indicators related to the impact of CCIs’ policies. Therefore, this section also represents a first phase of identification and collection of potential indicators useful for the CRE:HUB Monitoring & Evaluation Model.



SHORT SUMMARY

The Peer Reviews’ joint analysis had to consider a series of elements, contextual to the reference area of the CRE: HUB partnership. First of all, the different initiatives and policy measures must have taken into account the environmental conditions, the context and the initial conditions which seem to be quite different in the partnership.

The state of the art of regional realities is various and is reflected in the focuses of Strategies for the cultural and creative sector development, ranging from the priorities and planned activities to the incubators’ services catalogue, from calls’ selection criteria to projects/programs financing and stakeholders’ involvement, etc.

This high heterogeneity manifested itself in the main findings and recommendations of the experts. The diversity concerning each theme, resulting in different analytical approaches, was combined with different interpretations, the teams of experts involved and their backgrounds.

Despite this strong overall heterogeneity, the comparative analysis was found to be efficient in the identification of 2/3 focuses/key words/”common” latent dimensions for each of the Main Findings and Recommendations. The Main Findings are summarized in the table below, while the recommendations are summarized in the next section.



AWARENESS RAISING AND MOTIVATION	<ul style="list-style-type: none">› “Endogenous” lack of “self-confidence” & “Exogenous” mistrust (manufacturing sector, policymakers)› High expectations on the leverage of events› Small and ever-changing creative communities
REGIONAL STRATEGY	<ul style="list-style-type: none">› Strategy Presence/Absence› Consistency (between CCIs definitions informative base, strategic sectors, administrative-territorial levels)› Participatory approach
EDUCATION, SKILLS AND CAPACITY BUILDING	<ul style="list-style-type: none">› Quali-quantitative mismatches (educational offer levels, profiles with entrepreneurial skills, P.A. skill gaps)› Brain-and talent-drain
ADMINISTRATIVE AND TECHNICAL ISSUES	<ul style="list-style-type: none">› Double-sided capacity-gap concerning both the CCIs as well as the public administrations.
FAVOURABLE BUSINESS ENVIRONMENT	<ul style="list-style-type: none">› Missing CCIs-focused support (organizations and instruments)› Ambivalent role of Industrial vocation› Intermediary organisations needed but almost absent.
ACCESS TO FINANCE	<ul style="list-style-type: none">› Inexistent (or almost) tailored private financial instruments and flows› Public funding patchily relevant and/or well targeted› Compounded gaps: information gap and capacity gap
PARTNERSHIPS AND NETWORKING	<ul style="list-style-type: none">› Enough critical mass/concentration let networking and partnership processes to develop from below› In intermediate contexts (not yet enough critical mass/ concentration) a more incisive public intervention can leverage on drivers (ECoC), manage value chains or create clusters› The urban context (focus) is as much relevant as the presence of (CCIs-friendly) systems for innovation (incubators, accelerators, research centres)
INTERNATIONALIZATION	<ul style="list-style-type: none">› Neither strategies nor structures dedicated to CCIs’ internationalization› Regional Agencies’ internationalization activities do not have a focus on CCIs› There is a lack of knowledge and skills (language) for external markets› Fragmentation and difficult to find entry points, partners and funding› Focus on incoming internationalization (and domestic market) prevails



CRE:HUB

PEER REVIEW EXPERTS' POLICY RECOMMENDATIONS

When required, Regional Strategies should be refocused by: CCIs' mapping, CC sectors redefinition or CC sectors enlargement, mapping of local strategic assets. Regional strategies concerning CCIs should pursue the integration and coordination with other policy instruments and strategic planning.

The initiatives of policies aimed at strengthening awareness and motivation among CCIs should promote or finance: the establishment of physical/associative/virtual platforms; the strategic co-planning of inter-sectorial events involving creative communities, citizens, businesses, public stakeholders.

Educational and VET policies related to CCIs, as well as policy initiatives aimed at the CCIs capacity-building should: balance "transversal" and "job-specific" skills; map and monitor CCIs' (VET) needs; develop the "learn to learn" key-competency.

Educational and VET policies related to CCIs should promote the creation of an educational ecosystem, whose ideal hubs are "hybrids" (e.g.: business incubators at the universities), including in the school-work chain actors and subjects linked to VET, LLL and non-formal education.

Policy initiatives aimed at reinforcing stakeholders administrative and technical capacity should set-up one-stop shops and/or platforms (for training, consulting or mentoring) targeting enterprises and professionals and, at the same time, promoting their visibility towards the public administration.

Regarding the Public Administration, such initiatives should promote the diffusion of specific tools (planning), the coordination from below approach (monitoring) and "creative - millennials friendly" communication formats.

Policies initiatives intending to strengthen CCIs' business environment should: create (new) or specialize (existing) dedicated structures; consolidate, coordinate or create connections (to generate hybridizations; increase the level of knowledge/trust and the CCIs' networking degree)

Policy initiatives aimed at improving access to finance should promote the mutual reinforcement of CCIs and lenders capacity/information. Such policy initiatives should also promote or strengthen the construction of financial ecosystems articulating private/public funding along CCIs businesses' life-cycle. In this perspective public and private funds should be concentrated /non-dispersed (projects' sequencing).

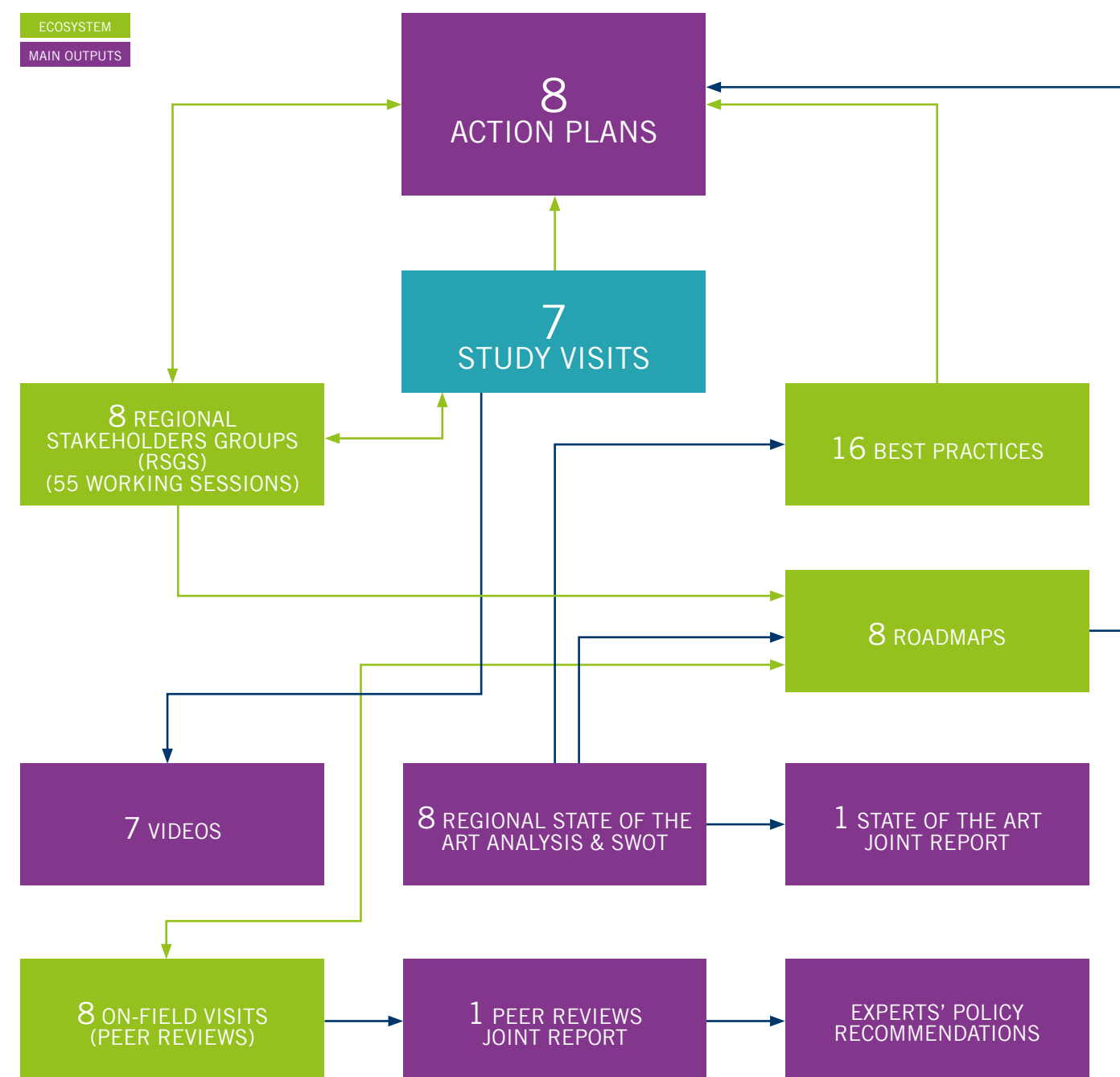
Policy aimed to promote Partnerships and Networking among CCIs should: create structures (co-working, makers' spaces, districts), platforms and networking events and activities; identify/ list (all the possible) stakeholders/operators (businesses and professionals); create/identify a catalyser / coordinator, be it an entity, natural person, initiative or process (e.g.: consolidation or specialization project, entity, general contractor, regional coordination initiative).

Policy initiatives promoting CCIs' Internationalization should: integrate services supporting out-coming internationalisation (including services for export); support cross-border networking (foreign enterprises-CCIs-commercial HUBs- investors; creatives and start-ups; cities/events); support incoming internationalization trough key expertise, territorial products and characters promotion, territorial brands.



CRE:HUB

ECOSYSTEM AND MAIN OUTPUTS



CRE:HUB SOCIAL MEDIA



News, videos, deliverables, posts with photo gallery were published on project website and social networks. The following data show the cumulative figures until 30 June 2020.

CRE:HUB WEBSITE:

69 NEWS

13 EVENTS

18 FOLDERS IN THE LIBRARY

223 ITEMS PUBLISHED
ON THE WEBSITE LIBRARY:

- › 14 stakeholder meetings materials
- › 9 videoclips
- › 7 photogalleries
- › 8 CRE:HUB Poster's pictures taken in the partners' headquarters
- › 107 media appearances and articles
- › 6 project meetings materials
- › 7 Study Visits materials and info on BarCamp
- › 65 webnews on Partners' website

TWITTER:

281 TWEETS

229 FOLLOWERS

FACEBOOK:

208 POSTS

492 LIKES

520 FOLLOWERS

2.845 VIEWS OF 7 STORYTELLING
PUBLISHED VIDEOS

YOUTUBE:

892 VIEWS OF 7 STORYTELLING
PUBLISHED VIDEOS

LINKEDIN

1 GROUP

<https://www.interregeurope.eu/crehub/>
<https://www.facebook.com/crehubproject/>
https://twitter.com/crehub_project
<https://www.linkedin.com/groups/13520668>



CRE:HUB

EU INITIATIVES AND PUBLICATIONS

CRE:HUB PROJECT AND 2018 EUROPEAN YEAR OF CULTURAL HERITAGE

CRE:HUB contributes to the European Year of cultural heritage and aiming to encourage more people to discover and engage with Europe's cultural heritage, and to strengthen a sense of belonging to a shared European space.



E-BOOK "CONNECTING CULTURES CONNECTING CITIZENS"

In August 2018, the interreg Secretariat announced that the e-book on cultural heritage entitled "CONNECTING CULTURES CONNECTING CITIZENS" was published, which also includes CRE:HUB project together with 7 other Interregional cultural heritage Project.



ESA 2018 10TH MIDTERM CONFERENCE MALTA

On 7 September 2018, CRE:HUB project was presented by the University of Latvia's project team at the ESA - European Sociological Association 10th Midterm Conference of the European Research Networks Sociology of the Arts & Sociology of Culture, hosted by the University of Malta.





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