

LESSONS LEARNT IN CREADIS3

FROM TERRITORIAL ACTION
PLANS TO SMART SPECIALIZATION
STRATEGIES IN CULTURAL AND
CREATIVE DISTRICTS



Index

1. Introduction.....	3
• Creadis3: The smart specialisation creative districts project	3
• Objective of the report.....	6
• Alineation with Creadis3 Good Practices in Progress & Good Practices on Governance and Ecosystems Reports	7
2. Methodology for elaborating the Territorial Action Plans	9
3. Strategies and objectives of the six territorial Action Plans of Creadis3	14
4. Analysis of the Action Plans’ measures	19
5. Conclusions and lessons learnt.....	57
• About the territorial action plans of Creadis3.....	57
• About the Joint Report “Lessons learnt in Creadis3: From territorial Action Plans to Smart Specialization Strategies in Cultural and Creative districts”	58
6. Bibliography.....	65

1. Introduction

“Culture and Creativity, especially Cultural and Creative Industries, are a source of economic growth, with high potential for local and regional development.”

The Regional Initiative for Culture and Creativity (RICC) network, formed by 25 European regional governments, is working under the Smart Specialisation RIS3 guidance. The network aims to boost the competitiveness of European regions in the cultural and creative industries, and defend the weight of local authorities and regions in the European cultural policies. After some research, RICC concluded that strategic Cultural and Creativity Industries' (CCIs) agendas were lacking at the regional level, and greater coordination was needed to develop the potential and strengthen the CCIs innovation.

CREADIS3: The Smart Specialisation Creative Districts Project

Interreg Europe Program was seen as an opportunity to establish synergies between cultural and economic development.

Hence, the **Sustainable Smart Specialisation Creative Districts or CREADIS3 project** was born in 2017 under this European program and with the support of RICC network.

CREADIS3 is a five-year project with six European partners that will allow them to share best practices and learn from their local experiences.

“CREADIS3 is helping to align European territorial public policy agendas to achieve innovative development of Creative Culture Industries, contributing to a better and resilience economy.”

Creadis3’s main objective is to improve institutional governance and strengthen the contribution of CCI to territorial development. It declines to **6 sub-objectives along 2 priority themes: Improving institutional governance and boosting CCI contribution to regional development.**

1	2
Promote administrative collaboration at different levels to facilitate synergies between the different authorities in charge of the CCIs.	Articulate better cultural and economic policies to achieve effective innovation policies for CCIs.
3	4
Support the international territorial appeal to increase investment in the creative potential of each territory and retain entrepreneurs.	Improve collaboration within the local ecosystem of centers, laboratories, clusters, incubators, universities, science parks, etc.
5	6
Improve growth between cultural and technological sectors.	Support the internationalization of SMEs through capacity building and new business models in the field of research and innovation.

Table 1. Sub-objectives of Creadis3 (Application Form, Creadis3)

The outputs of Creadis3 will support the establishment of **Sustainable Smart Specialisation Creative Districts** with the following common characteristics:

1	2
Better governance models aligning territorial public policy agendas to offer tailored support to CClIs.	Increased synergies between culture and economic development policy instruments.
3	4
Better policy measures to integrate CClIs in the local innovation ecosystems. Increased partners' attractiveness for creative talents and enterprises.	Increased cross-collaboration and cross-fertilisation initiatives between CClIs and other sectors of economy, education and research to drive innovation.
5	6
Better policies to support internationalisation of local creative SMEs.	Reinforced role for CClIs in ESIF and RIS3.

Table 2. Common characteristics of Sustainable Smart Specialisation Creative Districts by Creadis3 (Application Form, Creadis3)

Objective of the Report

“A Joint Report on the territorial Actions Plans of CREADIS3 will enable more efficient CCI policies and boost Sustainable Smart Specialisation Creative Districts.”

Beside these specific objectives of the project, Creadis3 also aims to enable a **policy learning** process amongst the six partners, in order to inspire and improve their own policy strategies. As a result, the project delivers **six Action Plans** tailored by each one of the partners regarding their territories and respective policy instruments addressed. Nonetheless, it is interesting to imagine CREADIS3 as a whole: as an intelligent Cultural and Creative District with six nodes or hubs (the six partners) that collaborate within a shared and extensive territory. Each hub deals with its own territorial context, but based on **shared objectives and contrasted situations, developments and experiences**, enhancing integration of the territories within the Union.

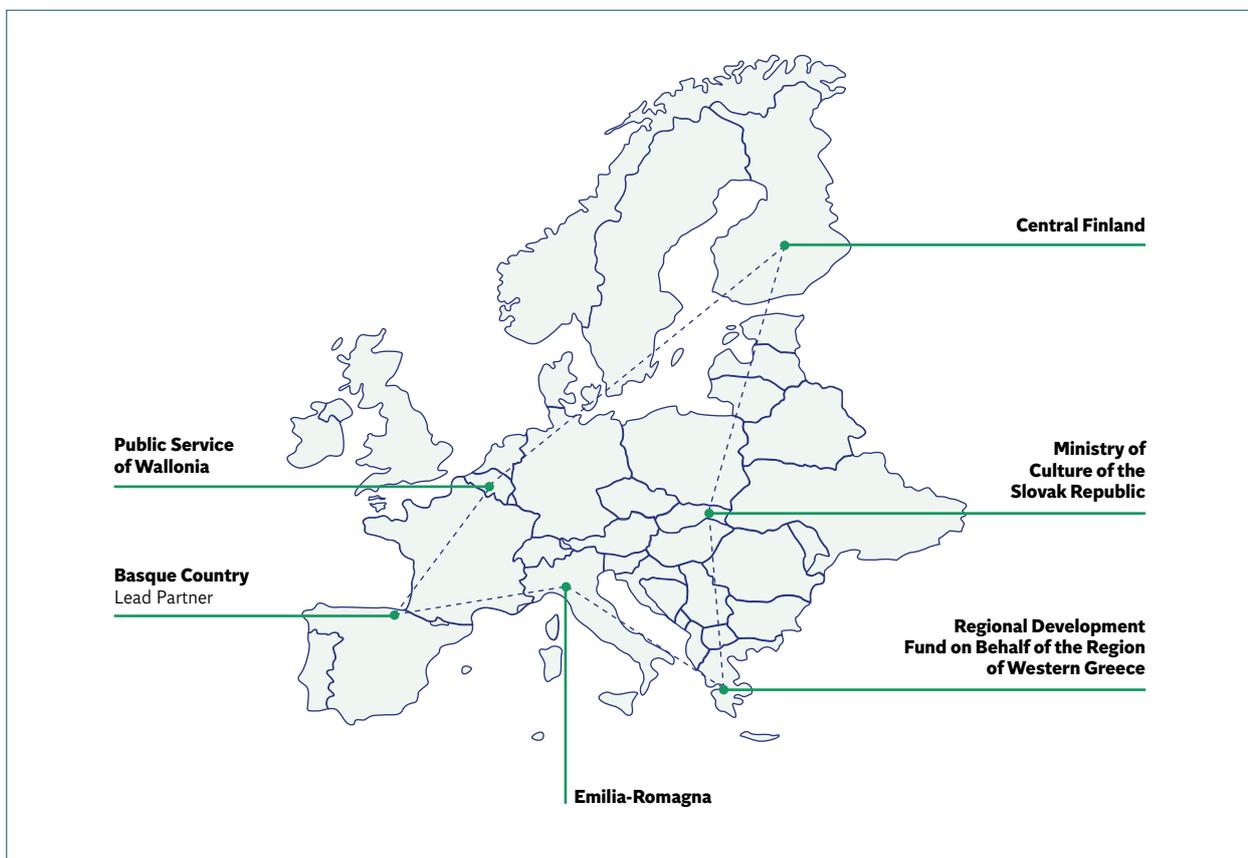


Figure 1. The six partners of Creadis3 Cultural and Creative District (Own source)

First, this report presents a **methodology** to create a territorial action plan and underlines the contents of the **individual action plans** developed by each partner of Creadis3 (section 2 and 3). Secondly, a **joint vision of the strategies and objectives** of the action plans is presented through a **multidimensional analysis**, classifying all the actions or measures in a **common typology or pillar**, coherent with the main objectives which a Creative District might want to achieve, the **impact** that they have regarding the **value chain**, the **costs**, and **GPs and strategies** related to each action (section 4). Finally, a final section of **conclusions** and **lessons learnt** is exposed (section 5).

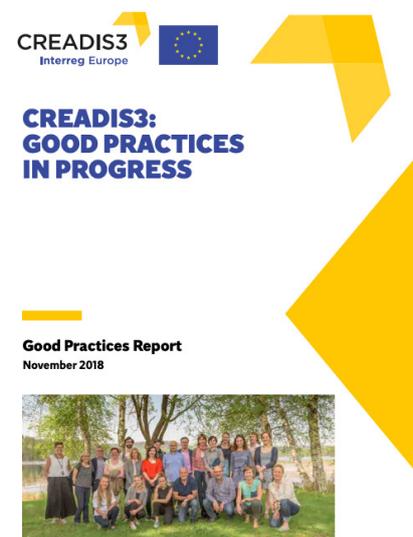
In conclusion, the final objective of the report is to **systematize the actions and strategies proposed in a broad Creative District**, based on **diversity and efficiency** of the analysed actions, providing them a range of **proven strategies** to enable **more efficient CCIs policies** in a **shared European territory**, and **boost Cultural and Creative Districts** in Europe and beyond.

Alineation with Creadis3 Good Practices in Progress & Good Practices on Governance and Ecosystems Reports

The current report is aligned with the two CREADIS3 reports which were developed on the first two years of the project: [Good Practices in Progress Report](#) and [Good Practices on Governance and Ecosystem Report](#).

The **Good Practices in Progress Report** presents the 19 GPs (Good Practices) of CREADIS3 approved and belonging to [Interreg Europe's Policy Learning Platform](#) database. In this report, the GPs are analysed through a matrix of good practices with variables such as scope (cultural, creative or mix) and value chain (competence development, creation, entrepreneurship, innovation, growth and financing). In this current Joint Report on the Action Plan for Creadis3, the 19 GPs are contrasted with the actions proposed by the 6 Creadis3 hubs in their Action Plans. Amongst other things, it is possible to identify the **GPs with more impact and transferability** when it comes to take action to improve the creative and cultural ecosystem and district.

On the other hand, the **Good Practices on Governance and Ecosystem Report** presents the good practices in governance and ecosystems that have been defined during the first and a half year of the project in each of the six hubs, presenting them jointly. One of the objectives is to enable a policy learning between the 6 hubs in order to inspire and improve their own policy strategies, therefore it retraces the path of CCIs linked policies of the territories and related to the Research and Innovation Strategies for Smart Specialisation (RIS3). In this current Joint Report on the Action Plan, the **coherence between the CCIs linked policy strategies** and the proposed actions are jointly presented, as well as to observe that these actions help taking a step into these strategies.



2. Methodology for elaborating the Territorial Action Plans

“An action plan is a document providing details on how the lessons learnt from the cooperation will be implemented in order to improve the policy instrument addressed within the region. It specifies the nature of the concrete actions to be implemented, their timeframe, the stakeholders involved as well as the costs and funding sources.”

Interreg Europe Programme Manual, section C, 4.1

First of all, in order to start developing each action plan, CREADIS3 has followed general instructions and recommendations from Interreg Europe Program. Basically, three recommendations have been taken into consideration when elaborating a territorial action plan:

1. MAKE SURE THE MINIMUM INFORMATION IS PROVIDED

The action plan does not need to be a long document but a minimum of information is needed for each action (i.e. background and link to the project, activities, stakeholders involved, timeframe, costs and funding sources). The document can also include a very limited number of actions as long as these actions are clear and relevant (e.g. one or two can be enough). It is also important to specify whether the action plan is endorsed by the relevant policy responsible organisation(s).

2. MAKE A CLEAR LINK WITH THE PROJECT

You should describe how each action is linked to the project and in particular how it derives from the interregional learning process. For instance, which good practice from one of the partner regions or which learning from a project activity inspired the action? Explain the background. Furthermore, if an action cannot be related to the activities of the project, then it should not be included in the action plan.

3. ENSURE EACH ACTION IS PRECISELY DEFINED AND RELEVANT

The actions to be implemented represent the backbone of any action plan and are the basis for the monitoring phase. It is therefore crucial that these actions are clearly defined. Moreover, the action plan defines how the learning will be transformed into actions. You therefore need to ensure that the actions described are clearly related to implementation activities.

Table 3. General advices for elaborating an action plan (Adapted from Interreg Europe Programme Manual, section c, 4.1)

Furthermore, during the elaboration of the Action Plan is important to correctly schedule the process to achieve the deadline for the final delivery. Therefore, some details has to be taken into account:

- The **internal governance and processes/time of validation** of every region relevant policy responsible organisation(s).
- The **skateholders participation's** process.
- **The Project's Phase 1**, dedicated to the exchange of experience among project partners recopilation of the lessons learnt from the cooperation.

Interreg Europe Program also provides a template for the action plan in [Annex 1 of the programme manual](#), including the minimum information to be provided regarding general information of the project, policy context, and details on the actions planned.

CREADIS3's project has used this the template to create the respective partners' Action Plans, by all means **adapting the design and structure** to the project and each region, bearing in mind their own characteristics and conditionants. Thus, the CREADIS3 Action Plan is divided in five parts:

- 1. General Information:** basically giving the name of the project, partner organisation(s), country, and contact details.
- 2. Policy Context:** the policy instrument(s) addressed or framework which the Action Plan aims to impact. It can refer to a specific regional development policy instrument or, within the Interreg Europe context, to Operational Programmes for Investment for Growth and Jobs as well as Cooperation Programmes from European Territorial Cooperation.
- 3. Action Plan Vision:** this part being optional but interesting, because it can help to understand the general vision in terms of context, fields of action, objectives, methodology, and endorsement for every specific partner, region or territory.
- 4. List of Actions:** giving the name and number of actions planned, for a general view, as well as the defined lines of action.
- 5. Details on the Actions:** including the actions' background or nature, description, policy endorsement, responsible organisation(s), actor(s) involved, timeframe (beginning and ending date), expected costs, funding sources (if any), expected impacts (if relevant), and indicators (if relevant, to take into account for the monitoring phase).

BACKGROUND	Description of the lessons learnt from the project that constitute the basis for the development of this action. Whenever possible, indicate the good practice, study visit or workshop that has inspired this action. If there is no link to CREADIS3 project is better not to include it.		
DESCRIPTION	Description of the action in the most possible accurate way, as well as the steps that would be developed to implement it. Actions should be implementation related (i.e. not only raise awareness but how would it specially be done).		
POLICY ENDORSEMENT	If there is any policy instrument backing the action (if all action are endorsed by the same policy, just indicate it in the endorsement introduction).		
RESPONSIBLE ORGANISATION(S)	Organisation(s) and department(s) that will coordinate the implementation of the action.		
ACTOR(S) INVOLVED	Organisation(s) in the region who are involved in the development and implementation of the action and explanation of their role.		
BEGINNING DATE	MM/YYYY (<i>can be actions already started in Phase 1</i>).	ENDING DATE	MM/YYYY (<i>approximately</i>).
EXPECTED COSTS	If any, the approximate cost in monetary terms (€).		
FUNDING SOURCES	If any, the source.		
EXPECTED IMPACTS	If relevant, description of the expected impacts associated to the action (e.g. from economic, social, and environmental point-of-views).		
INDICATORS	If relevant, definition of Key Performance Indicators (KPIs) with name and associated measuring unit.		

Table 3. Details on the actions (Creadis 3 project)

Finally, note that **KPIs or indicators** would help to measure the success of the Action Plan and the achievement of strategic objectives which are linked to action line(s). Nonetheless, sometimes KPIs recopilation is perceived as a critical and tedious part. Some **recommendations** concerning this part are exposed in the table below:

<p>TIE TO THE ACTION LINE(S) AND STRATEGIC OBJECTIVES</p>
<p><i>Ask yourself if the KPI include all relevant information, so make sure that they are closed linked to a specific action line(s) and/or objective(s). The metrics can be divided into milestones (e.g. the completion of a task or a project by a certain date) and quantifiable performance or result measures (e.g. number of people benefited, revenue or profit growth, number of contacts, % increased of innovative collaborations between SMEs, etc.).</i></p>
<p>KEEP IT SIMPLE</p>
<p><i>Don't overload (the fewer KPI you have to focus on the more you will be focused on them), and choose ones which can be attainable. That means there is no point in selecting a KPIs if the data behind it can not be obtained or if doing so would be overly costly.</i></p>
<p>USE DASHBOARDS</p>
<p><i>It is useful to create a monitoring tool or dashboard to collect all the KPIs information. It is interesting to be able to see at a glance the degree or percentage of execution of each action as well as the total of the Plan.</i></p>

Table 4. Recommendations concerning KPIs (Own source)

3. Strategies and objectives of the six Territorial Action Plans of Creadis3

“Action plans include the strategies and actions that each territory will set forth to improve its policies. We hope that this Joint Report helps to highlight the main actions for enabling more efficient CCIs policies in a shared European territory, creating and boosting Cultural and Creative Districts. Furthermore, it also seeks to help other European territories that are working in CCI fields and Cultural and Creative Districts.”

Next, a brief description of the starting point and context of each region to justify its vision and priority objectives and actions of the plan is presented.

From now on we will use the following abbreviations for the name of each territory:

SR: Slovak Republic

WA: Wallonia

ER: Emilia-Romagna

WG: Western Greece

CF: Central Finland

BC: Basque Country

POLICY INSTRUMENT/S ADDRESSED IN THE ACTION PLAN/S

All the regions address a **Regional Development Policy Instrument**, mostly inside an **Investment for Growth and Jobs Programme**.

- **SR:** Integrated regional operational programme 2014-2020-Priority axis No. 3: Mobilising Creative Potential in the Regions.
- **ER:** ERDF-ROP 2014-2020, Priority Axis 1 Research and Innovation (aimed at strengthening the regional and national innovation system by supporting participation among regional actors in specialized technological networks and in complex projects) and the Regional Programme for Productive Activities with the related Regional Programme for Industrial Research, Innovation and Technology Transfer 2012-2015.
- **CF:** Regional Strategy 2040.
- **WA:** Regional Operational Programme Investment in Growth and Jobs ERDF 2014-2020, Regional (ERDF) – Transition zone; Regional Operational Programme ERDF Wallonia 2014-2020 – Most developed zone (Walloon Brabant Province), with priority or measure concerned: support to the installation of creative hubs in university city and/or city with more than 50 000 inhabitants.
- **WG:** Operational Programme of Western Greece 2014-2020 (outlines several policies that support businesses in the cultural sector, through the publication of calls).
- **BC:** Basque Country ERDF Operational Programme 2014-2020/ País Vasco FEDER 2014-2020 PO OP Priority 1/OT1: Strengthening research, technological development (aims to provide this policy a strategic and a territorial approach, a cross collaboration between CCIs, innovation and research centres in order to foster the relationships and collaboration among the businesses, creators and stakeholders of the “European Creative Sectors”).

VISION OF THE CCIS AGENDA OR STRATEGIES CONNECTED TO THE ACTION PLAN/S

All the territories, within a regional level, has different **strategies or agendas** in consonance with their own priorities and characteristics. Nevertheless, the strategies always focus on the **main objective to boost Cultural and Creative Districts and enabling more efficient CCI policies**, covering **different perspectives** such as developing infrastructure, create new jobs opportunities or creating calls for funding, among others.

- **SR:** Since 2011 Ministry of Culture of Slovak Republic adopted a new agenda in the field of Cultural and Creative Industries (later “CCIs”) and has been working on several strategic documents. Strategy of CCIs Development (2014) followed by Action Plan for the period 2016-2017 (accepted in 2015) identified as one of the main goals to develop specific physical Infrastructure for CCIs.
- **ER:** With the definition of the Emilia-Romagna S3 strategy, in 2013-2014, cultural and creative industries (CCIs) have been included among regional priorities. In the framework of the regional S3, CCIs are considered as emerging clusters with a high innovative potential and employment for the future. CCIs represent one of the fields in which to invest for generating new industries and new employment opportunities, especially for young and creative people.
- **CF:** Bio economy being one of the chosen priorities and one of the five pillars of the Regional Strategy 2040 and the action plan is based in the development of creative industries and creative skills in the food sector within the bioeconomy perspective.
- **WA:** Since 2010, the Creative Wallonia programme has quite impacted the whole CCIs sector. Creative Wallonia is a framework programme that puts creativity and innovation at the centre of the Walloon project and its regional development.
- **WG:** In the framework of Smart Specialisation Strategies for the improvement and growth of SMEs and the creation of clusters “Operational Programme 2014-2020”, WG will focus into given support to entrepreneurs, SMEs and clusters.
- **BC:** At the end of 2015, the RIS3 CCIs Pilot Group of BC or Euskadi was set up at the level of the Basque Autonomous Community, with the aim of coordinating and aligning the RIS3 CCIs strategies through a multilevel governance model. During 2016, the 15 CCI sectors in Euskadi were defined.

Furthermore, note that the KSI BERRITZAILE 2017-2019 innovation program of the cultural and creative industries, aimed at the 15 CCI sectors of BC or Euskadi.

OBJECTIVES OF CREADIS3 ACTION PLAN/S

As stated before, the objective of CREADIS3 Action Plan **as a whole is to enable more efficient CCI policies in a shared European territory, creating and boosting Cultural and Creative Districts**, but the actions plans have adapted the measures to their territories and priorities for achieving more effective results. It is also important to note that all the action plans want to link in the best possible way the CCIs current strategies with the planned actions.

In conclusion, the Cultural and Creative districts main goals are to accomplish a better **governance**, better **policies and instruments synergies**, better **cross-collaboration and cross-fertilisation**, better **promotion and knowlegde**, better **business support and networking**, and better **access to finance**.

- **SR:** Foster the multilevel administrative collaboration across the territory to enable better synergies between the different authorities in charge of CCIs and generate more tailored actions for effective support of the CCIs in Slovakia.
- **ER:** Promote the contamination and integration of CC sectors with other fields of applied research within the S3 strategy. Support CCIs to facilitate the technology transfer and innovation, to reinforce a multilevel administrative collaboration, to stimulate public-private projects, to strengthen the business dimension and internationalization.
- **CF:** Recognize and implement measures and activities crossfertilizing creative industries and creative skills with main priority players of the strategy, to facilitate e.g. birth of completely new partnerships, new project ideas and/or new implementation modes.
- **WA:** Improve its Creative Hubs policy and the creative ecosystems around them and include them in future macro-economic considerations related to S3 and ERDF programming.
- **WG:** Foster the clustering of creative industries and empower SMEs for them to be less dependent on public funding and improve their contribution to the regional economy. Improve the linkage between CCIs and the Region's smart specialization strategy based on agro-food chain, tourism & culture, ICT & microelectronics, advanced material, energy.
- **BC:** Reinforce the Basque cultural and creative ecosystem with an element of coordination an visibility of the CCIs, from a network approach. Develop a pilot group via working groups, and extend the conceptual scope to culture and creativity in the statistical operation. Methodology to develop and implement the Action Plan/s

METHODOLOGY TO DEVELOP AND IMPLEMENT THE ACTION PLAN/S

Apart from the general methodology previously exposed in part 2, all the regions has developed the action plan in a **collaborative or participatory environment**, between the main public department/s responsible for the managing and monitoring of the plan and key stakeholders of the regions. Furthermore, the **learnings of first phase of the CREADIS3 project and the study visits** have obviously been further elaborated to be taken into account in all the Action Plans.

- **SR:** The specific measures of the action plan were created by the stakeholder's group members represented by representatives of various Ministries of the Slovak Republic (e.g. Culture, Economy, Education, Science, Research and Sports, Transport and Construction), Councils, and other relevant key experts. This stakeholder's group was established by the Ministry of Culture which is also in charge of all necessary processes regarding the creation, implementation and monitoring of the action plan.
- **ER:** The actions described in this Action Plan will be managed and monitored by the Research, Innovation, Energy and Sustainable Economy Unit of the Emilia-Romagna Region (within the General Directorate for Knowledge, Labour and Enterprise Economy) with a key support from stakeholders.
- **CF:** Bodies that will have crucial role in the implementation of the Action Plan (especially bodies responsible for food development) have been involved in the development of the Action Plan from the very beginning, as well as bodies who have a role in supporting the implementation either on functional or financial level.
- **WA:** The Economic Policy Directorate of the Public Service of Wallonia is responsible for the implementation and monitoring of the Creative Hub Action under the ERDF. The other operators involved have been informed and intensively support the activities. For each action, the Economic Policy Directorate will work closely with them.
- **WG:** PP6-Regional Development Fund of the Region of Western Greece is the competent regional authority, in charge of both elaborating and implementing policy within its territory.
- **BC:** The Basque Government (Department of Culture and Language Policy along with the Department of Economic Development and Competitiveness, and the Presidency Department) is the main responsible for the implementation and monitoring of the Action Plan. Furthermore, the SPRI (Basque Agency for Business Development) and INNOBASQUE (Basque Innovation Agency) also collaborate.

4. Analysis of the Action Plans' measures

This section tries to offer a brief cross-sectional view of CREADIS3 as a creative district. The nature of this report is synthetic and tries to **add value to the situations of each territory** through a **common view**. All the 6 territories have an Action Plan with concrete actions aiming to comply with the main objective of CREADIS3 and their specific objectives and priorities for their regions, in line with current strategies and policies:

TERRITORY	LINE OF ACTION	ACTION NAME
SR SLOVAK REPUBLIC	1. Improve the quality of interventions in relation to CCI's at national level	1. The interim evaluation of ESIF 2014-2020 instruments for support in the fields of CCI's
		2. The establishment of a new communication tool - "The Forum for CCI's"
	2. Supporting the development of regional policies in the CCI's through specific education activities	3. Supporting the development of regional policies in the CCI's through specific education activities
	3. Creating a new strategic document focusing on CCI's Development	4. Creating a new strategic document focusing on CCI's Development
SR TOTAL N° OF ACTIONS		4

TERRITORY	LINE OF ACTION	ACTION NAME
ER EMILIA ROMAGNA		1. Applied research and knowledge transfer in the field of CCI
		2. Matching the crowd: crowdsourcing and crowdfunding for CCIs
SR TOTAL N° OF ACTIONS		2
CF CENTRAL FINLAND	Fostering a Food System that advances and promotes cooperation between education, research, local producers and the regional community	1. Supporting measures to promote regions' gastronomic know-how in education, research and production
	Generating awareness and applied gastronomy programs to instill gastronomy as an integral part of wellbeing	2. Providing input and inspiration to regional wellbeing-related measures to use gastronomy as a tool for social wellbeing
	Awareness rising of gastronomy as a cross-sectoral element of regional identity	3. Providing input and inspiration to regional strategies and measures to use gastronomy as an element of regional identity
CF TOTAL N° OF ACTIONS		3
WA WALLONIA	Working on measuring/ evaluating the impact of the Creative Hubs Related to the initial objective: maximizing the benefits of the action for the Creative Hub itself and for its beneficiaries (start-ups, SMEs, artists, local actors...)	1. Evaluating Creative Hubs' impact

<p>WA WALLONIA</p>	<p>Working on the place of the Creative Hubs in the Walloon policy mix</p> <p>Related to the initial objective: keeping the coherence between the regional policy and the local specificities of each hub + capacity building and consolidation between the 7 hubs in terms of territorial action, academic work and support to new economic activities and leadership</p>	<p>2. Organizing an operational committee for Creative Hubs</p>
	<p>Working on the Walloon Smart Specialization Strategy</p> <p>Related to the initial objective: keeping coherence between the regional policy and the Creative Hubs policy</p>	<p>3. Strengthening the potential of Creative Hubs within the Walloon Smart Specialization Strategy</p>
	<p>Working on institutional barriers regarding CCI and innovation policies</p> <p>Related to the initial objective: aligning strategies at all levels (local/ regional/ national/ international)</p>	<p>4. Organizing the collaboration among federated entities in Belgium</p>
	<p>Working on the Creative hubs infrastructures and communities.</p> <p>Related to the initial objective: maximizing the benefits of the action for the Creative Hub itself and for its beneficiaries</p>	<p>5. Supporting Creative Hubs' communities and infrastructures specialized for CCIs</p>
<p>WA TOTAL N° OF ACTIONS</p>		<p>5</p>

TERRITORY	LINE OF ACTION	ACTION NAME
WG WESTERN GREECE		1. Publication of a Call for Creative Businesses and Monitoring of its Implementation
		2. Creation of an Online Application – Calendar of Upcoming CCI Sector Events
		3. Linking “Creadis3” with “CREATIVE HUBS” project Interreg Greece - Italy Interreg V-A Greece-Italy Programme 2014-2020
		4. Elaboration of a Tool for the Assessment of the Effectiveness of Projects – Actions of the Region
		5. Establishment of Adriatic – Ionian Cultural & Creative Industry Innovation Quest (AI-CCI-IQ)
WG TOTAL N° OF ACTIONS		5
BC BASQUE COUNTRY	Cohesion and visibility of the CCI-s through innovation	1. BASQUE DCC (Basque District of Culture and Creativity): Pilot implementation in 2020-2021.
	Multilevel governance and cross fertilization	2. Development of the RIS3 CCI strategic Pilot Group.
	Knowledge and conceptual development of the field of Culture and Creativity	3. Statistical operation of financing and public expenditure on Culture and Creativity in the Basque Country (CAE, Autonomous Community of Euskadi).
BC TOTAL N° OF ACTIONS		3
TOTAL N° ACTIONS OF CREADIS3 6 TERRITORIES OR HUBS		22

Table 5. Actions of the whole CREADIS3 district, classified for territory (Own source)

The media of actions proposed is of **3.67 actions per partner**, with a **maximum of 5 actions** (Wallonia and Western Greece), and a **minimum of 2 actions** (Emilia-Romagna).

In order to be able to give a cross-sectorial brief of Creadis3 as a whole creative district, various analysis has been performed. The results will help to give indications for working to enable more efficient CCI policies, and create and boost Cultural and Creative Districts.

The analysis consisted in adopting different variables and relate them to each action. The chosen variables allowed us to connect them to the **Good Practices in Progress Report** and the **Good Practices on Governance and Ecosystem Report**, as well as to correlate them to important factors such as the main objectives that a Creative District may want to work in, sector, budget, and link with the value chain in which the actions are associated. All the variables that have been considered are:

- **Type of action:** classification coherent with the main objectives which Creative Districts may want to achieve:

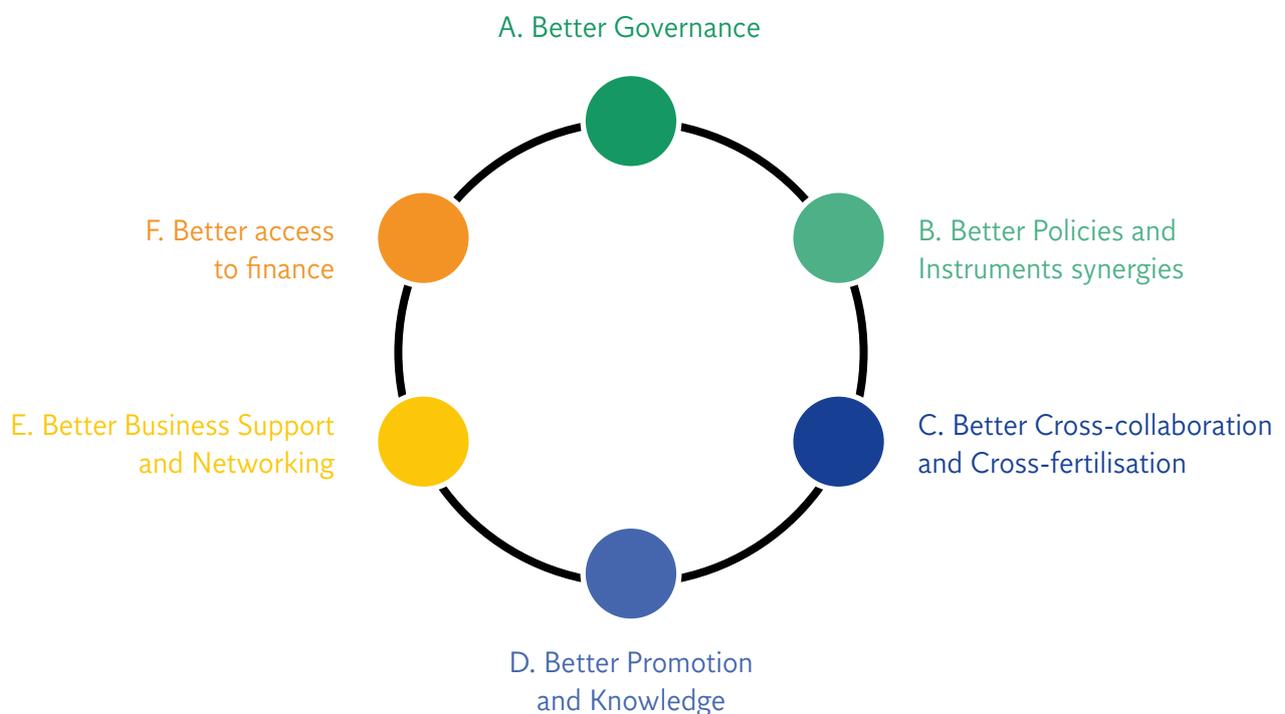


Figure 2. Classification of action’s type or pillar, related with the sub-objectives and main characteristics of Sustainable Smart Specialisation Creative Districts (Own source)

- **Department** to which the action is associated: Culture, Economic Development or Both.
- **Sector** in which it has an impact: Culture, Creative or Mix.
- Link to the **Value Chain** in which it affects: Competence development, Creation, Entrepreneurship, Innovation, Growth and Financing.
- **Size:** assigned budget or cost.
- **Related Good Practices:** of own and from other regions.
- **Related Current Strategies:** of own region.
- **Expected Impacts and Key Performance Indicators (KPIs):** expected impacts of the actions and number of KPIs, with the aim to measure the success of the Action Plans and the achievement of strategic objectives which are linked to action line(s).

All the actions have been represented in a **joint matrix** where **value crosses** are done **between the actions and variables**, helping to show then their **impacts, the relation with current good practices and strategies**, and **transferability potential** to other regions.

TYPE OF ACTION OR PILLAR

The 22 actions have been classified in 6 general types or pillars to facilitate the characterisation (see figure 1), even though, of course, they can share qualities from other pillars:

A. Better Governance: actions aiming, for example, to achieve a “better governance models aligning territorial public policy agendas to offer tailored support to CCIs” (sub-objective, table 1) or “promote administrative collaboration at different levels to facilitate synergies between the different authorities in charge of the CCIs” (characteristic, table 2).

B. Better Policies and Instruments synergies: actions aiming, for example, to “articulate better cultural and economic policies to achieve effective innovation policies for CCIs” (sub-objective, table 1), “increase synergies between culture and economic development policy instruments” (characteristic, table 2), “better policy measures to integrate CCIs in the local innovation ecosystems (characteristic, table 2) or “better policies to support internationalisation of local creative SMEs” (characteristic, table 2).

C. Better Cross-collaboration and Cross-Fertilisation: actions aiming, for example, to “improve collaboration within the local ecosystem of centers, laboratories, clusters, incubators, universities, science parks, etc.” (sub-objective, table 1), “increase cross-collaboration and cross-fertilisation initiatives between CCIs and other sectors of economy, education and research to drive innovation” (characteristic, table 2).

D. Better Promotion or Knowledge: actions aiming to promote and educate, to “improve growth between cultural and technological sectors” in general (characteristic, table 2).

E. Better Business Support and Networking: actions aiming as well to “improve growth between cultural and technological sectors” (characteristic, table 2) or “support the internationalization of SMEs through capacity building and new business models in the field of research and innovation” (sub-objective, table 1).

F. Better Access to Finance: actions aiming as well to “improve growth between cultural and technological sectors” (characteristic, table 2), e.g., through economic incentives such as aids and funds.

The media is again of **3.67 actions per type or pillar**, with a maximum of **6 actions (pillar B. Better Policies and Instrument Synergies)**, and a **minimum of 1 action (pillar F. Better Access to Finance)**.

DEPARTMENT/AREA AND SECTOR

The 22 actions can be defined by **department** in which they have **more competences**:

- Culture
- Economy
- Both

As well as, in which **sector** they have **more influence**:

- Culture
- Creative
- Mix

TYPE OF ACTION	CODE	ACTION	TERRITORY	DEPARTMENT OR AREA	SECTOR
A. BETTER GOVERNANCE	A.1.SR	Creating a new strategic document focusing on CCI Development	SR	Both	Mix
	A.2.WA	Organizing the collaboration among federated entities in Belgium	WA	Both	Creative
	A.3.BC	Development of the RIS3 CCI strategic Pilot Group	BC	Both	Mix
B. BETTER POLICIES AND INSTRUMENTS SYNERGIES	B.1.SR	The interim evaluation of ESIF 2014-2020 instruments for support in the fields of CCIs	SR	Both	Mix
	B.2.SR	Supporting the development of regional policies in the CCIs through specific education activities	SR	Culture	Mix
	B.3.WA	Strengthening the potential of Creative Hubs within the Walloon Smart Specialization Strategy	WA	Economy	Creative
	B.4.WG	Linking “Creadis3” with “CREATIVE HUBS” project Interreg Greece - Italy Interreg V-A Greece-Italy Programme 2014-2020	WG	Economy	Creative
	B.5.BC	BASQUE DCC (Basque District of Culture and Creativity): Pilot implementation in 2020-2021	BC	Both	Mix
	B.6.CF	Providing input and inspiration to regional wellbeing-related measures to use gastronomy as a tool for social wellbeing	CF	Economy	Creative

TYPE OF ACTION	CODE	ACTION	TERRITORY	DEPARTMENT OR AREA	SECTOR
C. BETTER CROSS-COLLABORATION AND CROSS-FERTILISATION	C.1.WA	Organizing an operational committee for Creative Hubs	WA	Economy	Creative
	C.2.WG	Establishment of Adriatic – Ionian Cultural & Creative Industry Innovation Quest (AI-CCI-IQ)	WG	Economy	Mix
	C.3.ER	Applied research and knowledge transfer in the field of CCI	ER	Economy	Mix
	C.4.CF	Supporting measures to promote regions’ gastronomic know-how in education, research and production	CF	Economy	Creative
	C.5.SR	The establishment of a new communication tool - “The Forum for CCIs”	SR	Both	Mix
D. BETTER PROMOTION AND KNOWLEDGE	D.1.WA	Evaluating Creative Hubs’ impact	WA	Economy	Creative
	D.2.WG	Elaboration of a Tool for the Assessment of the Effectiveness of Projects – Actions of the Region	WG	Economy	Mix
	D.3.WG	Creation of an Online Application – Calendar of Upcoming CCIs Sector Events	WG	Economy	Mix
	D.4.BC	Statistical operation of financing and public expenditure on Culture and Creativity in the Basque Country (CAE, Autonomous Community of Euskadi)	BC	Culture	Mix
	D.5.CF	Providing input and inspiration to regional strategies and measures to use gastronomy as an element of regional identity	CF	Economy	Mix

TYPE OF ACTION	CODE	ACTION	TERRITORY	DEPARTMENT OR AREA	SECTOR
E. BETTER BUSINESS SUPPORT AND NETWORKING	E.1.WA	Supporting Creative Hubs' communities and infrastructures specialized for CCI's	WA	Economy	Creative
	E.2.WG	Publication of a Call for Creative Businesses and Monitoring of its Implementation	WG	Economy	Mix
F. BETTER ACCESS TO FINANCE	F.1.ER	Matching the crowd: crowdsourcing and crowdfunding for CCI's	ER	Economy	Mix

Table 6. Actions of the whole CREADIS3 district classified by type, department and sector (Own source)

Most of the actions concern to **Economy Departments (64%, 14 actions)**, the second largest group of the actions concerns to **both departments (27%, 6 actions)** and only a minority to **Culture Departments alone (9%, 2 actions)**. Referring to sectors, most of the actions concern to **Mix (64%, 14 actions)**, and the rest, only to **Creative sector (36%, 8 actions)**, there are no actions concerning exclusively to the Cultural sector.

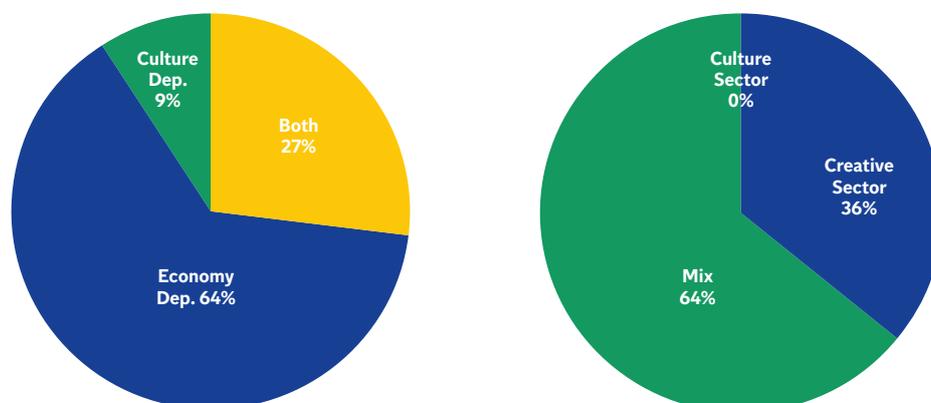


Figure 3. Departments and sectors where the actions have more competence (own Source)

VALUE CHAIN

The 22 actions can be linked to the **Value Chain** in which it affects and in which grade they impact in every factor of it, that could be: **Low or null, Medium, or High impact.**

- **Competence development:** the action can be linked with the value chain which helps to develop competences related to knowledge, skills, and attributes gain.
- **Creation:** regarding the creation of new jobs, enterprises or organisations related to the CCIs.
- **Entrepreneurship:** related to the impact that the action has in the process of discovering new ways of combining resources or in designing, launching and running a new business
- **Innovation:** the grade of innovation or when providing better solutions that the action has in general, and specially for the cultural and creative sectors.
- **Growth:** regarding the growth between cultural, creative and technological sectors.
- **Financing:** the action helps the access to finance and economic incentives needed to develop.

COST OR BUDGET

The expected cost for developing every action has been taken into account and presented the results in a visible way, regarding if it supposes a **low or null cost (< 40,000€)**, a **medium cost (between 40,000 and 500,000€)**, or **high cost (>500,000€)**.

TYPE OF ACTION	CODE	ACTION	VALUE CHAIN						COST €
			COMPETENCE DEVELOPMENT	CREATION	ENTREPRENEURSHIP	INNOVATION	GROWTH	FINANCING	
A. BETTER GOVERNANCE	A.1.SR	Creating a new strategic document focusing on CCI's Development	2	3	2	2	3	2	2
	A.2.WA	Organizing the collaboration among federated entities in Belgium	1	1	2	3	2	1	1
	A.3.BC	Development of the RIS3 CCI strategic Pilot Group	3	2	1	2	2	1	1
B. BETTER POLICIES AND INSTRUMENTS SYNERGIES	B.1.SR	The interim evaluation of ESIF 2014-2020 instruments for support in the fields of CCI's	3	1	1	2	2	2	1
	B.2.SR	Supporting the development of regional policies in the CCI's through specific education activities	3	2	1	2	2	1	1
	B.3.WA	Strengthening the potential of Creative Hubs within the Walloon Smart Specialization Strategy	2	1	3	3	2	1	1
	B.4.WG	Linking "Creadis3" with "CREATIVE HUBS" project Interreg Greece - Italy Interreg V-A Greece-Italy Programme 2014-2020	2	3	2	2	2	2	3
	B.5.BC	BASQUE DCC (Basque District of Culture and Creativity): Pilot implementation in 2020-2021	3	1	3	3	3	2	3
	B.6.CF	Providing input and inspiration to regional wellbeing-related measures to use gastronomy as a tool for social wellbeing	3	1	1	2	2	1	1

TYPE OF ACTION	CODE	ACTION	VALUE CHAIN						COST €
			COMPETENCE DEVELOPMENT	CREATION	ENTREPRENEURSHIP	INNOVATION	GROWTH	FINANCING	
C. BETTER CROSS-COLLABORATION AND CROSS-FERTILISATION	C.1.WA	Organizing an operational committee for Creative Hubs	3	1	2	2	2	1	2
	C.2.WG	Establishment of Adriatic – Ionian Cultural & Creative Industry Innovation Quest (AI-CCI-IQ)	2	2	2	3	3	3	2
	C.3.ER	Applied research and knowledge transfer in the field of CCI	3	3	1	3	2	1	3
	C.4.CF	Supporting measures to promote regions' gastronomic know-how in education, research and production	3	2	2	3	2	1	1
	C.5.SR	The establishment of a new communication tool - "The Forum for CCIs"	2	2	2	2	2	2	1
D. BETTER PROMOTION AND KNOWLEDGE	D.1.WA	Evaluating Creative Hubs' impact	2	1	2	3	2	1	1
	D.2.WG	Elaboration of a Tool for the Assessment of the Effectiveness of Projects – Actions of the Region	3	1	2	2	2	2	1
	D.3.WG	Creation of an Online Application – Calendar of Upcoming CCIs Sector Events	2	1	1	3	2	1	1
	D.4.BC	Statistical operation of financing and public expenditure on Culture and Creativity in the Basque Country (CAE, Autonomous Community of Euskadi)	2	1	1	2	2	3	1
	D.5.CF	Providing input and inspiration to regional strategies and measures to use gastronomy as an element of regional identity	3	2	2	1	2	1	2

TYPE OF ACTION	CODE	ACTION	VALUE CHAIN						COST €
			COMPETENCE DEVELOPMENT	CREATION	ENTREPRENEURSHIP	INNOVATION	GROWTH	FINANCING	
E. BETTER BUSINESS SUPPORT AND NET-WORKING	E.1.WA	Supporting Creative Hubs's communities and infrastructures specialized for CCl's	2	3	2	3	2	1	3
	E.2.WG	Publication of a Call for Creative Businesses and Monitoring of its Implementation	2	3	3	2	3	2	3
F. BETTER ACCESS TO FINANCE	F.1.ER	Matching the crowd: crowdsourcing and crowdfunding for CCl's	1	1	2	2	3	3	2

Table 7. Impact of the Actions of CREADIS3 in the value chain and cost (Own source)

In a general way, concerning the link and impact to the **Value Chain**, the actions proposed have more impact regarding **Competence Development (20%)**, **Innovation (20%)** and **Growth (18%)**. Nonetheless, they also impact in the other three other value chain section although in a less degree: **Entrepreneurship (15%)** and **Creation (14%)**, being **Financing (13%)** the least impacted.

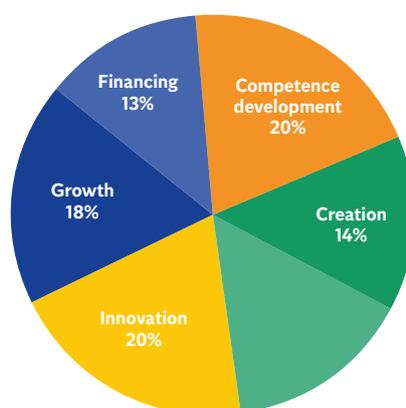
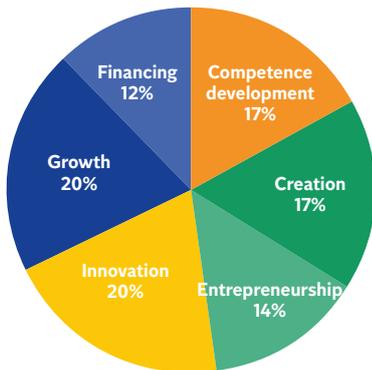


Figure 4. Impact of the actions regarding the value chain (own Source)

In a more specific way, taking into account the type of actions or main pillars:

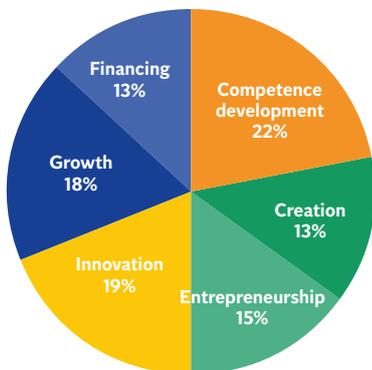
A. BETTER GOVERNANCE



The actions related to achieve a **A. Better Governance** have more impact in the following **Value Chain** sectors, from highest to lowest:

- Innovation and Growth
- Competence Development and Creation
- Entrepreneurship
- Financing

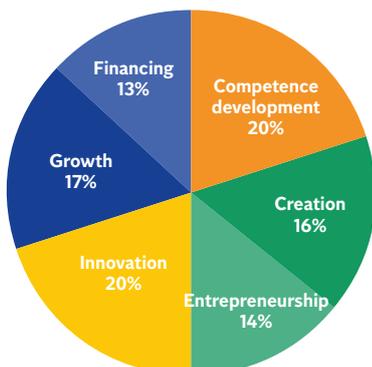
B. BETTER POLICIES AND INSTRUMENTS SYNERGIES



In the case of **B. Better Policies and Instruments Synergies**, also from highest to lowest:

- Competence Development
- Innovation
- Growth
- Entrepreneurship
- Creation and Financing

C. BETTER CROSS-COLLABORATION AND CROSS-FERTILISATION



Regarding **C. Better Cross-Collaboration and Cross-Fertilisation**, highest to lowest:

- Competence Development and Innovation
- Growth
- Creation
- Entrepreneurship
- Financing

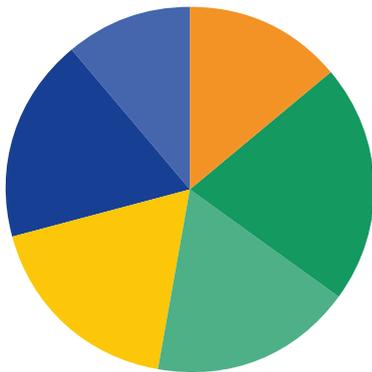
D. BETTER PROMOTION AND KNOWLEDGE



In the pillar of **D. Better Promotion and Knowledge**, highest to lowest:

- Competence Development
- Innovation
- Growth
- Financing
- Entrepreneurship
- Creation

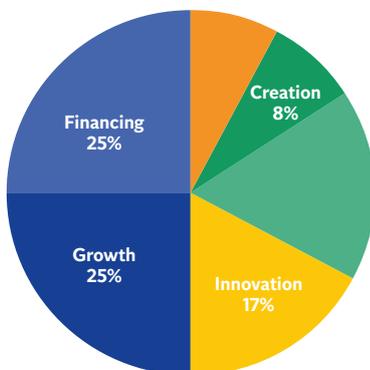
E. BETTER BUSINESS SUPPORT AND NETWORKING



Regarding **E. Better Business Support and Networking**, highest to lowest:

- Creation
- Innovation, Growth and Entrepreneurship
- Competence Development
- Financing

F. BETTER ACCESS TO FINANCE



In the case, of **F. Better Access to Finance**, highest to lowest:

- Financing and Growth
- Innovation and Entrepreneurship
- Competence Development and Creation

Figure 5. Impact of the actions in the value chain classified by type of action or pillar (own Source)

On the other hand, regarding the **cost**, the majority of actions (**12 actions**) involve a **low cost (54%)** and then, the rest is equally reparted: **5 actions (23%) with a medium cost (40,000-500,000€)** and also **5 actions (23%) with a high cost (>500,000€)**.

In a specific way, the **average cost** of implementing the actions regarding to each of the pillars is, highest to lowest:

1. E. Better Business Support and Networking with a **high average cost (>500,000€)**, average of 7,400,000€).
2. B. Better Policies and Instruments Synergies with a **medium average cost (40-500,000€)**, average of 405,833€).
3. C. Better Cross-Collaboration and Cross-Fertilisation with a **medium average cost (40-500,000€)**, average of 178,000€).
4. F. Better Access to Finance with a **medium average cost (40-500,000€)**, average of 200,000€).
5. D. Better Promotion and Knowledge with a **medium average cost (<40,000€)**, average of 76,000€).
6. A. Better Governance with a **low average cost (<40,000€)**, average of 20,667 €).

Average cost € of implementing the actions for pillar

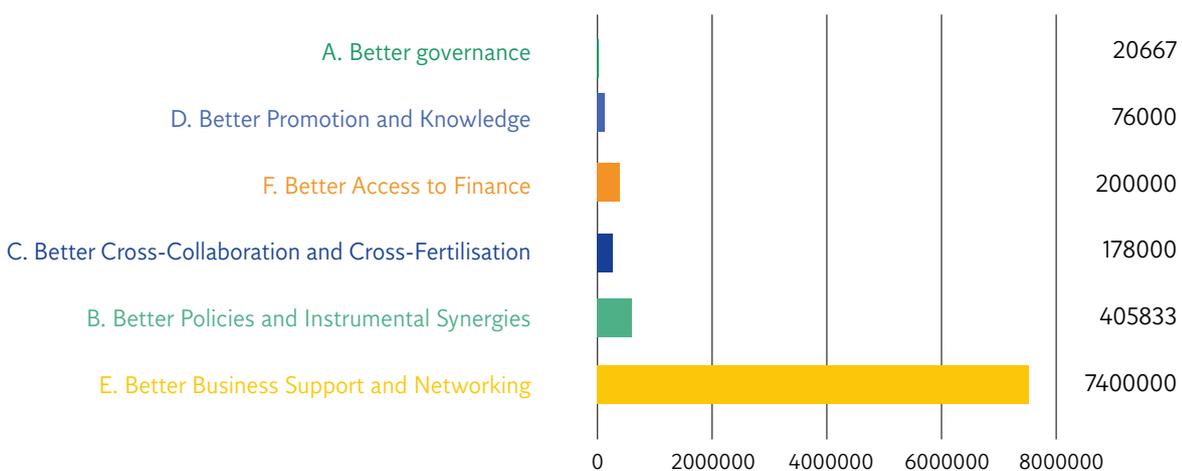


Figure 6. Average Cost of the actions by type of action or pillar (Own Source)

RELATED GOOD PRACTICES

The actions have been influenced by the Good Practices from their own and other territories (the GPs approved and belonging to [Interreg Europe's Policy Learning Platform](#) database).

During the analysis, the 22 actions has been contrasted with them. Therefore, it is possible to observe the **GPs with more impact and transferability** when it comes to **take action** to improve the creative and cultural ecosystem and district.

Description of the GPs can be found in the mentioned CREADIS3 [Good Practices in Progress Report](#):

TERRITORY	CODE	GOOD PRACTICE
SR	SR1	Creative Industry Kosice
	SR2	National Business Centre & Creative Point
	SR3	MeadiaLab
ER	ER1	INCREDIBOL!
	ER2	Emilia Romagna STARTUP*
	ER3	Development support to infrastructures for the territory competitiveness
CF	CF1	Arts & Wellbeing Residencies
	CF2	Kasvu Open (Growth Open)
	CF3	% Culture Concept In Kangas Area
WA	WA1	Wallonia European Creative District
	WA2	St'art Invest
	WA3	Creative Valley
WG	WG1	Patras Inovation Quest - Patras IQ
	WG2	Archaeological Museum Of Patras
	WG3	Olympia International Film Festival
	WG4	The Carnival Lab Of Patras

BC	BC1	BEAZ (Bizkaia Creative Strategy)
	BC2	ZAWP Bilbao (Zorrotzauree Art Work in Progress)
	BC3	FCSM (Foundation of Sta Maria Cathedral)/"Open for Works"

Table 8. Good Practices Legend (Creadis3 [Good Practices in Progress Report](#))

As observed in figure 7, the **GPs** which have more **influenced** the **choice and content of the actions** are coming from Wallonia, Basque Country and Emilia-Romagna region, from highest to lowest are:

1. **WA1-Wallonia European Creative District (25%)**
2. **BC1-Bizkaia Creative Strategy (19%)**
3. **WA3- Creative Valley (13%) and ER1- INCREDIBOL! (13%).**

Other actions which have been taken into account as a **source of inspiration and information** are also **BC2-Zorrotzaurre Art Work in Progress Bilbao (6%)** from the Basque Country, **SR1- Creative Industry Kosice and SR2-National Business Centre & Creative Point (6%)** from Slovak Republik, **ER2- Emilia Romagna STARTUP** (Note: this practice has remained at the regional level of Emilia-Romagna, as it is considered of interest. It hasn't been sent to the Learning Platform) (6%), **ER3- Development support to infraestructures for the territory competitiveness (6%)**, **WA2-St'Art Invest from Wallonia (6%)**, and **WG1-Patras Inovation Quest from Western Greece region (6%)**.

CREADIS3 Good Practices with more impact and transferability

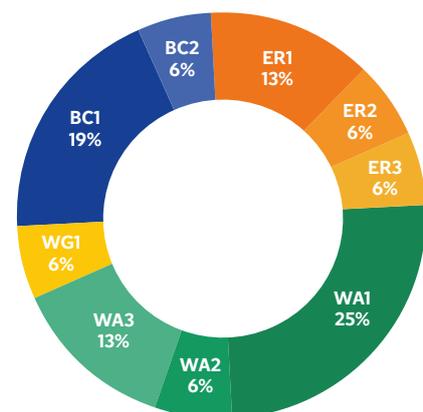


Figure 7. Good Practices with more impact and transferability in the Action Plans (Own Source)

In the following figure 8, it can be observed visually the map relationship or link between the different actions of each individual/territorial action plan **with the GPs that have inspired them** and helped to constitute the basis for the development of the action.

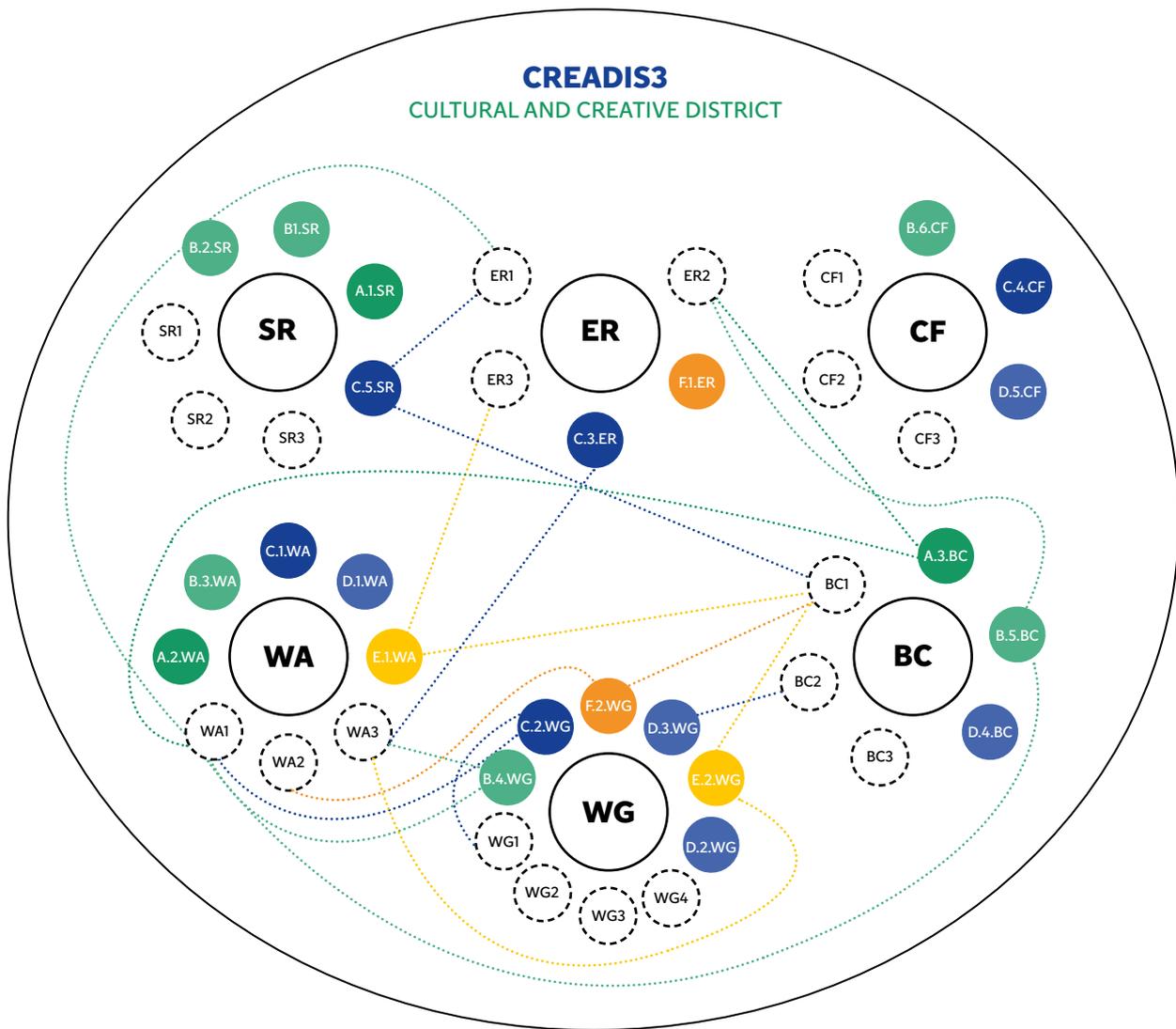


Figure 8. Systematic map showing the correlation between actions and the Good Practices to which are aligned and influenced by (Own source)

In the case of **Slovak Republic**, it can be seen that the action **B.2.SR - Supporting the development of regional policies in the CCIs through specific education activities** has been inspired by the Walloon model, with their **GPs WA1-Wallonia European Creative District**. Wallonia demonstrated the potential

of CCIs and the benefits that the rest of the economy could have by collaborating with the cultural and creative sectors. Hence, several of their activities has been taken as an example by SR. **Emilia Romagna** also served as inspiration concerning on the same issue, within its good practice **ER1-INCREDBOL!-Bologna’s Creative Innovation**. On the other hand, the action C.5.SR-The establishment of a new communication tool – “The Forum for CCIs” has been influenced by also **ER1-INCREDBOL!-Bologna’s Creative Innovation**, which arranged a CCIs cluster, and **BC1-Bizkaia Creative Strategy**.

In Emilia Romagna region, the **C.3.ER - Applied research and knowledge transfer in the field of CCI** has been mainly inspired by the CLICK’ Living Lab within the **GP WA2-Creative Valley** of Wallonia, specially in terms of connecting creative people, researchers and companies.

In Central Finland, although the proposed actions of their AP have not been influenced by the approved GPs which belong to Interreg Europe’s Policy Learning Platform, it is interesting to mention that they have been inspired by experiences and findings of the study visits to **Basque Country**, specially to the Basque Culinary Centre, and **Emilia Romagna** region, with also a high profile in food and gastronomy issues.



Photography 1. Basque Culinary Centre (Wikimedia Commons)

For Wallonia, GPs **BC1-Bizkaia Creative Strategy** and **ER3-Development support to infrastructures for the territory competitiveness** have influenced their action **E.1.WA-Supporting Creative Hubs' communities and infrastructures specialized for CCI's**. Moreover, it is important to contemplate that the inspiration does not come only from the GPs, but also by the exchanges and the works conducted over the **mappings and territorial diagnosis of CREADIS3**, as well as the **study visits**. In the case of Wallonia, in places visited during the study visits such as the ART-ER Agency and CCI's cluster CREATE in Emilia Romagna region, and Tabakalera Centre in San Sebastian (Basque Country), where the agglomeration of so much creativity in a same place has and will certainly inspire the development of the Walloon Creative Hubs.

In Western Greece region, all the actions have been mainly inspired by the GPs from Wallonia (**WA1-Wallonia European Creative District, WA2-St'Art Invest from Wallonia, WA3- Creative Valley**) and Basque Country (**BC1-Bizkaia Creative Strategy**), as well as aligning their **C.2.WG-Establishment of Adriatic-Ionian Cultural & Creative Industry Innovation Quest** with their own good practice **WG1-Patras Inovation Quest from Western Greece region**. On the other hand, note that apart from the GPs, the **D.4.WG Creation of an online application or calendar of upcoming CCI's sector events** was born with the experience gained during the **study visit** in the Basque Country, where they presented their application **Kulturklik**.

In the case of **Basque Country**, it can be seen that the action **B.5.BC- Basque District Culture and Creativity** has been inspired by the Walloon model with the **GPs WA1-Wallonia European Creative District**, specially on how to improve creative skills and education, improve business support, improve access to finance and facilitating clusters and networking activities. Besides, it has taken into consideration the **GPs ER1-INCREDBOL!-Bologna's Creative Innovation**, the way ER promotes a more efficient dialogue and more integration among research labs, innovation centers and SMEs in the CCI's field and how coordinates CCI's companies with knowledge institutions in order to better stimulate innovation.

RELATED CURRENT STRATEGIES

This analysis has been performed to know if there is **alination and coherence between the CCIs linked policy strategies** and the proposed actions. As a result, it is possible to observe if the planned actions help to take a step into the strategies and policies of the territories.

The list of current strategies analysed come from the mentioned CREADIS3 [Good Practices on Governance and Ecosystem Report](#):

TERRITORY	CURRENT RELATED STRATEGIES
SR	1. Research and Innovation Strategy for Smart Specialisation of the SR
	2. Creative Industry Development Strategy
	3. Action Plan for the Implementation of the Creative Industry Development Strategy in the SR
ER	1. Suport for innovative start-ups
	2. Support for the development of infrastructures for the territory competitiveness
	3. Innovation and diversification for SMEs
	4. IncrediBOL! Project
	5. Mak-ER
	6. Fashion Valley Project
	7. Emilia-Romagna High Technology Network and Technopoles
	8. ERVET-Territorial Development Agency
	9. ASTER-Consortium for innovation and technology transfer of ER
CF	1. Regional Strategy 2040

WA	1. Tax shelter for the audiovisual and performing arts' sector
	2. Wallimage Entreprise SA (Audiovisual investment policy)
	3. St'Art Invest (CCIs investment policy)
	4. Creative Hubs (Creative Wallonia and ERDF 2014-2020)
	5. CoWallonia (Creative Wallonia)
	6. Boost-Up CCIs (Creative Wallonia)
	7. Living Labs (Creative Wallonia)
	8. Business Clusters
	9. Digital Wallonia Program
WG	1. Smart specialisation
	2. Enhancing creativity
	3. Enhancing cultural heritage
	4. Creative incubators
BC	1. Delimitation of the perimeter of CCIS and systematic generation of data. R&D
	2. CCIs sector transversal policy: KSI BERRITZAILE program 2017-2019 (CCIs Innovation Program)
	3. RIS3 CCIs piloting group

Table 9. Current strategies in Creadis3 Territories (Creadis3 Good Practices in Governance and Ecosystem Report)

In the case of **Slovak Republic**, the three actions of the action plan are coherent with the current regional strategies:

- **Strategy 1. Research and Innovation Strategy for Smart Specialization of SR** is partially extended in the action **B.1.SR** - The interim evaluation of ESIF 2014-2020 instruments, representing a **medium regional coherence**.
- **Strategy 2. Creative Industry Development Strategy**, being more transversal, it is clearly implemented through actions **A.1.SR** - Creating a new strategic document focusing on CCIs Development and **B.1.SR** - The interim evaluation of ESIF 2014-2020 instruments for support in the fields of CCIs (**high regional coherence**). On the other hand, it presents some coherence with actions **B.2.SR** - Supporting the development of regional policies in the CCIs through specific education activities and **C.5.SR** - The establishment of a new communication tool - "The Forum for CCIs".
- **Strategy 3. Action Plan for the Implementation of the Creative Industry Development Strategy in the SR**, it is obviously coherent with the creation of the strategic document of CCIs development (**A.1.SR**) and the interim evaluation of ESIF in CCIs' fields (**B.1.SR**).

In **Emilia Romagna** region, the action **C.3.ER** - Applied research and knowledge transfer in the field of CCI presents a **high regional coherence** with the following current strategies:

- **Strategy 1. Support for innovative Start-ups.**
- **Strategy 2. Support for the development of infrastructures for the territory competitiveness**, and
- **Strategy 7. Emilia-Romagna High Technology Network and Technopoles.**

Both 3 strategies are aligned and can help in the development of the action regarding the promotion of new research labs generated by universities and research centers or organizations. On the other hand, action **F.1.ER** - Matching the crowd: crowdsourcing and crowdfunding for CCIs, represents a **low coherence** with the actual strategies. The reason is that it represents a quite "new" action/strategy for Emilia-Romagna Region, since it consists in supporting the definition and set up of innovative match-funding schemes in order to foster the feasibility and sustainability of CCIs projects thanks to the engagement generated by crowdsourcing and crowd-funding.

In the case of **Central Finland**, all the actions raised in the action plan presents a **high regional coherence** with their **Strategy 1. Regional Strategy 2040**. The Action Plan main frame is bioeconomy which is one of the five pillars of regional development strategy until 2040. The Regional Strategy 2040 is to be improved to recognize and implement measures and activities cross-fertilizing creative industries and creative skills with main priority players of the strategy, therefore the actions plan on performing that.

In **Wallonia**, except Strategy 5.CoWallonia and 6.Boost-Up CCI, all the presented strategies are linked with the actions. The most outstanding is the **Strategy 3. Creative Hubs**, as it is the policy instrument. Therefore it has a **high regional coherence** with **all the actions** of Wallonia's AP. The rest of the strategies ensure a medium coherence with the following actions:

- **Strategy 1. Tax shelter for the audiovisual and performing arts' sector, Strategy 2. Wallimage Entreprise SA and Strategy 3. St'Art Invest**, all present a **medium regional coherence** with actions **A.2.WA** - Organizing the collaboration among federated entities in Belgium and **B.3.WA** - Strengthening the potential of Creative Hubs within the Walloon Smart Specialization Strategy.
- **Strategy 7. Living Labs** it is implemented somewhat in also **all the actions**.
- Finally, **Strategy 8. Business Clusters** and **Strategy 9. Digital Wallonia Program** are developed through **B.3.WA, C.1.WA** and **E.1.WA**.

In **Western Greece** region, the five planned actions presents a **high regional coherence** with at least one of the current strategies:

- **Strategy 1. Smart Specialisation and Strategy 4. Creative Incubators** it is developed through **C.2.WG** with the establishment of a CCI quest. Note that, regarding **Strategy 1**, in practice Smart Specialization is horizontally linked with all proposed actions since it is a cross-cutting policy linked with the **Regional Operational Programme of Western Greece**.
- **Strategy 2. Enhancing creativity** and **Strategy 3. Enhancing cultural heritage** are linked with **E.2.WG**, with the publication of a call for creative businesses and monitoring its implementation.

In the case of **Basque Country**, both three actions raised in the action plan presents a **high regional coherence** with the current strategies:

- **Strategy 1. Delimitation of the perimeter of CCIS and systematic generation of data**, it is clearly implemented through **D.5.BC**. Statistical operation of financing and public expenditure on Culture and Creativity in the Basque Country (CAE, Autonomous Community of Euskadi).
- **Strategy 2. CCIs sector transversal policy: KSI BERRITZAILE program 2017-2019 (CCIs Innovation Program)** is extended in action **B.5.BC BASQUE DCC**, being much more transversal and extended, and finally,
- **Strategy 3. RIS3 CCIs piloting group** it is developed through action **A.3.BC** Development of the RIS3 CCI strategic Pilot Group.

EXPECTED IMPACTS AND KEY PERFORMANCE INDICATORS (KPIs)

The 22 actions have various **expected impacts and KPIs**, with the aim to measure the **success of the Action Plans** and the **achievement of strategic objectives** which are linked to action line(s).

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
SR SLOVAK REPUBLIC	1. The interim evaluation of ESIF 2014-2020 instruments for support in the fields of CCIs	B.1.SR	More effective implementation of the ESIF programs focused on development of the CCIs in the next programming period	1	Analysis providing a final evaluation of problematic areas in the implementation of ESIF programs and recommendations for future
	2. The establishment of a new communication tool - “The Forum for CCIs”	D.1.SR	1. Creation of an effective communication channel between the public and private sectors in CCIs 2. Improvement of relations between the public and private sectors 3. Possible source of new analyzes created by setting up cooperation between the Ministry of Culture and the scientific research institutions (eg. Universities, research organizations)	1	Creation of the platform
				2	Establishment of collaboration between the public and private sectors in CCIs field
PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	

SR SLOVAK REPUBLIC	3. Supporting the development of regional policies in the CCIs through specific education activities	B.2.SR	1. Provide better conditions for the creation of missing specific regional / local strategic documents for CCIs based on developing human potential and positive contribution to sustainable regional development. 2. Achieving the goal of IROP PO3 “Mobilizing creative potential in the regions” as it will enable the regions to focus on providing complex conditions for the regional/ local CCIs development.	1 PDF version of unified methodology for creation of strategic documents focused on development of CCIs as a supporting tool for development of CCIs at regional / local level
				2 At least 3 regional workshops organized
	4. Creating a new strategic document focusing on CCIs Development	A1.SR	Development of CCIs in Slovakia	1 New strategic document focusing on CCIs Development
TOTAL SR	4 actions		6 expected impacts	KPIs

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
ER EMILIA ROMAGNA	1. Applied research and knowledge transfer in the field of CCI	C.3.ER	Young researchers involved, prototypes, demonstrators, pilots	1	Nº of researchers
				2	Nº of firms involved
				3	Nº of start-ups generated
	2. Matching the crowd: crowdsourcing and crowdfunding for CCIs	F.1.ER	1. Growing the path of the local CCIs 2. Fostering of the feasibility and sustainability of projects thanks to the engagement generated by crowdsourcing and crowdfunding. 3. Achieving transparency of the processes in the Public Administration is promoted and innovative accountability methods are experimented.	1	Nº of firms involved
				2	Nº of crowdfunding campaigns launched
				3	Nº of crowdfunding campaigns launched
TOTAL ER	2 actions		4 expected impacts	6 KPIs	

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
<p>CR CENTRAL FINLAND</p>	<p>1. Supporting measures to promote regions' gastronomic know-how in education, research and production</p>	<p>C.4.CF</p>	<p>1. Increase in number of student applications for food-related education</p> <p>2. Renewal of educational environment</p> <p>3. Improvement of collaboration between various players of the food value chain</p>	<p>1</p>	<p>No of student applications for food-related education</p>
			<p>4. Improvement of social cohesion</p> <p>5. Visualization of regional identity</p> <p>6. Mutual awareness of various organisations' activities in food sector</p> <p>7. Better recognition of development needs within food sector</p>	<p>2</p>	<p>Music Campus Building, offering the platform for Wellbeing Living Lab and a showroom for regional identity</p>
			<p>8. Improved readiness for national and international cooperation</p>	<p>3</p>	<p>No of collaborative networks in food value chain</p>
	<p>2. Providing input and inspiration to regional wellbeing-related measures to use gastronomy as a tool for social wellbeing</p>	<p>D.6.CF</p>	<p>1. Improvement of wellbeing of citizens of Central Finland</p>	<p>-</p>	<p><i>Indicators set by the regional health and wellbeing programme for 2021-2024</i></p>

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
CF CENTRAL FINLAND	3. Providing input and inspiration to regional strategies and measures to use gastronomy as an element of regional identity	B.6.CF	1. Gastronomy perspective will be taken into account in regional strategy an in other regional strategies as well as regional events	1	No of regional strategies with gastronomy perspective
				2	No of regional events including gastronomy perspective
TOTAL CF	3 actions		10 expected impacts	6 KPIs	
WA WALLONIA	1. Evaluating Creative Hubs' impact	D.2.WA	1. Obtaining a better view on how the Creative Hubs create and organize their local ecosystem 2. Obtaining a better view on how the Creative Hubs have an impact on innovation 3. Increasing the Creative Hubs visibility, storytelling and branding	1	One survey
				2	A set of new indicators for measuring the impact of Creative Hubs
	2. Organizing an operational committee for Creative Hubs	C.1.WA	1. Increased popularity of Creative Hubs as efficient open and cross-innovation tools for CCI or other sectors. 2. Increased professionalization of the Creative Hubs	1	3-4 operational committee per year
3. Strengthening the potential of Creative Hubs within the Walloon Smart Specialization Strategy	B.3.WA	1. Meshing of creative, research and innovation ecosystems in order to push the Walloon Smart Specialization further	1	An analysis on how Creative Hubs and Open Innovation tools can usefully be part of the next Walloon S3	

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
WA WALLONIA	4. Organizing the collaboration among federated entities in Belgium	A.2.WA	1. Increased popularity of Creative Hubs as efficient open and cross-innovation tools for CCI or other sectors. 2. Better coordination between federated entities in Belgium as regards economic and cultural policies.	1	Nº of cultural operators accompanied by the Creative Hubs
				2	1 or 2 Creative Hubs participation to Belgian and European networks or projects
				3	One common paper on open and cross-innovation tools written in collaboration with Flanders and/or Wallonia-Brussels Federation
	5. Supporting Creative Hubs' communities and infrastructures specialized for CCIs	E.1.WA	1. Increased attendance of the Creative Hubs of Mons and Namur 2. Increased crossovers within the Creative Hubs 3. Better identification of the Creative Hubs of Mons and Namur as hotspots for digital, cultural and creative industries	1	2 creative Hubs infrastructures created
TOTALWA	5 actions		12 expected impacts		8 KPIs

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
WG WESTERN GREECE	1. Publication of a Call for Creative Businesses and Monitoring of its Implementation	E.2.WG	1. Improved competitiveness, visibility, and extroversion of CCI sector enterprises in WG	1	Nº of businesses funded
				2	Nº of businesses that completed the business plan
	2. Creation of an Online Application – Calendar of Upcoming CCIs Sector Events	D.4.WG	1. Enhanced audience engagement in local and regional cultural & creative events	1	Nº of events registered in the app
				2	Nº of unique visitors for the web app
				3	Nº of downloads from the mobile app
	3. Linking “Creadis3” with “CREATIVE HUBS” project Interreg Greece - Italy Interreg V-A Greece- Italy Programme 2014-2020	B.4.WG	1. Networking and increase of innovation of involved actors	1	Creation of 3 hubs
				2	Nº of hub members
	4. Elaboration of a Tool for the Assessment of the Effectiveness of Projects – Actions of the Region	D.3.WG	1. Effective evaluation of regional projects, actions, and initiatives 2. Identification of weaknesses 3. Proposals for improvement of project/action performance	1	Nº of projects evaluated
				2	Nº of KPIs created
				3	Nº of final users
				4	% of positive impact

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
WG WESTERN GREECE	5. Establishment of Adriatic – Ionian Cultural & Creative Industry Innovation Quest (AI-CCI-IQ)	C.2.WG	1. Enhanced inter-regional cooperation 2. Identification of key challenges for CCIs 3. Development of strategic investments 4. Improved innovation transfer mechanism to CCIs 5. Embrace of state of the art ICTs	1	Nº of partners
				2	Nº of inter-regional meetings
				3	Nº of development business plans
				4	Nº of stakeholders involved
TOTALWG	5 actions		11 expected impacts	15 KPIs	
BC BASQUE COUNTRY	1. BASQUE DCC (Basque District of Culture and Creativity): Pilot implementation in 2020-2021.	B.5.BC	1. Complete deployment of the Basque DCC service portfolio as a basic element of articulation and coordination of the CCI sector. 2. Information and orientation: Improvement in the orientation to existing support and service programs on CCI.	1	% of completion of the integrated catalog (100% by 2021)
				2.1	Nº of domestic visits to the platform (from Basque Country)
				2.2	Nº of international visits to the platform (out of the Basque Country)
				2.3	Nº of leads (contacts)

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
<p>BC</p> <p>BASQUE COUNTRY</p>			<p>3. Business management tools: Incorporation of new support tools in the business management of CCI companies.</p> <p>4. Visibility and articulation of the CCI sector: CCIs joint events organization, development of matchmaking days between CCI companies.</p>	3.1	<p>Nº of services offered by the platform (assistance programs, formative courses..)</p>
				3.2	<p>Nº of beneficiaries (individuals or enterprises) of the services</p>
				4.1	<p>Nº of initiatives/ activities organized per year by the platform</p>
				4.2	<p>Nº of participants to the initiatives/ activities</p>
	<p>2. Development of the RIS3 CCI strategic Pilot Group.</p>	<p>A.3.BC</p>	<p>1. Continue supporting the strategic lines of RIS3 CCI in euskadi: evaluation of strategies in progress, new lines of work, prioritization of CCI assets.</p> <p>2. Creation, commissioning and evaluation of three new working groups within the general piloting group: Basque DCC; R + D + i in the CCI; Cross fertilization.</p>	1	<p>Nº of annual meetings of the CCIs piloting group</p>
				2.1	<p>Nº of annual meetings of the 3 working groups.</p>
				2.2	<p>Nº of anual projects worked within the working group/s</p>

PARTNER	ACTION	CODE	EXPECTED IMPACT/S	KPIs	
BC BASQUE COUNTRY	3. Statistical operation of financing and public expenditure on Culture and Creativity in the Basque Country (CAE, Autonomous Community of Euskadi).	D.5.BC	1. Extension of the scope for collection of the statistical operation of public expenditure on culture to the Departments of Economy, and include the creative industries sector. The comparison will be made in relation to the last published operation.	1.1	Nº of collection points of the current operation
				1.2	Nº of collection points added in the current operation, in relation to the last published operation
				1.3	Growth percentage of collection points, in relation to the last published operation
TOTAL BC	3 actions		7 expected impacts	14 KPIs	
CREADIS3 TOTAL	22 actions		50 expected impacts	55 KPIs	

Table 10. Expected impacts and KPIs of CREADIS3 actions (Action Plans of the 6 CREADIS3 territories or partners)

As a whole, CREADIS3 has **22 actions** with **50 expected impacts** and **55 KPIs associated**. There is an **average of 3 KPIs per action** and **1 expected impact per KPIs**, with a **minimum of 1 KPI** defined in every action.

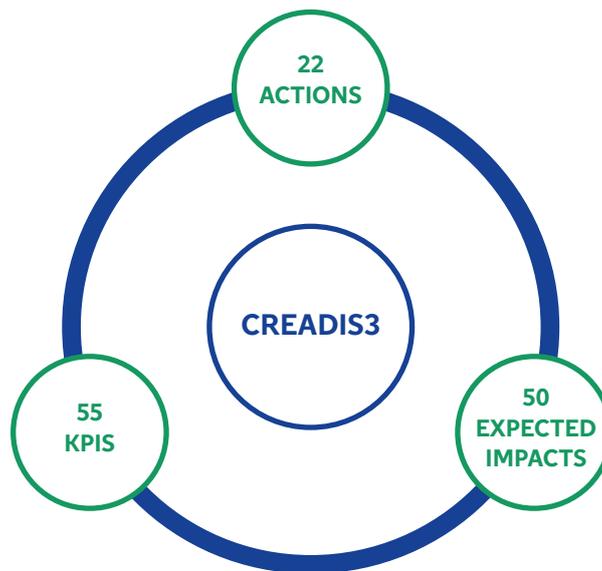


Figure 9. CREADIS3 actions, expected impacts and KPIs (Own source)

Territorially, the results are as follow:

- In the case of **Slovak Republic**, there are 4 actions, 6 expected impacts and 6 KPIs. The **average is 1.5 KPIs per action** and **1 expected impact per KPIs**, with a **minimum of 1 KPI** per action.
- In **Emilia Romagna**, there are 2 actions, 4 expected impacts and 6 KPIs. The **average is 3 KPIs per action** and **1.5 expected impact per KPIs**, with a **minimum of 3 KPIs** per action.
- In the case of **Central Finland**, there are 3 actions, 10 expected impacts and 6 KPIs. The **average is 2 KPIs per action** and **0.6 expected impact per KPIs**, with a **minimum of 1 KPI** per action.
- In **Wallonia**, there are 5 actions, 12 expected impacts and 8 KPIs. The **average is 1.6 KPIs per action** and **0.7 expected impact per KPIs**, with a **minimum of 1 KPI** per action.
- In **Western Greece**, there are 5 actions, 11 expected impacts and 15 KPIs. The **average is 3 KPIs per action** and **1.4 expected impact per KPIs**, with a **minimum of 2 KPIs** per action.
- In the case of **Basque Country**, there are 3 actions, 7 expected impacts and 14 KPIs. The **average is 4.7 KPIs per action** and **3 expected impacts per KPIs**, with a **minimum of 3 KPI** per action

5. Conclusions and lessons learnt

About the territorial action plans of CREADIS3

The **general methodology**, exposed in section 2, for the development of territorial Action Plans (APs) has proved to be consistent. The sequence of models for mapping territorial and diagnostics provides sufficient elements for the development of appropriate APs for each territory.

Furthermore, it is important to mention that apart from the Good Practices, the **study visits** have been an effective complement for the **exchange of experiences** and strengthen the confidence of the Action Plan measures. However, they have their logical limitations in time and depth of exchanges.

Finally, in CREADIS3 project, the partners or territories have created and used **management practices** such as mappings and territorial diagnosis and **other tools** to better **coordinate territorial initiatives** and focus them from a higher point. All them can be consulted on the **CREADIS3 Toolkit**, created taken into the account the tools and instruments used over the project.

About the Joint Report "Lessons Learnt in Creadis 3. From Territorial Action Plans to Smart Specialization Strategies In Cultural and Creative Districts"

In a general vision, CREADIS3 gathers **22 actions** to boost CCIs, grouped or classified in 6 pillars or action's type:

- A. Better Governance
- B. Better Policies and Instruments Synergies
- C. Better Cross-Collaboration and Cross-Fertilisation
- D. Better Promotion and Knowledge
- E. Better Business Support and Networking
- F. Better Access to Finance

Most actions belong to pillar **B. Better Policies and Instruments Synergies** and **D. Better Promotion and Knowledge**. These actions are mostly directed from/to **Economic Development departments** (63.64%) and to the **Mix sector** (Cultural + Creative, 63.64%). There are **no actions** concerning **exclusively to the Cultural sector**.

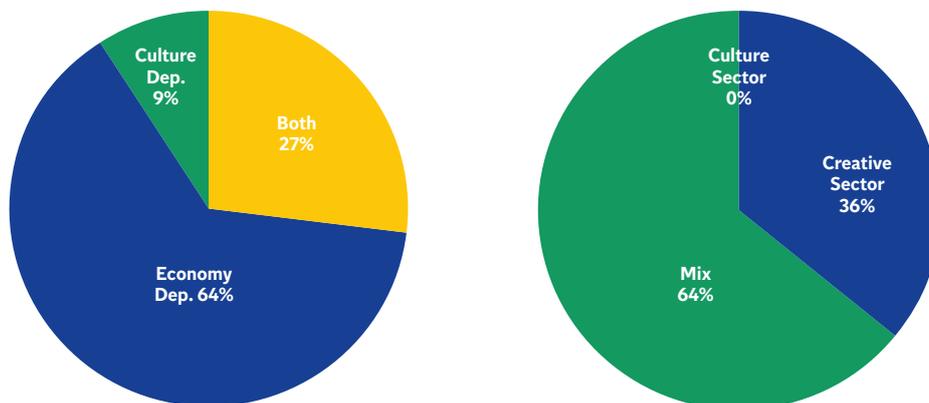


Figure 10. Departments and sectors where CREADIS3 actions have more competence (own Source)

Furthermore, concerning the link and impact in the value chain (Competence development, Creation, Entrepreneurship, Innovation, Growth and Financing), it can be observed that the actions seek to have a significant impact on **Competence Development (20%)**, **Innovation (20%)** and **Growth (18%)**. On the other hand, the links with less impacts occurs in: **Entrepreneurship (15%)**, **Creation (14%)** and **Financing (13%)**.

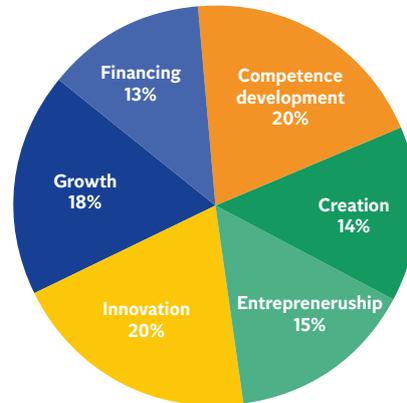


Figure 11. Impact of the actions regarding the value chain (own Source)

The majority of actions (12) involve a **low cost (54%)** of less than 40,000€. There are also 5 with a **medium cost (22.73%)**, between 40,000-500,000€, and 4 with a **high cost (18.18%)** of more than 500,000€. The actions with the aim to achieve the goal of A. Better Governance are the ones with the less cost, and the ones for E. Better Business Support and Networking need more budget, supposedly due to the need for more human, material and financial resources to implement them.

Average cost € of implementing the actions for pillar

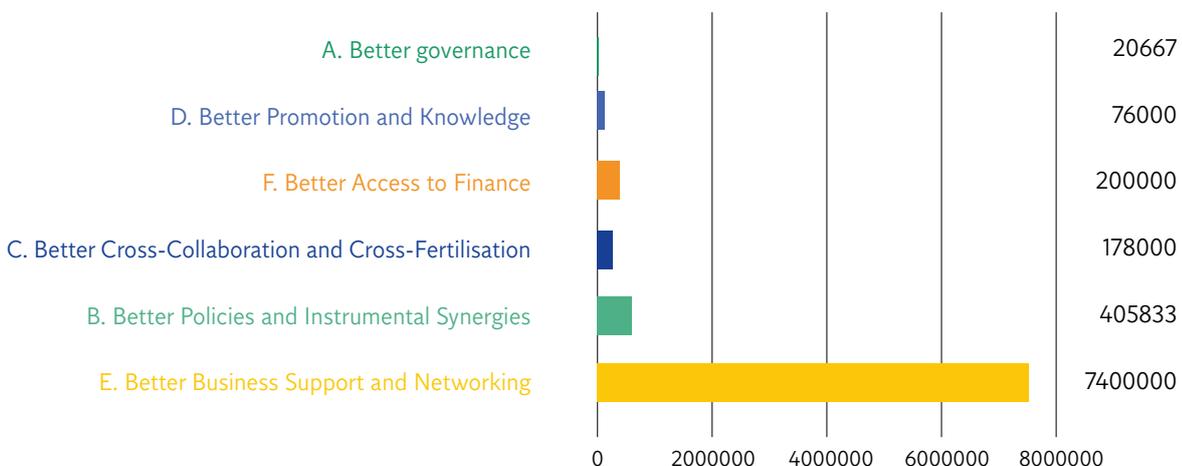


Figure 12. Average Cost of the actions by type of action or pillar (Own Source)

In relation to the Good Practices belonging to CREADIS3 [Good Practices in Progress Report](#), the following have been identified as the ones with greater impact and transferability:

1. **WA1-Wallonia European Creative District (25%)**
2. **BC1-Bizkaia Creative Strategy (19%)**
3. **WA3- Creative Valley (13%) and ER1- INCREDIBOL! (13%).**

In conclusion, the GPs which are more related with infrastructures and programs to support CCI's.

Related to the current strategies presented in CREADIS3 [Good Practices on Governance and Ecosystem Report](#), there is always a **high regional alignment and coherence between the CCIs linked policy strategies** with at least one of the proposed actions. Additionally, the rest of the actions present a medium coherence with other strategies.

In a nutshell, CREADIS3, as a joint Creative and Cultural District, has **22 actions** with **50 expected impacts** and **55 KPIs associated**. There is an **average of 3 KPIs per action** and **1 expected impact per KPIs**, with a **minimum of 1 KPI** defined in every action.

For every individual territory, we can conclude that:

SR – SLOVAK REPUBLIC

It defines 4 actions derived from 3 lines of action, two having a high coherence with the strategies defined in the JRG and two with a medium coherence. The actions mostly integrate both departments of Culture and Economy, and are aimed at the Cultural and Creative Mix. The average budget per share is approximately 19,000€ (low cost), being the creation of a new strategic document focusing on CCIs development action the one with more budget associated. Finally, the actions of SR seek to impact mostly on Competence Development, Growth, Creation and Innovation, and less on Finance and Entrepreneurship.

ER – EMILIA ROMAGNA

Emilia Romagna region defines 2 actions, one with a high coherence with three of the strategies defined in the JRG. The last action it is a quite “new” action or strategy, therefore does not have a coherence with the presented in the corresponding report. The actions integrate the Economy Department, and are aimed at the Cultural and Creative Mix. The average budget per share is approximately 450,000€ (medium cost). In a nutshell, the actions of ER, seek to impact mostly on Competence Development, Creation, Innovation, Growth and Finance, and less on Entrepreneurship.

CF – CENTRAL FINLAND

The Finnish region defines 3 actions and 3 action lines (one each), all the three with a high coherence with the only strategy exposed in the JRG. The actions are integrated only in the Economy Department, and mostly aimed to the Creative sector. The average budget per share is approximately 300,000€ (medium cost). In a nutshell, the actions of CF seek to impact mostly on Competence Development, Innovation, and Growth, being Finance the least.

WA – WALLONIA

It defines 5 actions and 5 action lines (one each), all the five with a high coherence with the more transversal strategy presented in the JRG. The actions are mostly integrated in the Economy Department, and all are aimed to the Creative sector. The average budget per share is approximately 1,700,000€ (high cost). In a nutshell, the actions of WA, seek to impact mostly on Competence Development, Innovation, and Growth, being Finance the least repercussed.

WG – WESTERN GREECE

Western Greece region defines 5 actions, all the five presenting a high coherence with at least one of the current strategies presented. The actions are mostly integrated in the Economy Department, and mostly aimed to mix sector (Creative+Cultural). The average budget per share is approximately 1,900,000€ (high cost). In a nutshell, the actions of WG seek to impact mostly on Competence Development, Innovation, and Growth, but are very close with the rest.

BC – BASQUE COUNTRY

It defines 3 actions derived from 3 lines of action, which have a high coherence with the strategies defined in the JRG, that mostly integrate both departments of Culture and are aimed at the Cultural and Creative mix. The average budget per share is approximately 350,000 euros (medium cost), with a major incision in the Basque DCC, being a more complete and transversal action. In a nutshell, the actions of BC, seek to impact mostly on Competence Development, Innovation and Growth, and less on Creation and Entrepreneurship.

In conclusion, all the territories present a quite similar profile to the general one, CREADIS3 as a whole, but in all the cases, at least one feature is different, being a normal situation because the particularities of the territories and non-identical grade of CCIs policies and strategies implementation. Briefly, the main differences are: in the case of Slovak Republic and Basque Country the actions are aimed at both departments (Culture and Economy), with the leadership of Culture Department in both cases. Slovak Republic is the region with the lowest average cost for its actions, as most of the actions will be made

with internal resources. Emilia Romagna region, is the only one that presents an specific action for F. Better Access to Finance. In the case of Wallonia as well as in Western Greece region, the main difference is the high average cost, because one of the actions in both plans have a very significant budget associated. Regarding Central Finland and Wallonia, the measures are mostly integrated in the Creative Sector not both Creative and Cultural as a mix. Finally, Basque Country and Western Greece have developed in a wider way, the expected impacts and KPIs matter, with averages higher than the rest of regions.

TRANSFERABILITY POTENTIAL OF THE ACTIONS

As an extra value, the **transferability potential** of the actions **to other territories** has been analysed as well, through the value crosses between the variables and the actions. The results arise from a **joint analysis** which mostly considered the variables of needed **resources** (specially economic ones, cost) to implement the actions along with the ones more **influenced by the GPs** and higher **strategies' alineation**. Altogether, it is possibly to **qualitatively qualify** the actions with the higher transferability potential **(1-Low or null, 2-Medium, and 3-High)**.

CODE	ACTION	TRANSFERABILITY POTENTIAL
A.1.SR	Creating a new strategic document focusing on CCI's Development	2
A.2.WA	Organizing the collaboration among federated entities in Belgium	1
A.3.BC	Development of the RIS3 CCI strategic Pilot Group	3
B.1.SR	The interim evaluation of ESIF 2014-2020 instruments for support in the fields of CCI's	1
B.2.SR	Supporting the development of regional policies in the CCI's through specific education activities	3

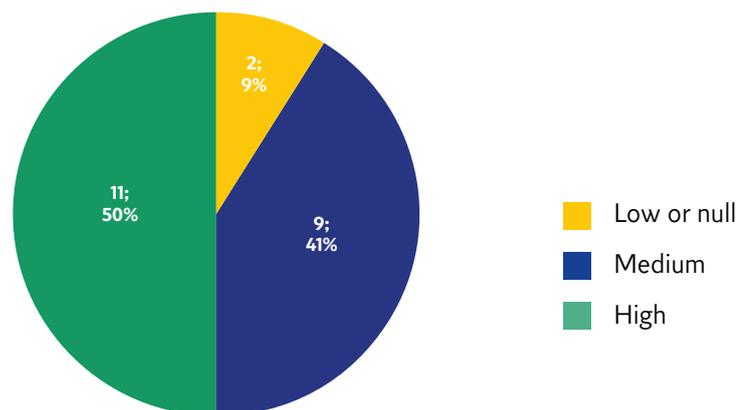
CODE	ACTION	TRANSFERABILITY POTENTIAL
B.3.WA	Strengthening the potential of Creative Hubs within the Walloon Smart Specialization Strategy	2
B.4.WG	Linking “Creadis3” with “CREATIVE HUBS” project Interreg Greece - Italy Interreg V-A Greece-Italy Programme 2014-2020	2
B.5.BC	BASQUE DCC (Basque District of Culture and Creativity): Pilot implementation in 2020-2021	3
B.6.CF	Providing input and inspiration to regional wellbeing-related measures to use gastronomy as a tool for social wellbeing	3
C.1.WA	Organizing an operational committee for Creative Hubs	3
C.2.WG	Establishment of Adriatic – Ionian Cultural & Creative Industry Innovation Quest (AI-CCI-IQ)	2
C.3.ER	Applied research and knowledge transfer in the field of CCI	3
C.4.CF	Supporting measures to promote regions' gastronomic know-how in education, research and production	2
C.5.SR	The establishment of a new communication tool - “The Forum for CCIs”	3
D.1.WA	Evaluating Creative Hubs' impact	3
D.2.WG	Elaboration of a Tool for the Assessment of the Effectiveness of Projects – Actions of the Region	3
D.3.WG	Creation of an Online Application – Calendar of Upcoming CCIs Sector Events	3
D.4.BC	Statistical operation of financing and public expenditure on Culture and Creativity in the Basque Country (CAE, Autonomous Community of Euskadi)	2
D.5.CF	Providing input and inspiration to regional strategies and measures to use gastronomy as an element of regional identity	2

CODE	ACTION	TRANSFERABILITY POTENTIAL
E.1.WA	Supporting Creative Hubs' communities and infrastructures specialized for CCI's	2
E.2.WG	Publication of a Call for Creative Businesses and Monitoring of its Implementation	2
F.1.ER	Matching the crowd: crowdsourcing and crowdfunding for CCI's	3

Table 11. Qualitative Transferability Potential of CREADIS3 actions (Own source)

In conclusion, most actions present a **high or medium transferability potential to other regions**, 11 actions with a high potential (50% of the action plan) and 9 actions with a medium one (41%). Two of the actions are classified with a low potential mostly because there are highly adapted to a particular strategy or specific associations of the territory.

Transferability potential of the actions



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