

# How to boost Arts & ICT ACTION PLAN SERIES

NORTH | Portugal

RegionArts  
Interreg Europe



 European Union  
European Regional  
Development Fund

**GENERAL INFORMATION**

# ACTION PLAN

**PARTNER ORGANISATION**

Porto Design Factory (PDF) – PORTIC - P.PORTO

**COUNTRY**

Portugal

**NUTS2 REGION**

North

**CONTACT**

Contacts: Miguel Pinho / Ana Fonseca

Email address: [Imp@sc.ipp.pt](mailto:Imp@sc.ipp.pt) / [ana.fonseca@sc.ipp.pt](mailto:ana.fonseca@sc.ipp.pt)

Phone number: (+351) 22 557 1020

# TABLE OF CONTENT

04

EXECUTIVE SUMMARY & SUPPORT LETTER

04

INTRODUCTION

04

POLICY CONTEXT

ACTION 1

88. The Background

88. Action

88. Players Involved

88. Timeframe, Costs and Funding Sources

88. Outcome

04

ACTION 2

88. The Background

88. Action

88. Players Involved

88. Timeframe, Costs and Funding Sources

88. Outcome

04

ACTION 3

88. The Background

88. Action

88. Players Involved

88. Timeframe, Costs and Funding Sources

88. Outcome

3

**04**

COMMUNICATION PLAN

**04**

MONITORING THE IMPLEMENTATION  
OF THE ACTION PLAN

**04**

SIGNATURE OF ACTION PLAN

**04**

REFERENCES

# EXECUTIVE SUMMARY

The potential of the North region has a deep connection with its industrial nature and with the entrepreneurial profile of a region undergoing a catching-up process that, on the one hand, benefits from the incorporation of technologies through diffusion and, on the other, develops product and process innovations to increase the value chain through product differentiation.

The high percentage of SMEs that practiced internal activities or in collaboration with other companies for the development of innovations occupied 10th place in the European ranking of 2019. Innovative activity has been associated with the growing differentiation of products in a logic of increasing value chain, reducing the threats arising from globalization in traditional segments of the regional economy. For this purpose, the registration of trademarks and the registration of design have been the forms of industrial property most used by companies in the North, with values clearly higher than those observed in the European Union average.

Cultural and Creative Sectors and Industries (CCSI) of Northern Portugal are seen as having the potential to leverage, modernize, and make more competitive the traditional sectors of the economy, such as textiles, footwear or furniture. This seems to be a decisive factor of its importance in the North of Portugal with regard to the necessary reconfiguration of its model of economic, social and cultural development.

CCSIs are also a relevant contributor to the differentiation and growth of the tourism sector, as well as to the valuation of the identity, heritage and culture of a region on a symbolic plane in globalized modernity. The CCSIs are also fundamental reading and intervention keys for the crossing of new languages and artistic and cultural communications, since they potentiate the restructuring of the production systems and the forms of dissemination of the products, being a clear space of technological innovation, but also cultural and social.

The north region potential for economic growth is significant, it has a regional innovation system classified as strong, according to the Regional Innovation Scoreboard, and an adequate industrial structure for the promotion of growing productivity gains, but there is still a lack of investment and this investment is fundamental for the process of real convergence, the ultimate objective of the Cohesion Policy.

The action plan will provide details on how the lessons learnt from the interregional cooperation will be exploited in order to improve the policy instrument tackled within the North Portugal region. It specifies the nature of the actions to be implemented, their timeframe, the players involved, the costs and funding sources.

The RegionArts project seeks to strengthen the competitiveness of SMEs by developing new strategies to combine technological development with artistic and creative talent, fostering cross-functional mindset and interdisciplinary collaboration. The goal is to make use of the enabled synergies to increase the innovation potential of SMEs, a fundamental keystone of competitiveness.



# INTRODUCTION

The work methodology used a framework to investigate the innovation capacities of a multi-layered ecosystem that involves Arts, ICT and innovation.

The work methodology used a framework to investigate the innovation capacities of a multi-layered ecosystem that involves Arts, ICT and innovation.

With the aim of designing effective and meaningful support measures promoting the connection between ICT & Arts, we have adopted a collaborative and open innovation approach (Quadruple helix) involving companies (technology producers and advanced users), universities, institutions and users.

7



Figure 1 - RegionArts Project Partners meeting



Figure 2- PDF LSG meeting

8

The Porto Design Factory local Stakeholder group (LSG) includes Policy Makers like North Region Municipalities and the North Portugal Regional Coordination and Development Commission ([CCDR-N](#)), responsible for managing community programs from European Union funds for the North Portugal Region. Associations such as [AEP](#) - Portuguese Business Association and Chamber of Industry and Commerce, the largest business association in Portugal, [ANI](#) - Agência Nacional de Inovação, that supports technological and business innovation in Portugal contributing to the consolidation of the National Innovation System (NIS), the National Association of Young Entrepreneurs ([ANJE](#)), and the Tâmega e Sousa Business Council ([CETS](#)). Other relevant entities are the National Portuguese ICT Cluster ([TICE.PT](#)), [Porto Digital Association](#) and [Fundação de Serralves](#). Initiatives such as [Braga Media Arts](#) and [Digitópia of Casa da Música](#), Hubs and Clusters of the CCSIs such as [Fábrica Santo Thyrso](#), [Oliva Creative Factory](#), [DINAMO 10](#), CRU Creative Hub,

among others.

LSG meetings have been critical to explore local stakeholders' vision on some of the existing challenges and needs of the regional ecosystem. Based on that, it was possible to identify opportunities and gather valuable inputs for actions to include in the regional action plan. By bringing together a diverse group of local actors who don't necessarily interact on a regular basis, LSG meetings haven also promoted knowledge exchange and improved the network of stakeholder collaboration.

Besides the organisation of LSG meetings, bilateral meetings have been held with some of the Stakeholders with the goal to ensure their active involvement, namely in the action plan implementation phase.



## The actions to be implemented aim to:

- **Raise awareness among both policy makers and other stakeholders**, since there is still a weak understanding **of the potentialities offered by arts and non-technological innovation as catalysers of innovation and SME competitiveness**;
- **Strengthen non-technological innovation within regional policy instruments**, such as grants, innovation vouchers, etc., as well as potentially non-financial support such as mentoring, incubators and accelerators;
- **Promote non-technological innovation in evaluation and management criteria and KPI in policy instruments**, as well as to consider arts and non-technological innovation as one of the main key drivers of accelerated growth.

## The Action Plan rationale

The actions were designed with specific and concrete activities that can be implemented separately but with complementarity in mind. All together, they aim to foster collaboration between arts and technology by the implementation of the following three key actions:



### ACTION 1

#### Arts & ICT Project Assessment

Main Stakeholder: CCDR-N;

Target Group: evaluation of supported projects;



### ACTION 2

#### Creative Ecosystem - Regional Innovation Platform

Main Stakeholder: AEP;

Target Group: SMEs and Entrepreneurs in Arts and ICT



### ACTION 3

#### Creative Toolkit for Business Innovation (CTBI)

Main Stakeholder: F.J. and ANJE;

Target: young creatives and tech entrepreneurs;

10

#### Action 1. Arts & ICT Project Assessment:

Assessment and evaluation of collaboration projects in Arts & ICT under the previous supporting programme “Norte 2020”. Identification of best practices, propose recommendations for the future “Norte 2030” programme. This action will be done in close collaboration with the regional authority CCDR-N and will provide inputs to tune up upcoming supporting programmes on competitiveness of SMEs.

#### Action 2. Creative Ecosystem - Regional Innovation Platform:

Development of a collaborative platform for identification and networking of stakeholders, facilitation of collaborations, and support development of partnerships and concepts for new projects under the domain priorities for the upcoming period 2021-2027 under the guidance of the new S3 specialization strategy designed for the region. This action will be implemented in close collaboration with AEP, the largest business association in Portugal.

#### Action 3. Creative Toolkit for Business Innovation (CTBI):

Development and dissemination of a toolkit target young artists and entrepreneurs to team up in collaborative projects. This action will be implemented in close collaboration with Fundação da Juventude (“Youth Foundation”), a non-profit organisation working with young artists and entrepreneurs, and with the National Association of Young Entrepreneurs - ANJE.

**Impact Indicators:**

ACTION	KPIs		DATA COLLECTION
	QUALITATIVE	QUANTITATIVE	
Arts & ICT Project Assessment	Monitoring the improvement of the Call implementation	Nº of projects linking Arts and ICT  Nº of SMEs with increased innovation capacity	Application Form  Project reports  Feedback survey
Creative Ecosystem - Regional Innovation Platform	Establishment of collaborations CCSI ecosystem	Nº of entities involved in the platform  Nº of collaborations CCSI ecosystem	Platform database  Survey
Creative Toolkit for Business Innovation (CTBI)	Monitoring of the Toolkit Implementation	Innovation capacity of the ecosystem  Nº of Toolkit users	Survey Monitoring reports  List of users

11

**Financing the Actions:**

One of the best programmes to support these actions under the previous framework was the **Incentive System for Collective Actions** (SIAC - Sistema de Incentivos a Ações Coletivas), funded by the ERDF Operational Programme. The objective of “Collective Actions” is to complement other incentive systems that were directly oriented technologic innovation in companies by working the surrounding conditions. It provided an indirect support instrument where business associations and other public or private entities, propose to change the business landscape by proposing new approaches to paradigm shifting to a selected group of sectors/companies, aiming at the promotion of the respective competitiveness factors.

It is expected that the same or similar version of this programme will be available in the next supporting framework for 2021-2027, providing an excellent opportunity to finance this action plan. All three proposed actions are eligible to this programme, namely as a preparation phase for the development of tools to support the networking and training of SMEs.

There are also available other smaller programmes that can finance the proposed actions individually. This is the case of “ScaleUp Porto Contest Program”, an initiative created by the Porto Municipality to Support Entrepreneurship, Innovation and Technology (<https://scaleupporto.pt>). The programme also fosters collaborations among SMEs, seeking to create an innovative business environment in the city, capable of attracting new investments and new talent to its economy. A proposal to the programme was submitted last May focusing on the development of the toolkit, as proposed for Action 3, and has been approved.

# POLICY CONTEXT



## Policy instrument addressed: North Regional Operational Program (2021-2027)



FIGURE - Map for the North Region of Portugal, Credits: CCDR-N

13

In the context of the RegionArts project, the main target of the PDF action plan is to influence the equivalent policy instrument of the future regional operational programme to support SMEs competitiveness in the Northern Portugal region.

2021 is a transition year, NORTE 2020 (Northern Regional Operational Programme 2014/2020) is ending and was highly affected by the Covid-19 pandemic. With this context, the impact on the initially addressed policy instrument would not allow to achieve the aimed outputs of the project. All these constrains are also delaying the new Northern ROP implementation and the concrete support measures are still in development phase. It is expected that more information about the new ROP will be available later this year (2021).

For the Action plan development, we have held

several meetings with the Regional Managing Authority (CCDR-N) that allowed us to understand what will be the strategy for the future ROP.

The development strategy for the region in the period 2021-2027, Norte 2030, foresees an intensification of support measures to CCSI as a key development sector since the sector was heavily affected by the pandemic crises.

In the context of the new North Portugal RIS strategy, the actions envisioned intend to give contributions in two following priority domains:

- Culture, Creation and Fashion (CCM)
- Symbolic Capital, Technologies and Services in Tourism (CSTST)

Key sectors for region, as textile, fashion and habitat, will benefit from this action and will link to future programmes addressing the potential of creativity and arts for instance in fashion, not only in from the design perspective but also to The



create new concepts of life-style able to fuel new innovations in the textile thus promoting product differentiation. The new programme will foster competitiveness of SMEs on both sectors by inducing collaborations between industrial I&D and creative industries.

From the iterations with the Managing Authority the expected impact of the actions envisioned will focus on influencing the implementation of the futures calls and their requirements in the context of the new ROP equivalent support measures of Norte 2020 Priority Axis 2 - Competitiveness of Small and Medium Enterprises.

NORTE 2020 (Northern Regional Operational Program 2014/2020) is a financial instrument to support the regional development of Northern Portugal, integrated in the PORTUGAL 2020 Partnership Agreement and in the cycle of structural funds in the European Union. With the management of the Northern Regional Coordination and Development Commission (CCDR-N), NORTE 2020 is an important contribution to the regional development strategy. In view of the cohesion policy paradigm for Europe, which channels most funds to the least competitive regions, the NORTE 2020 allocation, of 3.4 billion Euros, is the most relevant of the Portuguese regional operational programs. To this financial envelope are added the other thematic operational programs and other financial instruments of which the North is a beneficiary, in order to achieve the vision of the regional development strategy provided for in NORTE 2020:

“The Northern Region will in 2020 be able to generate a level of production of tradable goods and services that will allow it to recover the convergence trajectory at European level, ensuring, in a sustainable manner, increases in income and employment of its population and promoting in this way, economic, social and territorial cohesion”. (NORTE 2020 Programme)

NORTE 2020 is organized into ten Priority Axes, together with an axis for technical and financial assistance for the implementation of the program. Each one has a Structural Fund, ERDF and / or

ESF budget, for co-financing. The set of Priority Axes of NORTE 2020 results in subsets of specific objectives that, in turn, give rise to types of actions and actions to be supported.

The 10 axes are:

- Research,
- Technological Development and Innovation;
- Competitiveness of Small and Medium Enterprises;
- Low Carbon Economy;
- Environmental Quality;
- Urban System;
- Employment and Mobility of Workers;
- Social Inclusion and Poverty;
- Education and Lifelong Learning;
- Institutional Capacity Building and ICT;
- Technical assistance.

In the context of the RegionArts project, we are seeking to strengthen the “Competitiveness of SME’s” by developing new strategies to combine technological development and innovation with artistic and creative talent, fostering cross-functional mindset and interdisciplinary collaboration to increase productivity and performance within ICT SME’s.

Norte 2020 dedicates 30,2% of its budget to “Competitiveness of SME’s” (ca. 1.02 billion Euros ERDF).

Norte 2020 Priority Axis 2 - Competitiveness of Small and Medium Enterprises - specific objectives:

- Promote qualified and creative entrepreneurship.
- Strengthen the business capacity necessary for the development of new business models, as well as the commitment to internationalization, thus aiming at increasing the competitiveness of companies, with a positive impact on exports and the visibility of the Northern Region as a region NUTS II with the greatest export orientation in the country.
- Strengthen the entrepreneurial capacity of SMEs in the North Region to develop products and services.

Portuguese National ICT Sector is a highly innovative and dynamic sector, which already represents nearly 10% of the Portuguese GDP. With young and highly qualified resources, it employs more than 80,000 people. And, in the past decade, the profile of companies changed from traditional ICT providers to highly specified and innovative start-ups, supported by world-class research developed in partnership with the Portuguese universities.

Concerning the North Region ICT sector, in 2018 it had more than 5 thousand enterprises, employing more than 30 thousand people, and generating a total revenue of almost 4 thousand million €. From these companies about 70% are SMEs. In particular, the city of Porto has recently become a central hub for ICT, promoting and making Porto and the North Region as a global technological centre of excellence.

The creative sector is an important contributor to Portuguese GDP, with 3.6% of GDP corresponding to 6.7 million euros (values of 2016), and 120 thousand jobs. In sum, the cultural and creative activities tend to assume, in the context of the knowledge economy, as undisputed levers of wealth generation, job creation and the attractiveness and

competitiveness of local and regional economies. And the North Region takes a large share of this market, with 25.6% of the sector.

There is a concentration of cultural and creative activities that follows the centrality of the social, economic and cultural development, showing that they tend to take on a dynamic context of the knowledge economy as undeniable engines of wealth generation, job creation and attractiveness and competitiveness of the local and regional economy.

NORTE 2020 strongly invests in qualified and creative entrepreneurship, mainly through two kinds of operations: creation of new companies and new businesses, intensive in knowledge, technology and creativity, especially in fields of intelligent specialization; and collective actions to stimulate entrepreneurship and the creation of companies. Even within the RIS3 strategy, ICT and design-based consumer goods is a top priority. However, funded and supported projects from SME's tend to go for tech-heavy investment, neglecting frequently the importance of design, arts and creativity to their innovation strategy.

15

# S Strengths

- Dynamic context of the CCI's activities as an engine of wealth generation, job creation, and attractiveness.
- Dynamic ICT sector, and attractiveness of North (in particular, the Porto area) to international technological companies.
- Dynamic entrepreneurship environment, with a growing ecosystem of startups, scale-ups, accelerators and incubators.
- Response to economic crisis by reinventing the business models through the investment in technology clusters that led to a new era of technology companies resulting in a thriving sector.

# W Weaknesses

- Regional and National market size and low purchase capacity, leading to a high dependence on internationalization, tourism, and foreign investment attractiveness.
- Lack of access to communication and bureaucratic democratic processes which result in challenges concerning the promotion of collaboration between different sectors, and of facilitating the access to support and funding opportunities.
- Difficulties of combination between sectors, lacking effective approaches to bridge ICT and artists.

# O Opportunities

- Potential of Arts and ICT to leverage, modernize and thus, bringing more competitiveness and innovation to the regional economy.
- Differentiation through an innovative approach combining Arts and ICT to the diverse heritage and culture identity of a region on a symbolic plane in globalized modernity.
- New European and Regional Framework Programs, which can potentially bring seed funding for innovation in Arts and ICT.

# T Threats

- Global competitiveness and fast pace in the technology sector development and innovation.
- Low capacity of Investment and economic strength of the national/regional SMEs, when compared with other EU countries, can represent challenges of bringing in an effective way, new products to the market and the business scale up capacity.
- Uncertain tourism sector, with high dependence of external factors for its growth and sustainability.

# **ACTION**

Arts & ICT  
Project Assessment

# THE BACKGROUND

Policy instruments are investing in qualified and creative entrepreneurship, especially in the fields of the RIS3 NORTE (in particular the domain of Culture, Creation and Fashion).

Still, funded and supported projects from SMEs tend to go for technological investment, neglecting frequently the importance of arts and creativity to their innovation strategy.

In this sense, we believe that increased competitiveness is within disruptive innovation through arts and creativity, as a way of differentiation.

It is thus fundamental to support projects matching artistic and creative processes with technology, but also monitor and evaluate their innovation potentialities and outputs.

18



FIGURE 3 - Braga, Creative City of Media Arts, Credits: Braga Media Arts / UNESCO



### Good Practice relevant for this Action

Emilia-Romagna Research and Innovation funding measures for Cultural and Creative projects (ERDF-ROP, Axis 1).

CCIs represent a key player to ignite non-technological innovation and boost “traditional” industrial sectors. However, they tend to overlook the effects of technologies rather than exploiting them as an asset.

The Emilia-Romagna Region has supported public calls selecting “industrial research projects addressing S3 priorities”, which aimed at fostering technological advancements of regional productive activities, among which there are CCIs.

North Portugal Managing Authority has foreseen a Smart Specialization Strategy reflecting the needs and expectations of its territory in terms of innovation and economic development that included, among other sectors, CCIs. However, as the Emilia-Romagna Region has recognized, CCIs need specific support measures: smaller contributions, evaluation of intangible assets and non-technological innovation. In this context, Policy makers designed a new approach to ensure that CCIs get involved in innovation projects.

We believe a tested funding model supporting projects combining ICT and CCI, such as the one that is currently being tested in Emilia-Romagna, is highly replicable in our region.

This action was inspired by the achievement of Emilia-Romagna Region that acknowledged the relevance of CCIs in its S3 supported call for projects matching CCIs and technology. The aim is to show the relevance of this match through the assessment of the innovation potential of projects that linked Arts and ICT supported in the context of NORTE 2020 for the competitiveness of SMEs in the North Region Portugal, and by this improve the implementation of the next ROP call for projects.



**Emilia-Romagna Region has recognized, CCIs need specific support measures: smaller contributions, evaluation of intangible assets and non-technological innovation.”.**

19

# ACTION



“The focus is on the analyses of the supported projects implementation and results, considering the integration of Arts and ICT as catalysts of innovation and SME’s competitiveness.”

This action consists of an evaluation process to access projects that linked Arts and ICT supported in the context of the Regional Operational Programme “Norte 2020 – Competitiveness of Small and Medium Enterprises” specific types of actions and within RIS3 strategic goals.

The focus is on the analyses of the supported projects implementation and results, considering the integration of Arts and ICT as catalysts of innovation and SME’s competitiveness.

This action work will be supported by the definition of the methodology used in the assessment process and the different sets of indicators that constitute it to also understand the analysis carried out. Input, output and outcome indicators and respective targets are therefore key instruments for the evaluation process.

20

## Key Activities

- Identification of the set of economic activities to be considered (Arts and ICT sectors);
- Specification of the types of actions of the Policy Instrument to be considered (Priority Axis 2 - Competitiveness of Small and Medium Enterprises);
- Definition of assessment indicators;
- Assessment of the projects and identify case studies;
- Presentation of the action outputs and deliver of support documentation to the North Portugal Regional Coordination and Development Commission;
- Monitoring the improvement of the of calls implementation.

# PLAYERS INVOLVED



The North Portugal Regional Coordination and Development Commission (CCDR-N). CCDR-N is responsible for managing community programs from European Union funds for the North Portugal Region and other regional development financing instruments.

In this context, the role of CCDR-N is fundamental, first in providing the data needed to enable the action's development and in the implementation of the results to contribute to the improvement of the implementation of the policy instruments for the new regional Operation Plan.



21



FIGURE 3 - The North Portugal Regional Coordination and Development Commission  
Credits: (CCDR-N)

# TIMEFRAME, COSTS and FUNDING SOURCES

## Timeframe

- Definition of information requirements and assessment indicators: July - August 2021
- Collection of information, projects assessment and identify case studies: September – December 2021
- Presentation of the action results and deliver of support documentation to the North Portugal Regional Coordination and Development Commission: January – February 2022
- Monitoring of call implementation: March 2022-March 2023

## Costs

Budget: 10000€

- Collection of information, projects assessment reports and revision of documents: 6000€
- Communication and dissemination materials of the action results (related cost for the design and production of booklet and other sharable contents.): 1200€
- Monitoring of Call implementation: 2800€

## Funding sources

SIAC

Incentive System for Collective Actions funded by the ERDF Operational Programme (SIAC - Sistema de Incentivos a Ações Coletivas)

Funding rate: 85% Non-refoundable fund

Type of actions:

- Actions to identify and raise awareness of critical competitiveness factors, particularly in the field of innovation

- Promotion of cooperation and coopetition practices among SMEs;

- Promotion of initiatives that enhance the obtaining and production of economic information on sectors, product/ service positioning, markets and financing in strategic areas for sustained and competitive growth.

(see also section on “Financing the actions”)

22

# OUTCOME

This action will provide valuable inputs to tune up future support measures, namely by highlighting those collaborations that have explored new opportunities between arts and technology.

The aim is to influence the equivalent policy instrument of future regional operational programme to contribute to the improvement of the implementation of the instruments that support the SMEs competitiveness - Priority Axis 2 - Competitiveness of Small and Medium Enterprises. The expected impact will focus on influencing the design of the future calls and their implementation. Namely by fostering the inclusion of artistic and creative players in the partnerships of the projects to be supported.

23



FIGURE 3 -Credits: gnration, Braga, Portugal.





# **ACTION**

Creative Ecosystem -  
Regional Innovation Platform

# THE BACKGROUND

Cultural and Creative Industries (CCI) of Northern Portugal are seen as having the potential to leverage, modernize, and make the traditional sectors of the economy more competitive.

This seems to be a decisive factor of its importance in the North of Portugal with regard to the necessary reconfiguration of its model of economic, social and cultural development.

CCIs are a relevant contributor to the differentiation and growth of the tourism sector, as well as to the valuation of the identity, heritage and culture of a region on a symbolic plane in globalized modernity. The CCIs are also fundamental reading and intervention keys for the crossing of new languages and artistic and cultural communications, since they potentiate the restructuring of the production systems and the forms of dissemination of the products, being a clear space of technological innovation, but also cultural and social.

The development strategy for the region in the period 2021-2027, in short «Norte 2030», foresees an intensification of support measures to creative industries as a key development sector since the sector was heavily affected by the pandemic crises. CCDR-N intends to reinforce the role of public policy to counteract the expectations of agents in these difficult times.

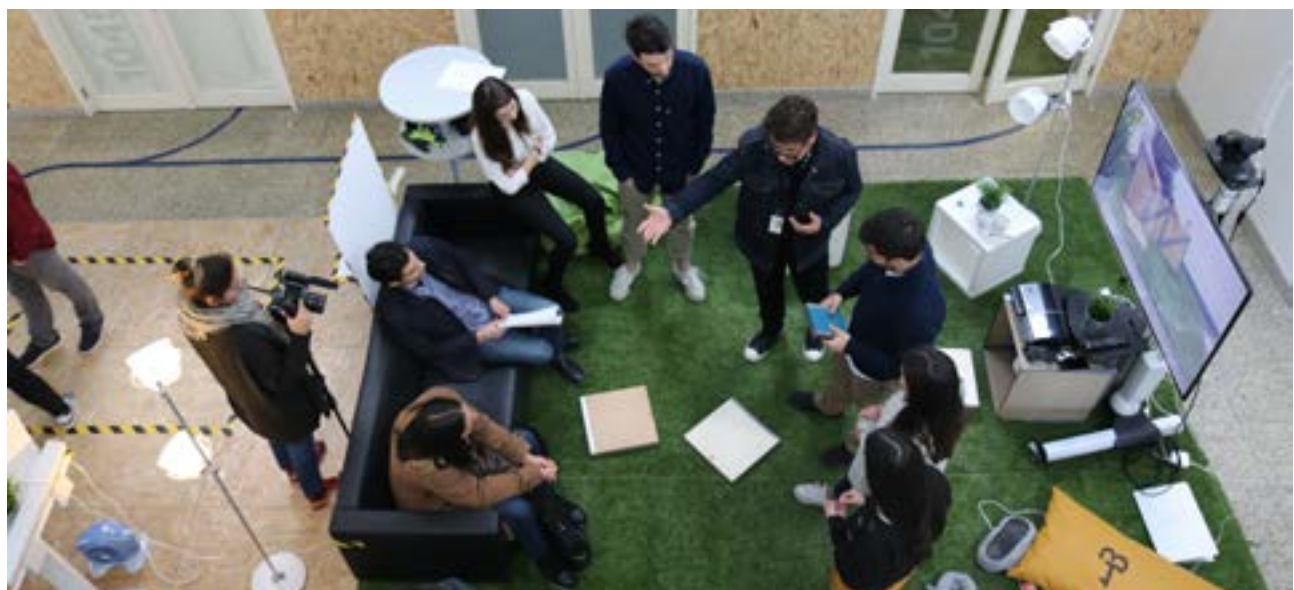


Figure 4 - Collaborative session at Porto Design Factory

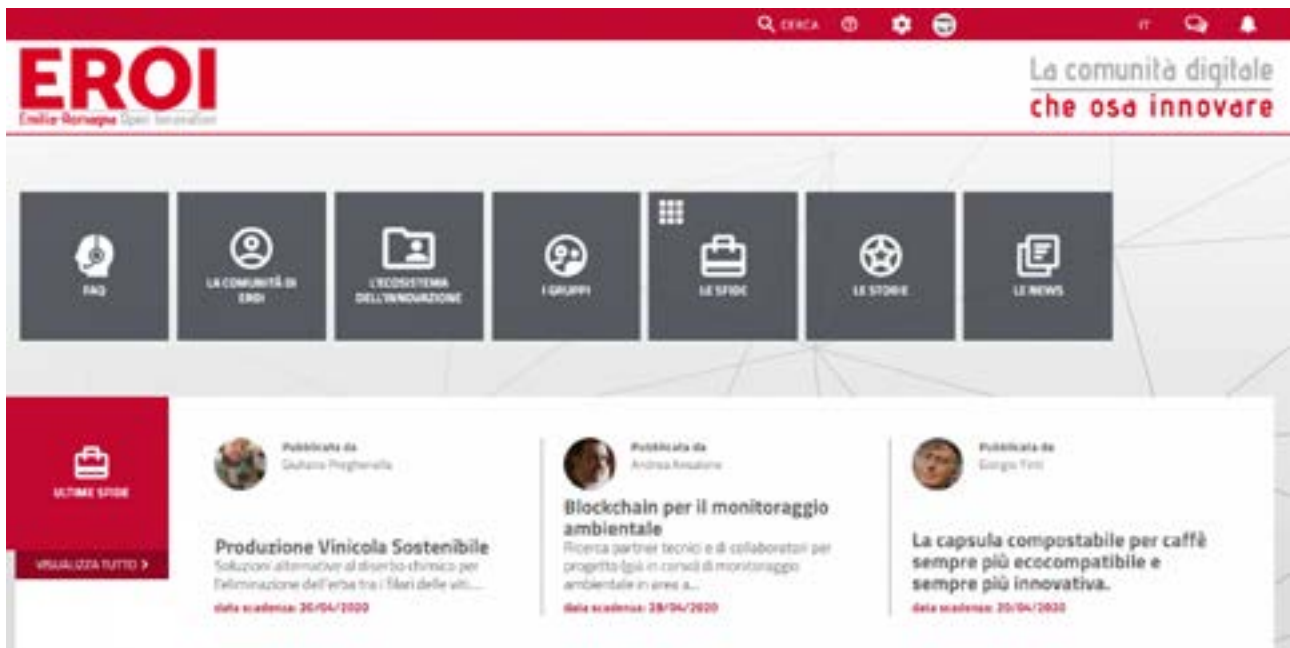


Figure 5 - EROI - Emilia Romagna Open Innovation Platform

Under the new RIS strategy entitled S3, these actions intend give contributions in two following priority domains:

- Culture, Creation and Fashion (CCM)
- Symbolic Capital, Technologies and Services in Tourism (CSTST)

Key sectors for region, as textile, fashion and habitat, will benefit from this action and will link to future programmes addressing the potential of creativity and arts for instance in fashion, not only in from the design perspective but also to create new concepts of life-style able to fuel new innovations in the textile thus promoting product differentiation. The new programme will foster competitiveness of SMEs on both sectors by inducing collaborations between industrial I&D and creative industries.

### Best Practices relevant for this Action:

#### EROI - Emilia-Romagna Open Innovation

- web platform hosting a digital community which fosters exchange of knowledge and collaborations and proposes solutions through open innovation processes.
- raises awareness on open innovation practices and fosters connections among the regional innovation ecosystem (SMEs, labs, incubators, startups, clusters).

- the platform allows users to tackle innovation needs collaboratively. It builds upon the knowledge/competencies of a broad community.

#### Lapland Regional Research, Development and Innovation Centre of Excellence

The Arctic Smartness RDI-Excellence (ASR) project establishes the Lapland Regional Research, Development and Innovation Centre of Excellence. The centre serves businesses in the service/product development cycle, from helping to develop ideas into products to commercialising innovations. This is achieved by a boundary-crossing RDI collaboration structure that brings together the research organisations, development environments and RDI actors in the region.

This action will transfer the key concepts of EROI platform combined with the approach of the Lapland Regional RDI Centre of Excellence collaboration structure, adapting them to the north regional ecosystem.

# ACTION



“The goal is to leverage the region’s critical mass to reinforce the creative sectors nationwide, repositioning Portugal in the European and world production chain.”

Bringing the mindset of collaboration, co-creation and open innovation is key in providing a fertile environment for the flourish of new opportunities for businesses to grow and prosper.

In an innovation-driven society, laboratories for research and innovation are no longer traditional university facilities, but regional innovation ecosystems operating as testbeds for rapid prototyping of many types of user-driven innovations. The new generation of innovation activities is a socially motivated and open innovation ecosystem, which is complex and global by nature and with a human-centred vision of partnerships between public and private sector actors, with universities playing a major role.

The aim of this platform is to promote cooperation

between small and medium sized companies and between these and key stakeholders, through an interactive and a cooperative hybrid (physical/digital) Platform that can link the creative ecosystem actors through critical competitiveness and innovation drivers.

The goal is to leverage the region’s critical mass to reinforce the creative sectors nationwide, repositioning Portugal in the European and world production chain. Attracting and retaining qualified talent and capital for a sustainable economic development, through an appropriate governance model that supports the increased capacity and creative entrepreneurship, as well as business growth in this sector.

27



Figure 6 - EROI - Emilia Romagna Open Innovation Platform

## Key activities

- Platform development and design of activities promoted by the platform to foster exchange of knowledge and collaborations through open innovation processes;
- Annual conference/ event to launch the platform: raise awareness on the importance of the creative ecosystem and its contribution for the development of collaboration, co-creation and open innovation mindsets, and the flourish of new opportunities for businesses to grow and prosper;
- Exploratory talks and meetings with relevant stakeholders for the platform development;
- Smart discussions on relevant topics within the creative economy designed not only to provide information and share experiences, but also to develop and transfer knowledge, propose new approaches, abilities and insights;
- Establishing of collaborative partnerships to connect several local, regional and central players (e.g., Municipalities, the Portuguese Design Association, Casa da Música, Casa da Arquitectura, Centre of Creative Industries at UPTEC - Science and Technology Park of the University of Porto, Porto Global Hub, Porto Design Factory, Invicta Angels Porto, Vima Angels Guimarães, Teatro Circo, among others) to promote innovation and reinforce the most important assets for the region's competitiveness;
- Dissemination and presentation of the platform to the Government, policy-makers and other relevant stakeholders.



# PLAYERS INVOLVED



Headquartered in the city of Porto, AEP is the largest business association in Portugal and obtained the status of Chamber of Commerce and Industry.

Ever since it was founded in May 1849, AEP has been an association run by business owners, for business owners, to power business potential.

Through its activity in support of Internationalization and External Promotion, AEP has been continually developing external promotion activities, including business missions (sectoral or multi-sectoral), collective participation in international fairs, temporary exhibitions of products – market week – and permanent exhibitions of products – showrooms.

We highlight the organization of seminars, forums and workshops, conducting studies on the several markets and promotional material, as for example, the directory of Portuguese Exporting Companies, as well as the support of business missions to Portugal and an entire permanent work of personalized support to companies that attend the numerous activities of internationalization.

Over the years, AEP claimed the position as a leading organization on supporting the internationalization of Portuguese companies.

Since 2015, AEP has been part of the Enterprise Europe Network, the world's largest support network for small and medium-sized enterprises and startups with international ambitions, active in more than 65 countries worldwide, bringing together 3000 local experts from 605 member organizations.

EEN-PORTUGAL is specifically designed to help Portuguese SME become more innovative and more competitive through strategic information, support and advice:



There is also the fact that, within the EEN, AEP is part of two international Sector Groups (SG): Creative Industries (composed of 44 partners from 24 countries) and Textile & Fashion (with 29 partners from 18 countries) and has built strong relations with other relevant Sector Groups such as the Tourism and Cultural Heritage SG (31 partners from 18 countries).

AEP is well integrated into the regional business and innovation support infrastructure, cooperating with relevant regional and national stakeholders, service providers, and other European networks (e.g.: National Contact Points (NCP) for Horizon Europe, SOLVIT, Europe Direct, Creative Europe, EURES, among others).

AEP will be involved in the action's implementation by supporting the identification and involvement of key Stakeholders and support the Platform coordination.

AEP will also play a key role in the Platform communication and dissemination activities, raising awareness among the business ecosystem, Policy Makers and other key Stakeholders to set the ground for the development and consolidation of clusters of creative industries as defined in «Norte 2030» strategy.

# TIMEFRAME, COSTS and FUNDING SOURCES

## Timeframe

- Platform requirements definition: September – October 2021
- Dissemination event for raising awareness and Stakeholder engagement: November 2021
- Platform development and design: November 2021 – April 2022
- Platform activities design and planning: November 2021 – April 2022
- Stakeholder meetings: November 2021, February 2022, April 2022, September 2022, November 2022, February 2023, April 2023.
- Dissemination event for Platform launch: May 2022
- Platform coordination: May 2022 – May 2023
- Final dissemination event: March 2023

## Costs

- Budget: 22000€
- Web Platform development and database: 3500€
  - UX design: 1200€
  - Web platform coordination: 6000€
  - Communication services: 1000€
  - Communication and dissemination materials (related cost for the design and production of flyers, posters, leaflets, infographics, booklet, online dissemination tools such as banners and shareable content): 1200€
  - Meeting costs: 3000€
  - Dissemination events at regional and national level (includes room rental, transportation, accommodation, catering, and speakers/ experts costs): 4800€
  - Events photographic and video reporting: 1300€

## Funding sources

SIAC  
Incentive System for Collective Actions funded by the ERDF Operational Programme (SIAC - Sistema de Incentivos a Ações Coletivas)

Funding rate: 85% Non-refundable fund

Type of actions:

- Actions to identify and raise awareness of critical competitiveness factors, particularly in the field of innovation

- Promotion of cooperation and co-competition practices among SMEs;

- Promotion of initiatives that enhance the obtaining and production of economic information on sectors, product/ service positioning, markets and financing in strategic areas for sustained and competitive growth.

(see also section on “Financing the actions”)

30

# OUTCOME

“This action will therefore allow to leverage the region’s critical mass to reinforce funding opportunities and an intensification of support measures to artistic and CCSI (Cultural and Creative Sectors and Industries).”

The platform will set the ground for the development and consolidation of clusters of creative industries as define in «Norte 2030» for the creation unique assets (inimitable) to promote the economic valorisation of products “namely, of the fashion sectors (clothing, footwear, watchmaking, jewellery and gold or silver smithery), habitat (furniture, home textiles, construction materials and construction materials and solutions, built heritage, etc.)”. In this context, the platform will also help to develop partnerships the foreseen programme to support creative industries, namely performing arts, music, publishing, film or video, targeting the economically relevant tourism sector (also a RIS priority).

This platform is intended to support the design of a future cluster reuniting several stakeholders from the arts and creative communities. It will work as a meeting place and will provide match-making utilities to foster new partnerships and develop new project concepts to increase the participation of the artistic and creative communities in the calls to support the Competitiveness of Small and Medium Enterprises. This action will therefore allow to leverage the region’s critical mass to reinforce funding opportunities and an intensification of support measures to artistic and CCSI (Cultural and Creative Sectors and Industries).

31



# **ACTION**

Creative Toolkit for Business  
Innovation (CTBI)

# THE BACKGROUND

Creative skills are more and more recognized to be critical in driving innovation, since creative and artistic practices can act as a catalyst for the transformation of technologies into innovative products and new business models, creating value for society.

In recognition of this, the European Commission launched the STARTS Initiative - Innovation at the nexus of Science, Technology, and the Arts, in 2015. Its purpose is to support collaborations between artists, scientists, engineers and researchers to develop more creative, inclusive, and sustainable technologies.

To encourage collaboration, STARTS has developed and funded different pillars, representing all the dimensions STARTS works with the annual STARTS Prize, the STARTS Residencies and Academies, the STARTS Lighthouses, and the Regional STARTS Centers.

“The Regional STARTS Centers intend to expand the S+T+ARTS initiative on a local level towards European regions. They work at developing a network of players interested in creating local centres in the spirit of S+T+ARTS and public activities that strengthen collaborative practices between the fields of art, industry, business, and research.”

## Good Practice relevant for this Action:

**STARTS Initiative** - the partnership had the opportunity to gain new insights and knowledge exchange about the STARTS Initiative and its implementation model during the EoE 5 in Brussels organized by SERN.

The action aims to facilitate the implementation of the STARTS pillars in the North Portugal region entrepreneurial ecosystem.

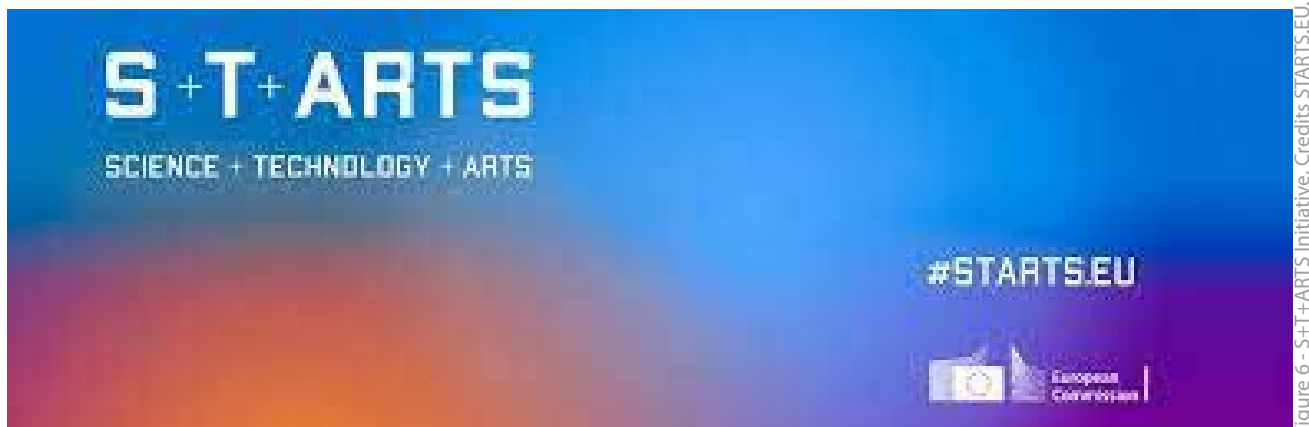


Figure 6 - S+T+ARTS Initiative, Credits STARTS.EU.

# ACTION

The action aims to support the creation of a STARTS regional centre in the North Portugal region by developing a toolkit for supporting young innovative cross disciplinary collaborations.

The creative toolkit for business innovation will be developed by gathering experiences from different design/ creative methodologies and collaborative processes/ programmes, such as the STARTS Initiative and its collaboration toolkit, as well as insights from key Stakeholders.

The toolkit will provide a practical resource to support young artists, researchers, technologists, and entrepreneurs in finding a common ground and language, identifying goals and objectives, offering guidance to plan and execute a collaborative project with the aim to generate business innovation.

## Key tasks

- State of the art/ benchmarking about existent tools;
- Toolkit development through a participatory process involving target users and key stakeholders;
- Website to host the Toolkit features and dynamization activities;
- Development of a training programme to facilitate the toolkit implementation;
- Toolkit training programme testing with key users - toolkit ambassadors/ influencers;
- Toolkit communication and dissemination through the website, social media, and other promotional materials / activities;
- Dissemination events gathering the entrepreneurial ecosystem and other key stakeholders;
- Report of the activity results and outputs.

34



Figure 6 - Collaborative workshop at Porto Design Factory.



# PLAYERS INVOLVED



**fundação  
da juventude**

Fundação da Juventude (Youth Foundation) is a private, public interest, non-profit institution, focused on the interests of young people, namely in their professional training, social and cultural development and their insertion in the labor market. Nationwide, the Foundation has its headquarters in the city of Porto, with a Delegation in the Lisbon and Tagus Valley Region. Their mission is to carry out or support initiatives aimed at promoting the integration of young people in active and professional life. In this sense, they have defined five areas of operation:

- Professional qualification
- Employment and Entrepreneurship
- Citizenship and Volunteering
- Creativity and innovation
- Science and technology

ANJE (National Association of Young Entrepreneurs) is a private law association of public utility whose goal is to associate young Portuguese entrepreneurs, with a view to defending common interests and developing their professional activity, namely regarding training and information.

Impelled by the will to defend the interests of its associates and promote young entrepreneurship, the ANJE has attempted to establish new development paradigms in Portuguese business and encourage less conservative attitudes regarding risk. With approximately five thousand associates, ten operational areas and several regional centres and local delegations, the ANJE undertakes activities of undeniable public relevance.

Fundação da Juventude and ANJE will be involved in the action's implementation by supporting the identification and involvement of target users and key stakeholders in the Toolkit development participatory process.

They will also play a key role in the Toolkit and training programme communication and dissemination activities, raising awareness among the young entrepreneurial ecosystem of the potentialities offered by creativity and interdisciplinary collaboration for business innovation and competitiveness.

35

# TIMEFRAME, COSTS and FUNDING SOURCES

## Timeframe

- State of the art/ benchmarking: July 2021- August 2022
- Toolkit development: September 2021 – February 2022
- Website development and design: January 2022 – April 2022
- Toolkit training programme development: February 2022 – April 2022
- Toolkit training programme testing: May 2022 – July 2022
- Toolkit communication and dissemination:
  - Dissemination events: May 2022, July 2022, October 2022
  - Report of the activity results and outputs: November 2022 – February 2023

36

## Costs

- Budget: 9800€
- Website development and database: 3500€
  - UX design: 1200€
  - Communication services: 1000€
  - Communication and dissemination materials (related cost for the design and production of flyers, posters, leaflets, infographics, booklet, online dissemination tools such as banners and shareable content): 1200€
  - Cost for the photographic and video report: 1300€
  - Dissemination events at regional and national level (includes room rental, transportation, accommodation, catering, and speakers/ experts costs): 1600€

## Funding sources

### ScaleUp Porto

The “ScaleUp Porto Contest Program” is an initiative funded by the Porto Municipality to Support Entrepreneurship, Innovation and Technology (<https://scaleupporto.pt>). Developed by the Municipality of Porto together with the local stakeholders as a first step of a coordinated program that’s included in a broader municipal strategy for innovation and competitiveness. The programme also fosters collaborations among SMEs, seeking to create an innovative business environment in the city, capable of attracting new investments and new talent to its economy.

A proposal to the programme was submitted last May focusing on the development of the toolkit, as proposed for this action, and has been approved.

# OUTCOME

“The expected impact will focus on fostering the inclusion of the tool as a dialogue facilitator between consortium partners from different fields to support the project design and call application process.”


Promote the Creative Toolkit for Business Innovation - CTBI - as a tool adopted by the Managing Authority to foster innovative thinking and unconventional ideas and practices in entrepreneurs and local SMEs by supporting the teaming up artists and tech companies.

Influence regional policies bodies in the North Region to adopt new support models specifically addressing arts and technology following the STARTS programme model. From the iterations with the Managing Authority (CCDR-N), the expected impact will focus on fostering the inclusion of the tool as a dialogue facilitator between consortium partners from different fields to support the project design and call application process.

The main goal is to have more arts related actors in innovation projects together with tech companies.

37

# COMMUNICATION PLAN



The main objective of the Action Plan communication strategy is to support the achievement of improving the implementation of Structural Funds funds in the North Portugal region, for the promotion of collaborations between artists and ICT companies.

The communications activities are designed towards the following main aims:

- Raise awareness among both policy makers and other stakeholders, since there is still a weak understanding of the potentialities offered by arts and non-technological innovation as catalysers of innovation and SME competitiveness;
- Strengthen non-technological innovation within regional policy instruments, such as grants, innovation vouchers, etc., as well as potentially non-financial support such as mentoring, incubators and accelerators;
- Promote non-technological innovation in evaluation and management criteria and KPI in policy instruments, as well as to consider arts and non-technological innovation as one of the main key drivers of accelerated growth.

To achieve this, PDF will work closely together with the partners involved in the AP actions and promote the involvement of their target group in the activities. PDF will be monitoring the action plan implementation by being in regular contact with the stakeholders and beneficiaries of the different actions.

Also, once per semester, PDF will organise a meeting with the LSG to disseminate the results of the action plan implementation.

The communication plan will also include activities with pan-European initiatives. Events at national, local and regional

level to disseminate projects results and good practices. As part of the communication strategy, social networks will be used in order to reach a wider audience and to facilitate dialogue with relevant stakeholders. Most important social networks that can be used are LinkedIn, Facebook, and Twitter. Communication will also take place through publications in journals, digital media and regular newsletters, as well as participating in public events as conferences and workshops among others. events.

PDF will ensure regular updates of the project website with information on the action plan implementation. At the end of the action plan implementation PDF will organise a final dissemination event gathering executives and policy makers from the North Portugal region and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plan implementation to a large audience.

39

# MONITORING AND IMPACT OF ACTION PLAN





The monitoring process will make sure the action plan is implemented according to the goals and values of the project.

PDF will be responsible for monitoring the implementation of the refereed actions in the context of this Action Plan to watch the progress and the expected impact.

To efficiently monitor the implementation of the actions defined, a number of output and result indicators have been decided for each action.

ACTION	KPIs		DATA COLLECTION
	QUALITATIVE	QUANTITATIVE	
Arts & ICT Project Assessment	Monitoring the improvement of the Call implementation	N° of projects linking Arts and ICT  N° of SMEs with increased innovation capacity	Application Form  Project reports  Feedback survey
Creative Ecosystem - Regional Innovation Platform	Establishment of collaborations CCSI ecosystem	N° of entities involved in the platform  N° of collaborations CCSI ecosystem	Platform database  Survey
Creative Toolkit for Business Innovation (CTBI)	Monitoring of the Toolkit Implementation	Innovation capacity of the ecosystem  N° of Toolkit users	Survey Monitoring reports  List of users

41

PDF will use the following methodology to ensure the actions good execution during the monitoring phase:

1. Monthly check of the progress of all actions, including one meeting with the key Stakeholders involved in the action plan implementation, to make sure everything is running accordingly.
2. Based on the monthly checks and the actions indicators, PDF team will run every 6 months a 1-2 pages evaluation report, regarding actions performed, challenges, deliverables and results.
3. Every semester PDF will organize a LSG meeting to present the state of play and results of the action plan implementation.
4. By the end of Phase two a final monitoring report will be delivered based on the evaluation reports, plus an analysis of future recommendations.
5. During Phase 2 activities PDF team will be participating in dissemination events to exchange knowledge regarding the action plan implementation and monitoring.

The impact monitoring and the quality of the implementation will be based on the expected outcome for each action:

With Action 1, the expected impact will focus on influencing the design of the future calls and their implementation. Namely by fostering the inclusion of artistic and creative players in the partnerships of the projects to be supported.

Action 2 will work as a meeting place and will provide match-making utilities to foster new partnerships and develop new project concepts to increase the participation of the artistic and creative communities in the calls to support the Competitiveness of Small and Medium Enterprises.

Therefore, it will allow to leverage the region's critical mass to reinforce funding opportunities and an intensification of support measures to artistic and CCSI (Cultural and Creative Sectors and Industries).

With Action 3, the expected impact will focus on fostering the inclusion of the tool as a dialogue facilitator between consortium partners from different fields to support the project design and call application process.

# SIGNATURE OF ACTION PLAN

I hereby confirm that Porto Design Factory, PORTIC/P. PORTO as a partner of the RegionArts project with this Action Plan has defined priority actions target towards the improvement of policy planning and its instruments that are essential for promoting financial instruments for

Date:

---

Signature of representative:

---

Stamp of the organisation (if available)

43

# REFERENCES

2020 - NORTH 2030 - Development Strategy of the North for the Programming Period 2021-27 of European Union Policies [Document approved by the Regional Council, under the terms of Article 7(7)(h) of Decree-Law No 228/2012 of 25 October]. [https://www.ccdr-n.pt/storage/app/media/2020/Publicacoes/NORTE2030\\_DocumentoFinal\\_Editado\\_20201230.pdf](https://www.ccdr-n.pt/storage/app/media/2020/Publicacoes/NORTE2030_DocumentoFinal_Editado_20201230.pdf)

NORTE 2020 (2014–2020 North Portugal Regional Operational Programme) [https://www.norte2020.pt/sites/default/files/public/uploads/programa/CCDR-N\\_brochura\\_Ingles\\_FINAL\\_NOVO.pdf](https://www.norte2020.pt/sites/default/files/public/uploads/programa/CCDR-N_brochura_Ingles_FINAL_NOVO.pdf)

NORTE 2020 – Versão oficial (outubro.2020) - reprogramação COVID-19 [https://norte2020.pt/sites/default/files/public/uploads/documentos/Programme\\_2014PT16M2OP001\\_6\\_1\\_pt.pdf](https://norte2020.pt/sites/default/files/public/uploads/documentos/Programme_2014PT16M2OP001_6_1_pt.pdf)

2019 - "Norte Region Smart Specialisation Strategy, eight priority areas were identified for S3NORTE" <https://www.ccdr-n.pt/pagina/norte-region-smart-specialisation-strategy>

# How to boost Arts & ICT ACTION PLAN SERIES

NORTH | Portugal

RegionArts   
Interreg Europe



European Union  
European Regional  
Development Fund