



**CRE:HUB**  
***Policies for Cultural Creative Industries: the hub for  
innovative regional development***

**Roadmap: Cultural and Creative Industry in FVG AR**

*Responsible partner: Friuli Venezia Giulia Autonomous Region*

*Status: Final*

*Date: 1 June 2017*



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## 1. Introduction

According to the Application Form, as result of research conducted for the State of Art report and CCI Barriers & Solutions Analysis, each region is able to outline **a Roadmap as a framework for the Action Plan**. Then, an integrated mutual assessment & learning is carried out to further investigate identified valuable practices and simultaneously increase capacities of all regional relevant stakeholders. The Action is, in fact, structured by:

- a) On-field evaluations (peer review) in each region: 2 experts (from other partners with relevant skills) assess system and Roadmap of hosting region and provide inputs to improve policy system, adopt new measures/policies and **convert Roadmap into action plan**. Visiting experts hold a local workshop and directly interact with local stakeholders group producing a mutual learning process
- b) Study visits: participants in the study visits are representatives of partners and/or /managing authorities, stakeholders groups. The aim of the study visits is to share and learn partners experiences, building and strengthening interregional relationships among partners, other policy makers and stakeholders. At the end of study visits, participating representatives hold a specific working session of stakeholders group to spread knowledge and experience.

The Roadmap is the preliminary framework of the Action Plan. It will also serve for an integrated mutual assessment & learning by peer reviews by each hosting partner presenting its Roadmap to visiting experts. The aim is to receive important suggestions and inputs by partners with the relevant capacity/skill in order to improve the policy system, adopt new measures/policies and refine the Roadmap. In addition, **each stakeholder group is involved in outlining the Roadmap**: it actively participates in regional workshops aiming at sharing and refining the Roadmap.

### 1.1 Methodology

The Roadmap is based both on the State of Art report (specifically SWOT and good practices' analysis) and on the CCI Barriers & Solutions analysis. The Roadmap includes **the list of proposed activities** (which is based mainly on the Barriers & Solutions and SWOT analyses) towards **goals to be achieved**, the **allocation of responsibilities to the players**, the **allocation of resources** (budget, materials, equipment, etc.) if relevant, a **timing** and a **monitoring** of the fulfilment and the impact of the Roadmap implementation.

The purpose of the Roadmap is to prepare for building the Action plan. According to the Interreg Europe Action Plan definition "... *it is a document providing details on how the lessons learnt from the cooperation will be exploited in order to improve the policy instrument tackled within that region*. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs (if any) and funding sources (if



any).

The Action Plan (AP) focuses on the selected number of specific actions, while the Roadmap is proposing a larger number of actions against particular goals defined during the research work, peer reviews and discussions with stakeholders. Therefore, the scope of Roadmap is wider than the one of the AP, while the AP is putting a focus on the selected number of specific actions. A key issue is the involvement of policy makers and public authorities in the AP.

## 2 General information

### 2.1 Short description of the CRE:HUB project

The project “Policies for cultural CREative industries: the HUB for innovative regional development” (CRE:HUB) started in April 2016 and will continue until the end of September 2020. It is divided into two phases:

- 1) Phase 1. 01.04.2016 – 30.09.2018;
- 2) Phase 2. 01.10.2018 – 30.09.2020.

During the Phase 1 all eight project partners following their Roadmaps will develop Action Plans for improving cultural and creative industries (CCI) in their regions. During the Phase 2 the implementation of Action Plans will take place.

In the project context CCIs represent highly innovative SMEs and their promotion can effectively increase regional competitiveness and job creation capacity. For participating regions CCIs represent a strategic sector of development as underlined in many of their RIS3 documents. Despite the dynamic and innovative field of action, CCIs encounter difficulties in access to credit and lack resources to enhance their competitiveness on the global market, building effective partnerships, extending their activity to other countries. CRE:HUB overall objective is to improve 8 programmes for Investment for Growth and Employment (TO3), to support creation and development of new SMEs in CC sector at regional and national level, through fruitful cooperation among regions with different level of capacities and experiences in CCIs supporting policies.

### 2.2 General Partner information

Partner organisation: Friuli Venezia Giulia Autonomous Region

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NUTS2 region: Friuli Venezia Giulia

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### 3. Policy instruments to be addressed

- **Investment for Growth and Jobs programme (Policy instrument 1)**
  - European Territorial Cooperation programme (Policy instrument 2)
  - Other regional development policy instrument (please, identify) (Policy instrument 3)
- 

#### 3.1 Background

The firms operating in the cultural and creative sector in Friuli Venezia Giulia were about 8.700 in 2015, therefore representing 8.3% of total active undertakings. The sector plays a remarkable anticyclical role at regional level, as proved by relevant data: in the period 2011-2015, such industries produced in average 5.7% of regional added value, whereas the national average was at 5.6%. The sector employed, in 2015, 6.3% of total regional employees (6.1% national average) showing an increasing trend when compared to 2011 (5.8%). The growth of the weight of the cultural and creative productive system on the whole Friuli Venezia Giulia's economic system in the period 2010-2015 was – according to Symbola-Unioncamere data – 0.2 percentage points both in terms of added value and employment. This performance was not significant in absolute terms, but it should be read in light of a contraction of -1.8% of the total regional added value and a contraction of -2,4% of FVG employment.

Furthermore, the multiplier effect of the cultural sector, meaning its capacity of stimulating other productive activities, in Friuli Venezia Giulia is higher than the national average (2.1 vs. 1.7, the highest among Italian regions). Regional creative and cultural industries also feature a considerable vocation to cultural export – Friuli Venezia Giulia ranking third at national level. Despite the dynamic and innovative environment characterising their field of action, cultural and creative industries encounter difficulties in having access to credit and enhancing their competitiveness on the global market, mainly because of the peculiarities of cultural products. Such firms often lack the resources and skills that would enable them to build long-lasting and effective partnerships and networks and extend their activity to other countries, as well as developing collaborations with companies active in different productive sectors.

According to the framework situation above described, the policy should therefore support the first life phases of CCIs, the entrepreneurial capacities of new CCIs, the development of CC SMEs and CCI capacity of internationalization even in the start-up phase.

#### 3.2 Targeted policy document No. 1

The main goal of Friuli Venezia Giulia Autonomous Region is to tackle the Friuli Venezia Giulia ERDF ROP 2014-2020 (formally approved on 14<sup>th</sup> of July 2015) to support new business creation by providing subsidies, services and microfinance instruments.



Thematic objective (TO3; IP 3a) will foster creation of new firms and development of existing ones in CC sectors, by providing dedicated incubation services. The measure aims at supporting CCIs needs in first life phases (creation of partnership, collaborations with other sectors, internationalization, entrepreneurial capacities and access to credit) and it represents a ground-breaking initiative for the region.

## **Friuli Venezia Giulia ERDF ROP**

### *Main objectives*

The programme aims to create growth and jobs by boosting innovation and competitiveness, and improving the regional system of R&D. It shares the objectives defined by the Europe 2020 strategy for a smart, sustainable and inclusive growth. The programme aims to increase SMEs competitiveness and strengthen research and innovation. Finally, the programme will contribute to improve the energy efficiency in the region as well as the development of urban areas.

### *Funding priorities*

The programme will focus on four main priorities:

- Reinforcing research, technological development and innovation
- Promoting SMEs competitiveness
- Supporting the transition towards a low-carbon economy in all sectors
- Developing urban areas

### *Expected impacts*

- Support the creation of 765 new jobs
- Promote 150 collaboration schemes between enterprises and research institutions
- Support 110 new enterprises
- Improve the energy consumption classification for 30 households
- Support energy efficiency and energy-consumption reduction in 319.000 m<sup>2</sup> of public buildings
- Support the renovation of 7.000 m<sup>2</sup> of cultural heritage in urban areas

### *Thematic priorities*

- TA - Technical Assistance
- TO1 - Research and innovation
- TO2 - Information and communication technologies
- TO3 - SMEs competitiveness
- TO4 - Low-carbon economy
- TO6 - Environment and resource efficiency



### 3.3 Potential Policy Instrument variation

In terms of better supporting the CCI sector in the frame of the Regional Operational Program, some proposals could be presented to the Managing Authority by an involvement in the midterm evaluation and revision of FVG ERDF ROP 2014 – 2020.

This involvement could take place in the following ways:

- a) Uptake and inclusion of CRE:HUB good practices and recommendations in the Regional Development Plan and the Smart Specialization Strategy of FVG AR;
- b) Presenting the CRE:HUB good practices and recommendations in the drafting of the next ROP.

Improvement of the policy instrument can also result in the implementation of new projects, interconnected with above changes. Policy changes will be tailored to meet specific CCIs needs such as creation of partnership, collaborations with different productive sectors, internationalization, entrepreneurial capacities, access to credit, etc.

### 3.4 Defined goals

1. Improving methods of organising calls and select projects;
2. Improving coordination and integration among different regional policy instruments and measures. These measures are related to promotion of entrepreneurship in rural areas, promotion of innovative SMEs, etc.;
3. Improving coordination of the addressed policy measure with the other partners policy instruments;
4. Developing new methodology for monitoring and evaluating the efficiency of the policy measures.

### 3.5 Planned actions towards implementing CRE:HUB project

1. Exchange of experience, knowledge and practices with other project partners;
2. Transfer of knowledge and good practices in the CRE:HUB framework;
3. Defining problems and possible solutions to achieve defined goals through the regional analysis, SWOT analysis, Barriers&Solutions analysis as well as learning from partners;
4. Preparation of recommendations for policy makers;
5. Based on the project experience (good practices, peer reviews, interregional learning, etc.) and work with stakeholders, elaboration of the Roadmap for the Action Plan;
6. Preparation of the Action Plan;
7. Implementation of the Action Plan;

Achieved policy changes shall be tailored to meet specific CCIs needs, such as creation of partnerships and collaborations among different industries, promotion of internationalization, enhancing entrepreneurial capacities, etc.

### 3.6 Performance indicator

The selected performance indicator is an increase in the number of CCI start-ups.



### 3.7 Stakeholders

- Science and Technology Parks (Area Science Park, Friuli Innovazione and Polo Tecnologico di Pordenone)
- INFORMEST – Agency for Development and International Economic Cooperation active in the regional territory
- Friuli Venezia Giulia Region – Regional Department for Education, Research and Innovation
- University of Trieste and University of Udine
- Chambers of Commerce of Trieste/Gorizia, Udine and Pordenone
- Professional and Trade Associations (architects, craftsmen, SMEs representatives)
- Managing Authority of ERDF Regional OP 2014-2020
- Bank foundations
- Fondazione Aquileia, Regional Institute for Cultural Heritage
- FVG Film Commission / Association of regional theatres / other private bodies representing performing arts

#### **Innovative Start-ups legislation**

According to art. 25, paragraph 2, of Decree-law no. 179/2012 (converted into Law no. 221/2012) - as lastly amended by art. 4 of Decree-law no. 3/2015 (Law no. 33/2015) - an innovative start-up company is a co-operative capital company, whose shares or quotas representing share capital are not listed on a regulated market or on a multilateral trading system, meeting the following requirements:

- the innovative start-up company has been incorporated no more than 60 months;
- the innovative start-up company has, as sole or prevalent social object, the development, production and marketing of innovative high-tech products or services;
- the innovative start-up company is established in Italy or in one of the EU Member States or in States parties to the European Economic Area Agreement, provided that it has a production site or a branch in Italy;
- from the second year of activity, the total value of annual production is not higher than € 5 million;
- the innovative start-up company does not distribute profits;
- it was not constituted by merger, company split or following the sale of a company or branch of business.

Moreover, the innovative start-up company is characterised by at least one of the following additional requirements:

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- 1) expenditure in research and development is equal to or greater than 15% of the higher value of the cost and total value of its production;
- 2) the total workforce is composed of, at least, 1/3 doctoral students, Ph.D. or researchers, or at least two thirds of subjects holding a Master's Degree;
- 3) the enterprise is the owner, depositary or licensor of a registered patent (industrial sole right), or a proprietor of a registered original computer program.

Innovative start-ups benefit from the incentives provided by the arts. 25-32 of the same Decree-law no. 179/2012, which envisage favourable measures affecting the entire life cycle of the company, from start to phase of growth, development and maturation.

In turn, paragraph 4 of the same art. 25 defines innovative social start-ups - which, as such, enjoy increased tax benefits (Article 29 of the same Decree-law) - innovative start-ups that - in addition to meeting the requirements set forth in par. 2 - operate exclusively in the fields of:

- *enhancement of cultural heritage;*
- *research and provision of cultural services.*

Subsequently, art. 11-bis of Decree-law no. 83/2014 (L. no. 106/2014) also defines as innovative start-ups companies that pursue the objective of promoting national tourism offer through the use of technologies and the development of original software, acting through the provision of services aimed at tourism companies. These services must relate to the establishment and association of tourist and cultural enterprises and museum structures.

Also based on the aforementioned art. 11-bis, tourism start-ups may also be constituted in the form of a simplified limited liability company (pursuant to art. 2463-bis civil code). These, if are established by a natural person under forty years of age at the time of the establishment of the company, are exempt from registration tax and government fees.

*Regional Law 20 February 2015, no. 3 - Rilancimpresa FVG*

Reform of industrial policies, provides in art. 23: a) support for the creation of new innovative start-ups through the partial financing of costs (building, first plant set-up access to credit); b) support for potential entrepreneurs, also in the framework of regional certified incubators (conception of the business idea, pre-start-up phases of training, co-working, operational and managerial support, provision of tools and workplaces, prediction moments of contact with potential investors); c) creation of a venture capital fund for the acquisition of equity investments in innovative companies to support their growth and increase the survival rate of the same; d) stimulus measures and support for crowdfunding initiatives. Art. 25 provides for a competition of ideas, to identify new instruments to stimulate and support the creation of innovative start-ups, the spread of co-working services, youth business start-ups and new forms of entrepreneurship. Art. 24 Support for co-working facilities and promotion of Fab-lab.



#### 4. Activities to implement the project goals

The FVG AR Roadmap is based on the SWOT and good practices' analysis (both composing the State of Art report) and on the CCI Barriers & Solutions analysis. FVG AR adopted a participatory and shared approach with its stakeholders. FVG stakeholders group has been involved in outlining the Roadmap by actively participating in regional workshops aiming at sharing and refining the Roadmap.

A first meeting took place on 23<sup>th</sup> of February 2017 at FVG AR Department for Culture, Sports and Solidarity premises. After a presentation of the project, SWOT Analysis and Barriers and Solutions Matrix template's main features and function<sup>1</sup>, RSG participated to a brainstorming session divided in six sub-sections regarding the 6 categories of Barriers and Solutions: Awareness and Promotion; Financial and Economic Barriers and Solutions; Administrative and Technical Barriers and Solutions; Skills & Capacity Building; Policy Context; Internationalization.

Stakeholders in some subsections (Awareness and Promotion; Financial and Economic Barriers and Solutions; Administrative and Technical Barriers and Solutions; Skills & Capacity Building) have also been confronted with some proposals of Barriers and Solutions deriving from Weakness Points and Opportunities identified by the RSG itself during the consultation phase for SWOT Analysis. In other cases, the stakeholders addressed the subsection's topic for the first time, both in brainstorming and in a subsequent two-week phase of additional contributions and proposals consolidation from some of them.

#### Barriers and Solutions Matrix (excerpt)

Barrier title	Brief barrier description	Identified solutions, if any
<b>Awareness &amp; Promotion</b>		
<i>No Trust &amp; No (Self-) assessment</i>	<b>Low “traditional” business confidence on CC firms' ability to bring economic benefits in common projects. Even the assessment / valuation by the regional government of the economic value of CCI activities is often missing.</b>	<b>1) Structures and / or events (Bar-Camp, Start-up Weekend) connecting in a free &amp; informal way businesses, artists, designers, culture and entertainment, public administrators, potential funders, etc. The events must be inter-sectoral and / or intergenerational.</b>  <b>2) Communication Strategy targeting: ICCs (coordination tables; informational events, Twitter); the general public (information</b>

<sup>1</sup> The function of Barriers and Solutions Analysis is to provide the background for the identification of points and suggestions to be used in preparing the Roadmap, in the subsequent drafting of the Action Plan and in the final policy recommendations.



	<p>A part of businesses, particularly craft businesses, is unaware of their cultural and creative potential and related opportunities for business expansion / evolution.</p>	<p>events, seminars and other Public Initiatives, Spot / Ads on local press); potential beneficiaries (information events; Video; Newsletter)</p> <p>a) Census of activities that actually companies are carrying out, overcoming the classificatory logic of NACE b) Inform companies on operational and social-web promotion tools (practical examples demonstrating the usefulness)</p>
<i>Events Sustainability</i>	<p>Uncertain Sustainability of promotional events different CC sectors (economic cycle; fund-raising results)</p>	<p>Expanding the pool of funders thanks to cross-border promotional events based on a regional marketing approach (Local Cultural and Creative brands, e.g. "Brained in Alpe-Adria")</p>
<i>Accessibility and visibility</i>	<p>Accessibility and visibility of both the Cultural Heritage that the Creative Activities</p>	<p>1) Segmentation of CC target sectors of the promotional initiatives, in order to avoid mixing SMEs, non-profit entities, public foundations, professionals. 2) Creation of a Regional Platform encouraging matching between CCIs and traditional businesses and capable to give visibility and appreciation to CC businesses.</p>
<i>Administrative &amp; Technical</i>		
<i>Unfamiliarity with tax and administrative regulation</i>	<p>Lack of expertise and dedicated resources. In particular transition from self-employment to business creation is very difficult even for bureaucratic and tax compliances</p>	<p>1) Service centres offering also possibilities for networking and the search for complementary skills. 2) Monitoring activities; organizational and management support 3) Expertise's horizontal and intergenerational mobility (from established institutions to start-ups) 4) Temporary managers</p>





		<b>5) Reform of VET system in order to strengthen the link between education and business sector</b>
<b><i>Weak entrepreneurial skills</i></b>	<p><b>Inadequate managerial skills; inadequate business models (the most common legal form: non-recognized association)</b></p> <p><b>Insufficient ability to network</b></p>	<p><b>1) Hands-on training and workshops for SMEs and potential start-upper, as well as for local institutions</b></p> <p><b>2) Training for the Audience Development approach and audience-centred sustainability</b></p> <p><b>3) (Skills) Needs Analysis implemented by Sector businesses associations</b></p> <p><b>1) Development of facilities (Innovation and cultural experimentations centres, fab-labs, Web platforms of co-creation and collaboration) to develop the chain education / training / third sector / institutions / Artists / ICC</b></p> <p><b>2) B2B</b></p>
<b><i>Insufficient appreciation of entrepreneurial projects</i></b>	<p><b>Insufficient investments attraction due to inadequate promotion capabilities (marketing) of the entrepreneurial projects towards financial institutions and recourse to bootstrapping</b></p> <p><b>The banking sector lacks adequate businesses valuation models for CC businesses, both for fixed assets (intangible assets) and revenues (provided services quantification)</b></p>	<p><b>1) Use of complimentary financing tools and services, as the crowdfunding platforms (32 "reward based" operating in Italy to date)</b></p> <p><b>2) Public guarantees for credit, but conditioned to training courses for business management</b></p> <p><b>Accession to the Protocol between the Italian Banking Association and Funder35 for the provision of banking services tailored specifically for the cultural and creative enterprises.</b></p>
<b><i>Access to credit &amp;</i></b>		



<i>Sustainability</i>	Access to credit is hampered by: information asymmetry, procedural intricacies and inadequate targeting	<p>1) Strengthen (and fund) the informative role of sector businesses associations</p> <p>2) Simplify the existing financing instruments and extend the eligibility to CCIs</p>
<i>Policy Issues</i>		
<i>Public funding is not sufficiently calibrated</i>	<p>Public funding, if it is not tied to structural and performance parameters, could inhibit entrepreneurial skills and then the development of supported businesses.</p> <p>The administrative-fiscal framework for no-profit organisations (prevalent form for CCIs) is poorly structured. Therefore it allows practices that discourage transition to more suitable legal forms for business activities, with effects on employment (job insecurity, casual work, etc.).</p>	<p>Introducing new conditionality criteria in public funding (minimum of skills mix)</p> <p>Administrative and fiscal reforms at national level; FVG region should use its autonomy to better segment the activities to support.</p>
<i>Lack of a systemic tool and approach</i>	An approach/tool able to address systemically the diverse needs (weaknesses) and peculiarities of the CCI is missing	The meta-district approach promotes cross-sectoral synergies and the combination of needed services and resources
<i>Poor promotion of bottom-up</i>	Little rewarding resulting from the realization (by	Policies and programs should encourage and reward the ability of stakeholders to implement "bottom" solutions as: profit that



<i>mechanisms in policies implementation</i>	<b>businesses, stakeholders, etc.) of the tools required by policies</b>	<b>supports the non-profit; manufacturing that supports the creative; large enterprises that adopt SMEs; enterprise networks; etc.</b>
<i>Internationalization</i>		
<i>Size, info &amp; internal resources constraints</i>	<b>CC business are dependent on local relational network and also do not have the size and / or internal expertise and / or information about potential foreign markets</b>	<b>1) Internationalization paths and services designed for CCIs. Sector businesses associations could play a relevant role in this respect if adequately supported.</b>  <b>2) The CCIs participation in the internationalization processes could be promoted by targeted EU programs' calls (e.g. Interreg) focusing on transnational networking.</b>

The second workshop with the regional stakeholder group, held on 18<sup>th</sup> April 2017, saw regional stakeholders confront a selection of goals and a series of activities for their implementation, selected according to the Barriers and Solutions Matrix.

The selected goals were as follows:

- 1) Strengthen businesses confidence towards CCIs
- 2) Improve (regional government) evaluation schemes of the economic value of CCI activities
- 3) Raise CCIs awareness and develop promotional capacities with regard to their economic potential and business opportunities
- 4) Strengthen CCIs entrepreneurial skills and capacity to master tax and administrative regulation
- 5) Offer of services and internationalization paths tailored for CCIs
- 6) Ease, assist and extend credit access (procedures, info)
- 7) Better allocate public funding, in order to promote entrepreneurship (skills; legal status)
- 8) Adopt a meta-district perspective in policy-making

The Local Regional Stakeholders group divided into two groups, to analyze the activities to be implemented to achieve the objective through the analytical grid of the RoadMap Template (resources / activity timing / monitoring systems / involved players). The stakeholder contribution in this case has also been useful to better redefine and calibrate some actions in light of their possibility to be made operational and feasible according to the grid.



An example of this is the change of the proposed C.2 activity “Extended presence of CCIs on the "social" web; promotional events” related to the goal 3) in the activity “Develop a Multifunctional Regional Web Platform (MRWP) encouraging matching, cooperation and co-creation<sup>2</sup>”. Stakeholders stressed indeed the need to interact (cooperate), communicate, promote and give and receive info in a continuous way from/to a same “space”, configuring a virtual eco-system coming before the actual eco-system. This could bring in a very short time to an amplified perception of the environment and themselves by involved CC businesses. The core of the Platform should be/will be audiovisual as part of the eco-system is known but there are sub-sectors (fashion and craft tailoring; interiors; design and heritage (including landscape) linked and indirectly impacted by film pre-production and production (the value chain segments/parts operated by FVG Film Commission). Therefore, there is a huge potential for synergies within different sectors.

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<sup>2</sup> There are web-app platforms for co-creation as Brainnet, ideatorrent.org, 32 etc.



**Activities (measures) under Policy instrument 1- Investment for Growth and Jobs programme**

Goals	Activities to implement the goals <sup>3</sup>	Resources <sup>4</sup>	Timing of each activity	Monitoring systems <sup>5</sup>	Players involved
<b>A. To Strengthen Businesses confidence towards CCI's</b>	<p>A. 1a) Structures/Creative Centres hosting dedicated events and allowing the ICCs' stakeholders<sup>6</sup> gathering and ICCs activity co-development (services allowing matching and co-working).</p> <p>A. 1b) Inter-sectoral themed events (Festivals, Bar-Camp, Start-up Weekend, Fair-</p>	<p>The facilities should be made available by FVG AR. Start-up phase (100K €); management (50K € per year); events (20K € per event)</p> <p>Sponsorships (also in-kind) stakeholders' funds for institutional activities. Regional call</p>	<p>Structures could be made operational by the beginning of 2019</p> <p>Events should last two days and should have a Semi-annual</p>	<p>A specific set of impact indicators will be developed including: business and other stakeholders' contacts and connectivity; cooperation initiatives; new business. Such a system of indicators will be feed by ad hoc questionnaires an data collected by players.</p>	<p>Dept. for culture, sports and solidarity; Funders; Banking Foundations; Sectoral business associations; Civil Society Orgs)</p> <p>All private and public stakeholders</p>

<sup>3</sup> The list of possible activities to reach the defined goals.

<sup>4</sup> An indicative allocation of resources, if possible to define at this stage.

<sup>5</sup> The AF states that Peer Review will assess: different regional policies/ instruments/ systems to support the creation of CC SMEs, **related monitoring system**, etc.

<sup>6</sup> CC and not-CC businesses, creatives, regional and local administrations, potential funders, credit institutions; etc.

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	market) gathering all actual and potential stakeholders <sup>7</sup> of a production chain.	on specific CCI action within ROP ERDF <sup>8</sup>	frequency. They should be planned in one year (2018); the first event should be scheduled for 2019.		
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<sup>7</sup> See note 4.

<sup>8</sup> Valorisation of Cultural Heritage.



Goals	Activities to implement the goals	Resources	Timing of each activity	Monitoring systems	Players involved
<b>B. Improve FVG AR assessment schemes of Economic (Growth and Employment) Value of CCIs, Activities and the effectiveness of policy actions targeted at them.</b>	B1) Develop a self-assessment and accreditation system for truly creative companies, bypassing the Classification Approach (NACE) that identifies potentially creative activity codes. The self-assessment-accreditation system will be sector-sensitive.	FVG AR may evaluate the possibility to invest own funds or to seek EU funds.	The different sub-activities (identification of indicators, census survey, and development of sectoral self-assessment and accreditation routines) imply implementation of at least two years.	Monitoring of the implementation will be detailed in the terms of contract and accompanying technical documents. The monitoring will be carried out also through the production of specific indicators and the consequent analysis and supervision by FVG AR General Directorates' staff.	Dept. for entrepreneurship; Dept. for culture, sports and solidarity



<p><b>C. To improve the CCI awareness and promotional capacities about their economic potential and business opportunities</b></p>	<p>C1) Develop a Multifunctional Regional Web Platform (MRWP) encouraging matching, cooperation<sup>9</sup> and co-creation. The MRWP will give visibility to CCI promotional and sectoral events. MFRP will also provide information on calls, funding, stakeholders initiatives (CCICs<sup>10</sup>; sector association), training opportunities, etc.</p>	<p>Funds of stakeholders for institutional activities, ESF OP, specific CCI action within ERDF ROP<sup>11</sup></p>			<p>ICT CCIs; Regional In-house for ICT (Insiel); Di.Te.Di District; UnionCamere FVG (Regional Union of Chambers of Commerce); Dept. for entrepreneurship; Dept. for culture, sports and solidarity</p>
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<sup>9</sup> Between CCIs, traditional businesses, education and training institutions, civil society and regional and municipal administration.

<sup>10</sup> Chambers of Commerce, Industry and Crafts.

<sup>11</sup> Launch and Consolidation of SMEs



Goals	Activities to implement the goals	Resources	Timing of each activity	Monitoring systems	Players involved
<b>D. To strengthen CCIs entrepreneurial skills and capacity to master fiscal and administrative regulation</b>	<p>D1) Ad hoc services/Service Centers (monitoring; organization &amp; management support; Temporary managers)</p> <p>D2)Expertise’s mobility</p> <p>D3) Strengthen the school-work alternation (VET system) and SMEs involvement in internships schemes (tertiary education)</p> <p>D4) Strengthen the link between the ESF and the ERDF in terms of chaining measures and calls.</p>	<p>Funds of stakeholders for institutional activities, ESF OP, specific CCIs actions within ERDF ROP</p> <p>Funds of NOP of Ministry of Education and University and funds of FVG AR catalogue for School Guidance courses (ESF and own funds)</p> <p>Technical assistance actions aimed at strengthening the ROPs governance.</p>	<p>On-going institutional activities, yearly calls of ESF and ERDF</p>	<p>Monitoring systems of ROPs and of institutional bodies</p>	<p>Chambers of Commerce, Industry &amp; Crafts, Incubators, Association of enterprises, FVG AR Departments</p> <p>ESF Managing Authorities; Ministry of Education</p> <p>ERDF and ESF Managing Authorities</p>
<b>E. Offer of services and internationalization paths targeted for CCIs</b>	<p>E1) Internationalization paths and services designed for CCIs. Sector businesses associations’ involvement.</p>	<p>Funds of stakeholders for institutional activities, ESF ROP, specific CCI action within ERDF ROP</p>	<p>On-going institutional activities, annual ERDF calls</p>	<p>Monitoring systems of ROPs and of institutional bodies</p>	<p>Chambers of Commerce, Industry &amp; Crafts, Incubators, Association of enterprises, FVG AR Departments</p>

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<b>Goals</b>	<b>Activities to implement the goals</b>	<b>Resources</b>	<b>Timing of each activity</b>	<b>Monitoring systems</b>	<b>Players involved</b>
<b>F. To ease, assist and extend Credit Access (procedures, info)</b>	F1) Reinforced role (as enablers) of sector businesses associations (by funding)  F2) Simplified procedures to access financial instruments; broader eligibility criteria	National resources covering costs related to access to guarantee funds, funds of stakeholders for institutional activities, ESF ROP for training, specific CCI action within ERDF ROP for consultancy	On-going institutional activities, yearly calls of ESF, ERDF. National resources always accessible	Monitoring systems of ROPs and of institutional bodies	National bodies managing guarantee funds; Chambers of Commerce, Industry & Crafts, Incubators, Association of enterprises, FVG AR Departments

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<b>G. To improve the targeting of Public funding, in order to promote entrepreneurship and enterprises (skills; legal status)</b>	G1)New conditionality criteria introduced in public funding (minimum of skills mix)  G2)FVG autonomy exploited to better segment the support  G3) Improved mutual (public-private) knowledge allows a better knowledge of financing instruments and their adaptation to territorial needs	Funds of stakeholders for institutional activities, specific CCI action within ROP ERDF	On-going institutional activities, yearly calls of ERDF	Monitoring systems of ROP and of institutional bodies	Chambers of Commerce, Industry & Crafts, Incubators, Association of enterprises, FVG AR Departments
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