How to boost Arts & ICT

ACTION PLAN SERIES

Emilia-Romagna | Italy

RegionArts
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ATTRACTIVENESS
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GENERAL INFORMATION

ACTION PLAN

PARTNER ORGANISATION
ART-ER S. cons. p. a.

OTHER PARTNER ORGANISATIONS INVOLVED
Porto Politchnic Institute
Baltan Laboratories
KEPA Business and Cultural Development Centre
SERN Startup Europe Regions Network
University of Lapland
ENTER Koprivnica
Regione Molise

COUNTRY
ITALY

NUTS2 REGION
EMILIA-ROMAGNA

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A document developed by ART-ER in the framework of RegionArts,
a project co-funded by the Interreg Europe programme

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EXECUTIVE SUMMARY

The Action Plan **"How to boost innovation through synergies between Arts & ICT"** in the Emilia-Romagna region is developed within the project RegionArts - "Enhancing SME growth by the integration of Artists in ICT projects", implemented by ART-ER under the Interreg Europe Programme.

The Action Plan provides details on **how the lessons learnt** (and in particular best practices coming from project partners: KEPA, Baltan labs, ENTER, University of Lapland, SERN) **from the cooperation will be implemented** in order to improve the policy instrument tackled within a given region.

The Action Plan has been prepared by ART-ER following the Interreg Europe programme specific guidelines and includes:
- the **nature** of the actions to be implemented
- the **timeframe** of its implementation
- the **players** involved in the implementation
- the **cost** of actions
- the **funding** sources

The Action Plan intends to provide a framework for **the improvement of regional support programmes** focusing on:
1. **Multi-layered human skills** (competences) in which creative and digital skills are integrated.
2. **Tools for innovation** in the CCIs.
3. **Activation of territorial networks**.
4. **International networking**.

As a result, this Action Plan includes the following actions:
1. MULTI-STAKEHOLDER STEERING COMMITTEE
   Best practices considered: The Eindhoven Model – Program Creative Industries
2. THE CREATIVE HUB OF THE EMILIA-ROMAGNA REGION
   Best practices considered: Lapland Regional Research, Development and Innovation Centre of Excellence; Wallonia District of Creativity; The City of Eindhoven model
3. A POLICY TASK FORCE FOR INNOVATIVE MEASURES
   The Research-Create-Innovate call; a call supporting innovative projects of SMEs; a call for proposals to encourage entrepreneurship in CCIs

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All the actions foreseen have been conceived to generate **positive effects in the long term** so as to fully achieve the objectives of the RegionArts project: increase arts-technology interactions to foster SMEs competitiveness.

The three ambitious actions envisaged, due to the limited time available for their monitoring system, will be evaluated in terms of their actual set-up and implementation.

In the case of **Emilia-Romagna**, the policy instrument identified in the project application form was:

ROP-ERDF 2014-2020 Emilia-Romagna Region
AXIS 1 – Research and innovation
Specific Objective - 1.2 - Strengthening the Regional and National Innovation System

1.2.1 Actions to support the participation of the regional actors in networking platforms and national networks for technology specialization, such as the National Technology Clusters, and in projects financed with other European programs for Research and Innovation

Starting from 2017, under priority 1.2.1, the Region put in place a cluster system (the "Clust-ER" network) dedicated to S3 priorities and thus funding also the setting up of clusters dedicated to ICT (Cluster Innovate) and Cultural and Creative Industries (Cluster CREATE).

In the following years, several calls were implemented (according to the ROP 2024-2020 timeline) and the dedicated budget was allocated.

The implementation of the RegionArts Action Plan will thus have an impact on the ERDF programming period 2021-2027 (which will be launched in the next following months), and in particular on Axis 1- Innovation, which has been drafted in continuity with the previous one, being the priorities highlighted by the current S3 an evolution of the previous one. In particular, in the current S3, a regional HUB dedicated to Culture and Creativity was added as a strategic project: this important achievement was possible thanks to the efforts carried out during phase 1 of the RegionArts project and its definition in Action 2 of the present document.

In particular, as regards Innovation in Cultural and Creative Industries the S3 for 2021-27 will be focusing on:
- digitization of key regional pro ductive sectors as cultural heritage, creative industries and tourism
- market exploitation, conservation, monitoring, promotion and accessibility of the regional cultural heritage, as a key regional economic asset
- new and user-centered business models for the industrial landscape, and in

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particular for the manufacture ecosystem, focused on innovative processes, new technologies, design and creativity.
- cross-fertilization among CCIs and other domains, namely

health and wellbeing, inclusion and social innovation

HUB Creativo dell'Emilia-Romagna, un one-stop-shop che prevede, oltre alla dimensione fisica, collocata presso uno spazio chiaramente identificabile e inserito all'interno dei un'area coerente alla finalità dell'hub stesso, l'accesso virtuale tramite piattaforma online.

Da un lato, l'HUB sarà finalizzato ad integrare e mettere a sistema competenze, infrastrutture, attrezzature, iniziative ed azioni sviluppate sul territorio regionale a favore del settore ICC, del suo sviluppo e della sua innovazione, e rappresenterà una modalità di accesso facilitato a tutte le opportunità disponibili.

Dall'altro, l'HUB agirà per favorire collaborazioni operative tra i diversi attori territoriali promuovendo un'innovazione aperta che punti sull'integrazione tra nuove tecnologie, in particolare digitali, e le competenze culturali e creative. L'azione dell'HUB sarà,

in particolare, tesa a stimolare la transizione digitale dei diversi sottosettori del sistema ICC parallelamente a supportare la crescita competitiva del sistema produttivo regionale facilitando le collaborazioni, opportunamente intermediate da figure specializzate, tra imprese tradizionali e imprese ICC.

Nella progettazione e gestione dell'HUB saranno coinvolti gli attori centrali per lo sviluppo dell'innovazione regionale delle ICC nello specifico, tra cui oltre ART-ER, i Cluster CREATE, BUILD, INNOVATE, i centri di ricerca CRICC – Centro di Ricerca per l'Interazione delle Industrie Culturali e Creative e DHMORE – Centro interdipartimentale di Ricerca sulle Digital Humanities, gli enti di formazione specializzati nel settore, gli intermediari e gli stakeholder già attivi sul territorio.

The figure shows the section dedicated to the regional Creative hub, included in S3 2021-2027

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[1] https://fesr.regione.emilia-romagna.it/opportunita/2017/finanziamenti-per-lo-sviluppo-della strategia-di-specializzazione-intelligente
[2] https://innovate.clust-er.it/
[3] https://create.clust-er.it/en/
[4] Here can be found information of the definition and consolidation of S3 2021-2027: https://fesr. regione.emilia-romagna.it/s3/2021_2027#autotoc-item-autotoc-3
The official approval of the Emilia-Romagna Regional Government is: delibera n. 45 (7.1 MB) (oggetto n. 3368) del 30 giugno 2021.

LETTER OF SUPPORT

The Managing Authority of European Regional Development Fund of the Emilia-Romagna Region has provided us with the endorsement letter supporting the Action Plan developed by ART-ER within Regionarts

Regione Emilia-Romagna

ART-ER — RegionArts

Interreg Europe's Secretariat

Subject: Letter of endorsement for RegionArts project's Action Plan

Dear Interreg Europe's Secretariat,

in the last three years, ART-ER, the Joint Stock Consortium of Emilia-Romagna Region, has worked on the development of RegionArts project with the aim of enhancing the policy instrument identified in the Application Form:

> **ROP-ERDF 2014-2020**
> **AXIS 1 – Research and innovation**
> **Specific Objective - 1.2. -** Strengthening the Regional and National Innovation System
> **1.2.1 Actions** to support the participation of the regional actors in networking platforms and national networks for technology specialization, such as the National Technology Clusters, and in projects financed with other European programs for Research and Innovation.

Project activities have allowed both ART-ER and its local stakeholders, which represent the vast and heterogeneous regional innovation ecosystem, to further understand how the interactions between **Arts and ICT** are fostered in the other European regions belonging to the consortium, leading to fruitful discussions and reflections on how regional measures should be improved to encourage competitiveness in more traditional sectors as well.

This process led to the development of the attached **Action Plan** "**How to boost innovation through synergies between Arts & ICT**" that represents the current needs of the territory and the achievements the Emilia-Romagna Region intends to attain in the forthcoming years.
Furthermore, ART-ER was closely involved in the definition of the new Smart Specialization Strategy 2021-2027 that is currently under approbation.

Since the first months of 2021 are dedicated to the definition of the final architecture of ROP-ERDF 2021-2027, as its Managing Authority, I fully endorse the **Action Plan** and I, therefore, confirm that Emilia-Romagna Region is committed to financially support the actions described in the Action Plan through the following measure:

> **ROP-ERDF**   **2021-2027**
> **AXIS 1 – Research and innovation**

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LETTER OF SUPPORT

Regione Emilia-Romagna

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Specific Objective - 1.2. - Strengthening the Regional and National Innovation System

Name of the signatory: Morena Diazzi

Position of the signatory: General Director - Emilia - Romagna Region: DG Economy, Knowledge, Employment and Entrepreneurship and Managing Authority of the European Regional Development Fund of Emilia-Romagna Region

Stamp and Signature

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INTRODUCTION

How to boost innovation through synergies between Arts & ICT

The **RegionArts project** brings together 7 organisations to improve the implementation of Structural Funds/other funds in partner regions, by adapting or designing a support scheme in each region for the promotion of collaborations between artists, creative/cultural skills, and ICT competences. Accordingly, the project supports the integration of Arts and ICT for SME innovation and competitiveness.

RegionArts partners are PDF - Porto Polytechnic Institute (Portugal), ART-ER (Italy), Baltan LABS (The Netherlands), KEPA - Business and Cultural Dev. Centre (Greece), SERN (Belgium), Lapland University (Finland), ENTER (Croatia), Regione Molise (Italy).

ART-ER Attrattività Ricerca Territorio, the project partner in charge of the drafting of the Action Plan for the Emilia-Romagna Region, is a in-house company whose mission is to promote the sustainable development of the territory through research and innovation, the consolidation of technology transfer, the support for start-ups and business acceleration, the attraction of investments, the internationalization of the regional system, and the support for integrated resource planning, as conditions for **enhancing and increasing the competitiveness of the Region**.

The RegionArts project is implemented in **two phases**.

During **Phase 1** (from June 2018 to May 2021), it took place the exchange of experiences for the transfer of learned practices among the participating partners. At the end of this phase, each partner organisation has been asked to submit an Action Plan for the integration of the lessons learned into their local policies and practices.

Phase 2 (from June 2021 to May 2023) is meant to monitor the implementation of the Action Plan in the involved territories, which may include pilot actions too.

The RegionArts Action Plan intends to provide details on how the lessons learnt from the project cooperation will be implemented in order to improve the policy instrument tackled within a given region.

During **Phase 1**, ART-ER and the RegionArts consortium performed the following steps towards the elaboration of the RegionArts Action Plan:

• Regular work with the **Local Stakeholder Group** (seminars and workshops, consultations and interviews, involvement of the members in the Exchanges of Experiences and on the identification of the main aspects to be tackled in the Action Plan).

• Research analysis of CCI/ICT in Emilia-Romagna, including stakeholders, policy instruments, financial sources, non-financial support and networks, education and training, events and fairs, research centres and business initiatives.

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The following image shows an overview of the CCIs ecosystem of the Emilia-Romagna carried out in 2018 as one of the output of RegionArts. It includes stakeholders, policy instruments, financial sources, non-financial support and networks, education and training, events and fairs, research centres and business initiatives.

Mapping the ecosystem linking ICT and the Arts in the Emilia-Romagna Region

Policies

S3 - Smart Specialization Strategy Emilia-Romagna

ERDF ROP 2014-2020
Priority Axis 1 - Research and Innovation
Priority Axis 3 - Production system competitiveness and attractiveness
Priority Axis 5 - Enhancement of artistic, cultural and environmental resources
Priority Axis 6 - Attractive participative cities

ESF ROP 2014-2020
Priority Axis 1 - Employment
Priority Axis 3 - Education and Training

Regional policies
GECO - Young Artists Support Policy
Regional Law N. 37/1994 "Cultural Promotion"
Regional Law N. 18/2000 "Libraries, archives, museums and cultural heritage"
Regional Law 1/2010 "Protection, promotion and development of craftsmanship"
Regional Law N. 20/2014 "Cinema and audiovisuals"
Regional Law N.3/2016 " Support and promotion of the history of the 20th century"
Regional Law N. 2/2018 "Music sector"

Non-financial support and networks

EmiliaRomagnaCreativa, EmiliaRomagnaStartup/Creative, ER Internationalization CCI, Film Commission, Parma Cinema District

Education and training

Polytechnical network
ITS, IFTS, Higher Eucation

University of Bologna
Architecture and project culture, PhD
Bologna Digital Humanities and Digital Cultural and environmental heirtage, PhD
GIOCA, Innovation and Organization of Culture and the Arts, Master Degree
DAMS, Bachelor's Degree
 Knowledge, Master Degree
Fashion culture and management, Master Degree
Bachelor's degree in Industrial Design
Master's degree in Advanced Design

University of Ferrara
Architecture and Urban Planning, PhD
Innovation Design, Master Degree
Cultural Itineraries Manager, Bachelor's Degree

Industrial Design, Bachelor's degree
Sciences and technologie for the Cultural Heritage, Bachelor's Degree

University of Modena and Reggio Emilia
Innovation Design, Master Degree
Human sciences, PhD

University of Parma
Communication and Contemporary Media for CCI, Bachelor's Degree
Sound Technology and Music Composition, Master Course

Higher Institutions
Conservatory Martini, Bologna
Conservatory Arrigo Boito, Parma
Fashion Research Italy
Fine Arts Academy - Bologna
Fine Arts Academy - Ravenna
ISIA - Faenza
Demetra - CCI area

Events and fairs

AFTER | Futuri digitali
Angelica, International Music Festival
ArteFiera - Bologna
Bologna Children's book fair
Bologna Design Week
DIMORE FESTIVAL 2019 - Piacenza
Future Film Festival - Bologna

Music Inside - Rimini
R2B | Research to Business - Bologna
Restoration, Museums and Cultural Business Trade Show - Ferrara
Regional S3 forums
Robot Festival - Bologna

Financial instruments

ERDF ROP Priority Axis 1 - Research and Innovation
Call for innovative services and product diversification for SMEs; actions 1.1.2
Call for projects adopting or testing innovative solutions provided by temporary joint ventures, action 1.1.3
Call for strategic industrial research project in the framework of the Smart Specialization Strategy - action 1.2.2
Call for Innovative startups - Action 1.4.1

ERDF ROP Priority Axis 3 - Production System Competitiveness and Attractiveness
Call to support enterprises operating in tourism and in the CCIs sector - Production system competitiveness and attractiveness; Actions 3.3.2 and 3.3.4

ERDF ROP Priority Axis 5 - Enhancement of artistic, cultural and environmental resources
Call for the promotion of artistic, cultural and environmental resources

ERDF ROP Priority Axis 6 - Attractive participative towns
Action 2.3.1. "Tecnological solutions for digital competencies"

ESF ROP Priority Axis 1
8.1 Call to support access the labour market for the unmployed
8.5 Support for adapting to change for employees, employers and enterprises

ESF ROP Priority Axis 3
10.2 Enhancing higher education quality and access
10.4 Improving cohesion between education and the labour market

Regional Program for Productive Activities 2012-2015
Activity 5.1 "Support for the development of infrastructures and for regional competitiveness", 2015 and 2018
Activity 1.2 "Support for the setting up of a Research Lab dedicated to CCI", 2019

Three-year Program for cinema/audiovisual sector support (2018-2020)
Three-year Program for music sector support (2018-2020)

Incredibol! - Bologna Creative Innovation

Actors

Emilia-Romagna Region
ART-ER
AGO Modena
IBC - Cultural Heritage Institute
CNA Cinema & Audiovisuals
CNA Innovation
GAER - Young Artists
Mak-ER Association

Clust-ER
Build, Create, Innovate

Foundations
Cineteca di Bologna
Fashion Research Italy
Flaminia
Golinelli
MAST

Incubators
ATR contemporaneo
Democenter-Sipe
Grisù Factory
Le Serre di ART-ER

Rimini Innovation square
Urban Hub Piacenza

Urban Open Labs
AEM Modena
St.Peter's Cloister, Reggio Emilia
Santarelli, Forlì
Urban Regeneration Bologna

Research Centres

CIRI Building
CIRI ICT
CIRI Mechanics & Materials
Cross-tec ENEA
En&Tec
CSAC

Future technology lab
Gtechnology
Immagine Ritrovata Lab
INFN TTLAB
Leap Soc. Cons. A.R.L.
Mechlav

Mister S.c.r.l.
Re:lab S.r.l
Romagnatech S.c.p.a
SIAER SCARL
Softech ICT
TekneHub

Startups, SMEs, large enterprises

58.142 companies employing **159.695** people (2017) representing 12,7% of Emilia-Romagna productive system and 9,6% of the total work force
402 out of 902 **innovative startups** in Emilia-Romagna have been classified as active in the fields of **Innovation Services** and/or **Cultural and Creative Industries**

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- **Exchange of experience**, knowledge and good practices during the RegionArts study visits to the partners' regions.

Thereof, the Action Plan for the Emilia-Romagna region is the outcome of regular and extensive consultations between ART-ER and the ER **Local Stakeholder Group** designed under a **quadruple-helix model** and based on public, private, research and civil society interactions.

This group includes public sector institutions like the **Managing Authority of the Emilia-Romagna Region**, as well as representatives on the regional services for "Culture and Youth" and "Productive activities", the Clust-ER INNOVATE and Clust-ER CREATE representatives, the regional research centres dedicated to creative industries CRICC (University of Bologna) and DHMORE (University of Modena-Reggio Emilia[5]) and **Teknehub** (University of Ferrara), universities such as the faculty of DAMS - Drama, Arts and Music Studies, as well as hybrid organisations that mix partnership and alliances among public, private and community agents (AGO/**Digital Humanities**, Cineteca di Bologna, CNA Innovazione, Distretto Cinema Parma (Gruppo Scuola), Incredibol! project - **City of Bologna**, ISIA Faenza, **the** Mak-ER network, CSAC.

As mentioned, the **policy instrument** identified by ART-ER and the Emilia-Romagna Region managing authority during the application process[6] was fully exploited to set up the Regional system of

Innovation Clusters. Indeed, under priority 1.2.1, the ER region put in place a cluster system (Clust-ER network) dedicated to S3 priorities, thus funding also organizations ICT (ClustER INNOVATE) and Cultural and Creative Industries (ClustER CREATE). Furthermore, it's worth to note that both the Clust-ER CREATE and INNOVATE, which have been the main stakeholders during the RegionArts implementation and actively contributed in key initiatives, as for instance the co-funding of the "ICT meets the Arts Event", are organized in specific value chains. In particular, those belonging to Clust-ER CREATE are closely linked to RegionArts:

- CULT_TECH – Technologies for digital culture;
- A.D.DI.C.T - Advanced Design & Digital Craft Technologies;
- Fashion-ER Valley;
- MULTImedia- New Business MODELS.
- Tourism and Urban reactivation

In accordance with the regional managing authority (General Director Knowledge Economy, Employment and Entrepreneurship - see the commitment letter), the funds that will be influenced will be those under the ERDF 2021-2027 on the Axis 1 dedicated to Research and Innovation, consistently to the objectives stated in the Application Form.

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[5] Representatives of CRICC and DHMore have participated in and contributed to the Local Stakeholder Group through the University of Bologna and Ago Fabbriche Culturali.

[6] ROP ERDF 2014-2020 of the Emilia-Romagna Region, AXIS 1 – Research and innovation; Specific Objective - 1.2 - Strengthening the Regional and National Innovation System; measure 1.2.1 "Actions to support the participation of the regional actors in networking platforms and national networks for technology specialization"

POLICY CONTEXT

The artistic process lies at the heart of the cultural and creative industries (CCIs).

Artistic content provides input for both the cultural as well as the creative subsectors of the CCI market. Beyond the classical CCI sub-sectors such as fashion, advertising or architecture, the artistic content created has an impact on a wide range of industries that depend on the creative output stemming from CCIs.

These include software and digital services, telecom services and hardware, tourism, industrial design and education (EIF, 2021).

Ecosistema Costellativo ICC

Data visualization - in progress - of the CCIs ecosystem of the city of Bologna and the Region[7].

Taking a closer look at the Cultural and Creative sector, especially after the critical impact of COVID19, Regions need to react and make sure that it will continue to be considered as a key strategic axis for their economic development. Beside the recovery measures to overcome the crisis, support programs boosting their **innovation and entrepreneurial competences** will be fundamental for the relaunch of the sector.

In 2017, there were more than **1.1 million cultural enterprises in the EU-27**.
Eurostat data shows that the CCIs represented 5.5% of the overall EU economy, with a value added of EUR 412,929. The CCI share of the overall European workforce increased from 5.6% in 2013 to 6.2& in 2017. Moreover, CCI enterprises represented, on average, across Member states, 12.1% of the total number of national companies. (Eurostat, 2020).
Some structural measures with a greater economic impact are indeed necessary to set the ground for a more skilled, innovative and entrepreneurial sector. Several researches confirmed the high level of precariousness in this area: the CCI sector is composed of a majority of micro/solo enterprises (Eurostat data for year 2018 shows that 33% of workers in CCIs are self employed compared to 14% of the whole economy for the same period).
Not to mention the negative impact the COVID19 pandemic has had on this sector: according to OECD, arts, entertainment and recreation, together with tourism, are the sectors that have suffered the most due to containment measures[8]. Effect varies according to countries and to the specific subsectors: data are not yet complete but representatives and associations of specific industries have started assessing the damage. For instance, according to the European Festival Association (EFA), the average value of the estimated loss is 150.000 euros and the median is 40.000 euros per festival; while UNESCO states that at the beginning of October 2020, only 37% of world heritage managed to re-opened; the same institution estimated that the cinema industry should lose 7 billion euros[9].

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[7] © Advanced Design Unit, Centro di Ricerca per l'interazione con le Industrie Culturali e Creative, Università di Bologna.
[8] Culture shock: COVID-19 and the cultural and creative sectors (OECD, 2020)
[9] The impact of the COVID-19 pandemic on the Cultural and Creative Sector (KEA, 2020)

Taking a closer look at the **Emilia-Romagna regional CCI production sectors**, it's worth to note that it involves core cultural and artistic enterprises, the media and cultural industries, multimedia and ICT creative services, artistic hand-made products. In a more general sense, they also comprise the creativity of high-tech innovative companies, the fashion industry, furniture and all other products connected with design. The Region's long-established enterprises and artisans have managed to bring the excellence of Made in Italy worldwide in sectors such as mechanical, engineering, agri-food and fashion. In the past 10 year CCIs have been playing an important role within the regional and local system in terms of economic development and job creation, but also in terms of social innovation, urban rehabilitation and life quality improvement. With its **35.000 enterprises the cultural and creative sector produces 9% of the regional added value (ERVET 2018)**. Data also show that the creative labour force – mainly composed of micro, SMEs and freelance professionals (70%) - is highly specialized and includes a greater percentage of women compared to other sectors. One of the peculiarities of regional CCIs is their strong connection with the territory and its long-standing traditions, which are reflected in their products and services.

Let's take a closer look at the interactions between the **Cultural and Creative sector and the innovation aspects**, as a first step the SWOT analysis of the Emilia-Romagna regional ecosystem was realized in the framework of the project.

OECD has identified "**cooperation**" as a key issue for CCIs to overcome the Covid-19 crisis[11], which translates into:
- open innovation schemes within CCIs, as well as with traditional sectors
- competence merging with ICT and tech sectors
- synergic approaches and a shared vision for policy makers and support services providers.

Strengths

- Fertile entrepreneurial ecosystem
- S3 already focusing on CCI/ICT interaction
- Presence of regional Clusters committed to this challenge
- Presence of a large number of research institutions focusing on CCI/ICT
- High number of institutional and non-economic players committed to this challenge
- Several panels already working on this challenge (e.g. working groups within Clust-ER Create which set specific objectives to innovate the sector)

Weaknesses

- Lack of leading corporates/enterprises;
- Difficulty for small/micro enterprises to approach innovation processes
- Policy measures fragmented: lack of an integrated strategy
- Lack of specific measures supporting organizational aspects (i.e. horizontal management models)
- Lack of specific research competencies for the exploitation of the interactions between CCI/ICT
- Lack of educational offer focused on beneficiaries needs in terms of managerial and business competencies
- Lack of culture regarding open innovation practices

Opportunities

- Several initiatives (open innovation programs, residencies for artists, business matches, EU projects) to be exploited to boost collaboration
- New regional programming period to be designed (2020/2027)
- New EU program period (greater attention to CCI also within Horizon Europe)
- Launch of new institutions at the local level whose mission matches with CCI/ICT interaction

Threats

- Difficulty of mutual understanding between all players (institutions, creatives, artists, entrepreneurs, researchers)
- Difficulty of integrating in the Action Plan the several decision makers involved in this challenge, both vertically (regional and local players) and horizontally (policy makers dealing with research, innovation, economic development, culture)

RegionArts Policy Booklet[10]

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[10] Activities linking arts and ICT - First Policy Booklet of the RegionArts project
https://www.interregeurope.eu/fileadmin/user_upload/tx_tevprojects/library/file_1582113900.pdf
[11] See OECD "Coronavirus (COVID-19) and cultural and creative sectors: impact, innovations and planning for post-crisis

Together with digitalization and improvement of technological competencies, which are the key topics of RegionArts, an integrated policy support scheme for CCI growth shall include:

- a standardised monitoring activity on CCIs economic and social impacts, with benchmarks with other sectors and other regions/countries;
- an operative matching routine between traditional sectors and CCIs competences: a database/platform for creative professionals to facilitate the match between demand and offer of creative services; the creation of high level professionals in Cultural and Creative Industries in Universities to match companies needs in terms of such skills;
- a deeper involvement of CCIs profiles and competences in the public sector (eg. dedicated budget for cultural and artistic aspects when realizing public works, a "Creative Public Procurement" to qualify public spending not only in terms of best value for money, but also as regards other types of indicators used by cultural and creative sectors; the hiring of creative profiles into the PA to achieve a true user-centered approach);

Focusing on **innovation**, it's worth to recall that this aspect is increasingly driven by non-technological factors such as **creativity, design, new organisational processes and business models**. It heavily relies on **ecosystems** in which the quality and diversity of partnerships across different sectors and types of actors is decisive. As a matter of fact, innovation comes from the creative disruption of established thinking. And artists are very good at criticizing the establishment and formulating new problems. This clearly shows the deep-rooted link between art and science (EU, 2015).

Coherently, the European Commission embedded this view within the concepts of smart specialization and **S3 – Smart Specialisation Strategy** within the reformed Cohesion policy (EU, 2017). Smart Specialisation is a place-based approach that builds on the assets and resources available to regions and Member States and on their specific socio-economic challenges in order to identify unique opportunities for development and growth. Among the principles upon which this approach is based, there is the need to embrace a broad view of innovation including, but certainly **not limited to, technology-driven** methodologies. The identification of the S3 priorities is not a top-down process; quite the opposite, it requires outward-looking and a wide stakeholder involvement.

This view constitutively appeals to creativity and openness for innovation, and likewise the participation of the Emilia-Romagna region in the RegionArts project rests on, and aims at, the positive evolution of activities linking ICT and Arts. Inter-organisational collaboration, in terms of **open innovation** (Chesbrough, 2003), offers possibilities to create new ideas and embark on different resources and knowledge (Marinova and Philimore, 2003).

Open innovation, however, does not occur and realize by itself: the role of leaders – both in businesses and institutions – is decisive as capable of enabling local and global networking of individuals and organizations. The need for structuring and integrating relationship systems cannot be ignored, even more in this kind of societal form (Yun et al, 2020).

In line with the aforementioned overview, S3 of the ER region for the period 2021-2027[12] identifies the following areas on which to focus the efforts of its regional innovation policies:

1. **Open Innovation**, implying a distributed innovation process based on inflows and outflows of knowledge to accelerate internal innovation and expand the markets for external use of innovation.
2. **Responsible research and innovation** (RRI)[13], implying a transparent and interactive process capable of giving rise to innovation processes.

[12] Emilia-Romagna S3 2021-27

[13] Responsible research and innovation is an approach that anticipates and assesses potential implications and societal expectations with regard to research and innovation, with the aim to foster the design of inclusive and sustainable research and innovation (Horizon 2020).
Further details can be found on the European Commission website: https://ec.europa.eu/programmes/horizon2020/en/h2020-section/responsible-research-innovation

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3. **Global Value Chain**, implying the international opening that must characterize the supply chains.
4. **Creativity and Design**, implying not only those resources and skills belonging to the CCIs sector, but also those factors enabling a culture for innovation within all the supply chains.

Remarkably, the incoming S3 acknowledges the economic, social and cultural importance of CCIs and adopts a **multidisciplinary and hybrid approach to innovation** blending technological and artistic practices into mutual beneficiary collaborations. Besides, as partnership among entities belonging to different sectors (i.e. public, private, research and civil society) and industries (including CCIs, ICT companies, and traditional businesses too) are generating disruptive and concrete results, this approach is meant to become a new standard in the regional innovation ecosystem. In this context, it is also worth mentioning the fact that the territory and all the people and players that live or operate in it are ever more important and a focal point in the new Strategy. Indeed, they played a pivotal role in the drafting of the document: society at large was asked to provide feedback and inputs through an open consultation occurred on the Emilia-Romagna Open[14] Innovation platform. Thanks to the contribution of a wide range of stakeholders, the final document will be able to better reflect the needs and expectations of the community.

This acknowledgement is the result of a set of pilot measures and actions that in the past period have been put in place to test the potential of such collaboration: for this reason they were presented to RegionArts partners as best practice, most of which have been included in the Interreg Europe platform.

The most relevant is the following:

Research and Innovation funding measures for Cultural and Creative projects (ERDF - ROP Axis 1):

In the previous programming period (2014-2020), the Emilia-Romagna Region acknowledged the relevance of the Cultural and Creative Industries (CCI) including them in the regional Smart Specialization Strategy 2014-2020.
As a consequence, the Region issued public calls selecting "industrial research projects addressing S3 priorities", which aimed at fostering technological advancements of regional productive activities, among which there are CCIs. Within this measure, the Emilia-Romagna Region co-funded 10 projects matching CCIs and ICT with € 7.167.977,51 (while the overall resources invested in these projects amounted to € 10.448.741,81).

There are also other actions that go in the same direction as:

EROI - Emilia-Romagna Open Innovation Platform

EROI is a platform aimed at raising awareness on open innovation practices and fosters connections among the regional innovation ecosystem (SMEs, labs, incubators, startups, clusters), allowing users to tackle innovation needs collaboratively.
Participants can share innovation challenges; provide potential solutions; create thematic discussion groups; connect with potential partners.
It adopts the priority sectors identified by the Region in the framework of the S3 - including CCIs.
The platform can count on around 2000 active users. Participants vary greatly (which is the ultimate aim of the platform itself): 43% employees, 25% freelancers, 8% entrepreneurs, 5% startuppers, 19% researchers.

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[14] https://emiliaromagnaopeninnovation.aster.it/admin/security/login

Born in 2018, in June 2020 achieved the following results: 25 challenges shared, with 51 potential solutions; 110 news published; 34 thematic groups created.

Emilia-Romagna Open Labs

Co-funded by the Emilia-Romagna ERDF, Open labs are the focal point of the Urban Agenda and the physical hubs of the Digital Agenda[15] of the region. These spaces boost open and bottom-up innovations where digital competences are improved through a series of concrete actions: training to decrease the digital divide; hackathons to find creative and technology-driven solutions; cultural events leveraging digital innovations.

Each open lab puts technology, innovation, cooperation and participation at the core of its mission. Nevertheless, they are also characterized by a specific theme, defined according to the peculiarities of their territory: most of them, as for instance the Foundation for Urban Innovation of the City of Bologna, recognized CCIs as a core element.

AFTER Futuri Digitali

The Festival is organized in the framework of the Digital Agenda of the Emilia-Romagna Region, and aims at spreading opportunities arising from the digital age to all people through a wide range of actions. Access to information technology varies deeply depending on gender, age and education. Through a series of initiatives, such as AFTER, the Emilia-Romagna intends to close these gaps: indeed the Festival specifically addresses citizens who can take part in thematic workshops, conferences and events. Interest towards this initiative is high: during the 2017 edition, participants amounted to 7.000, the following year a 20% increase was registered, while in 2019, 40% more people attended.

It is also worth to note that - mainly because of the pandemic emergency that urged for a more massive use of new technologies in cultural and creative business - long-lasting measures were integrated with innovation-related aspects. Among the most interesting examples is **Incredibol!**, the main regional program supporting CCIs organizations in the set up and growth phases. This project, which has been closely involved in RegionArts activities and presented as key regional best practice[16], has managed to evolve by paying attention to the changing context and the new sectoral needs. Also thanks to constant discussions with RegionArts' staff and stakeholders, Incredibol has experimented with frameworks in its periodic call for proposal for CCIs: in 2019 it included a section dedicated to innovative projects developed by cultural and creative organizations; in 2020 the call completely renewed itself and rewarded all of those organizations that succeeded in innovating their products or services, rethinking their processes or business models, using new technologies in a smart way.

As a result, the Action Plan provides for the following **actions to be implemented and monitored during the Project Phase 2**:

1. **MULTI-STAKEHOLDER STEERING COMMITTEE**: An i**ntegrated** framework to overcome stakeholder fragmentation.
2. **THE CREATIVE HUB OF THE EMILIA-ROMAGNA REGION**: An **enabling** framework for entrepreneurial, innovative and creative skills.
3. **A POLICY TASK FORCE FOR INNOVATIVE MEASURES**: A **cohesive** framework to create synergies and complementarities among funding tools.

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[15] the main programming instrument of local and regional institutions for IT development
[16] https://www.interregeurope.eu/policylearning/good-practices/

ACTION

MULTI-STAKEHOLDER STEERING COMMITTEE
AN INTEGRATED FRAMEWORK
OVERCOMING STAKEHOLDER
FRAGMENTATION

THE BACKGROUND

The Emilia-Romagna region is characterized by remarkable levels of economic vitality in terms of viable jobs, sustainable businesses, and profitable investments.

At the same time, **fragmentation** as to both professional and managerial skills and the production system of CCIs is an issue. (It is also worth highlighting that the fragmentation of activities across solo, small, multiple and heterogeneous creative enterprises is a common distinguishing trait of the whole sector).

There is a **large number of players** that are setting the rules for this heterogeneous ecosystem - from public policy makers (the Regional government, the City Administrations, Universities) to private actors (Foundations, Associations, companies etc).

Starting from the positive experience of the Local Stakeholder Group held in RegionArts, this Action is directed to create a **common environment to exchange knowledge and build a synergic ecosystem**, following an open innovation perspective.

Since the term **open innovation** was initially coined in 2003, innovation scholars and policymakers have modified its original definition. While open innovation policies used to rely on large and high-tech companies to act as the engines of innovation, today those policies are gradually involving many more SMEs, including the cultural and creative sector, and other contributors too. Dramatic reductions in innovation cycles[17] and increasing globalisation will continue to force small organisations to explore more avenues for leveraging external entities to enhance their ability to innovate. As they can find vital knowledge in customers, suppliers, universities, labs, consortia, consultants, start-up firms and also peer competitors, these companies must structure themselves to leverage these distributed pools.

Open innovation offers opportunities to access and use the knowledge and skills from customers, suppliers, competitors, universities, other organisations and other sectors, but it brings along additional challenges to the innovation process due, for example, to differences among partners in terms of differing interests, capacities and views. In order to manage these dark sides of cooperation, **Action 1 plans to employ governance mechanisms to deal with the challenges created by the combination of fragmentation and heterogeneity in the regional CCIs**.

Because the focus of innovation is no longer in single large companies, but in **innovation networks** involving a mix of partners, the relationship between these players largely determines the overall performance of an innovation system. There is a widespread belief that SMEs can obtain important advantages in opening up to the exchange of practices and coordination frameworks for widespread innovation. However, many past innovation policies stem from a logic that is reminiscent of a closed innovation mindset. These may have been appropriate a generation ago but are no longer appropriate to the innovation needs of the present days. Instead, an open innovation mindset is required.

[17] Innovation cycle encompasses all of those phases that go from the definition of the idea to solve a specific problem to the launch on the market: in the last couple of years, thanks to new business models and cutting-edge technologies, all these phases have shrunk, allowing for a product or service to reach end-users faster.

Best practices from RegionArts

As part of Phase 1, ART-ER collected several best practices from the project partners. The most relevant practice for Action 1 is the following:

- The Eindhoven Model – Program Creative Industries (PCI), the Netherlands, which includes these 5 sub-objectives (presented by Baltan lab):
    1. Strengthen and connect the chain: to strengthen the chain of the creative industries, strengthen and connect the talent development to the top.
    2. Stimulate and broaden innovation: develop new products and methods for a wider target group.
    3. Raise visibility and accessibility: national and international, also outside of the field of creative industries, build networks and generate attention.
    4. Contribute to current challenges: to give insight in the contribution of the creative industries to current challenges and make these more visible.
    5. Experiment with policy instruments: to experiment with the way policymakers can facilitate creative industries.

The PCI supports different types of pilot projects daring to experiment through a collaborative approach, focussing on a specific societal question or need. What is also highly encouraged is the formation of networks, sharing knowledge and working together, which are elements that can stimulate durability in the long run.
Below, two examples of the initiatives supported:

- Reunie 2032 intended to stimulate creative artistic and technical talents with young children and prove the value of connections between creative industries and education. By involving several primary school students it delivered 4 manuals and 7 tools on how to replicate the project.
- The Tower of Babel supported 16 makers in working in multi-disciplinary teams and developing a project for a need detected in specific communities.

With this program collaborations between artists and creatives and partners from other fields are encouraged. The pilot projects (whether it be a challenge or an open call) focus on how to build a community, how to share the creative sector's knowledge of new materials: to reach objectives, these societal themes naturally need to connect lots of different sectors. Indeed, the program shows the value of the creative industries while at the same time promoting multi-sectoral collaboration.

The framework of this best practice has inspired the development of Action 1, particularly because the PCI is based on the idea that innovation and talent development is possible by adopting a multi-disciplinary approach and new perspectives. In this contect, the intention of the best practice is also to foster visibility and accessibility to CCIs products and services also outside of the field of creative industries.
In line with the territorial needs and strengths of the Emilia-Romagna, Action 1 intends to foster this cross-sectoral approach by first setting up a heterogeneous group of players that will define the guidelines to coordinate such different stakeholders: this can pave the way for a long lasting fertilization among CCIs, ICT and traditional industries.

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ACTION

In an economy moving towards a knowledge-based value, a more systemic approach to innovation and creativity is needed, instead of relying on individual entrepreneurs, inventors or artists. A **collaborative system** is needed to enable intersectoral knowledge and this need places the local government in the role of facilitator and promoter of cooperation among the relevant players.

Given the centrality of innovation to the regional strategy as well as the cost and competitive advantages of open innovation, it is evident that organisations seeking to acquire innovation and/or innovation capacity must seek to establish cooperative relationships with external parties. Due to the highly fragmented and heterogeneous industry landscape within the regional creative sector, transactions with external parties to acquire resources entail uncertainty about their outcome though. To overcome this uncertainty, a **governance structure** that instils order in open innovation relationships where potential conflict threatens the opportunities to realise mutual gains is thus essential.

Although there have been various regional experiences that have contributed to the creation of an increasingly active CCI sector, by this same sector – and all its heterogeneous subsectors – it emerges the need to systematize the operations carried out up to now and to achieve a regional governance mechanism. Accordingly, Action 1 plans to establish a **coordination group** dealing with stakeholder fragmentation and heterogeneity in the regional CCI sector, by **capitalizing on methodologies and practices of the Regional Local Stakeholder Group.**

This coordination group intends to provide a platform for the coordination of the different decision-making processes to boost synergies among the relevant innovation network.

Taking into account the objectives of this action, among the most relevant players taking active part in it there are Cluster Create and Cluster Innovate, which, due to their nature, have developed an extensive experience in connecting different territorial stakeholders and find common trajectories to be pursued by heterogeneous organizations and professionals. The peculiarity of this action, however, lies in its specific focus: coordinating a multi-stakeholder group on a very **specific and vertical theme**, setting the guidelines to enable systematic collaborations among arts, new technologies and traditional industries in the long-run, connecting fields and, at the same time, policies and measures to improve the first timid attempts in this direction.

As a precondition, Action 1 requires the design of a **shared methodology** for the implementation of the coordination activities. This involves, for instance, the integration of perspectives on the type of collaboration within the innovation network, engaging sub-sectors, intermediaries and institutional actors, with a strong focus on the potential partnerships with the ICT sector.

Finally, this Action will be combined with, and strengthened by, a **new policy scenario** introduced by the 2021-2027 structural funds and the consequent support measures that will be activated by the ER Region.

In order to establish a coordination group for the benefit of the CCIs based in the ER region, Action 1 aims to:

- identify a methodological framework for multilevel governance and cross fertilisation within the local stakeholder network working on the innovation in the CCI sector
- activate an inter-stakeholder coordination group to provide (internal) cohesion and (external) visibility of the local CCIs.

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This Action will be achieved through these specific activities:

1. The set-up of the group, made by the regional stakeholders with the goal to identify the methodological framework and the roadmap, with the aim of setting the ground for an effective and efficient participation and collaboration.
2. Coordination group via online and on-site meetings.
3. The systematization of the above-mentioned methodological framework in **guidelines for inter-stakeholder coordination** transferable at the European level including expected activities, performance indicators and tools for coordination and monitoring progress.

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PLAYERS INVOLVED

ART-ER will coordinate the set-up and implementation of the group, ensuring that the activities and outputs foreseen will be reached, in line with the objectives and timeline set.

Action 1 involves those officials from the regional public and private entities that are in charge of planning and implementing actions to support the CCIs sector during the 2021-2027 period. The coordination activities intend to foster mutual knowledge, possible integration with innovation/IT features, and the potential development of synergies in actions as:

• Attractiveness and internationalization services;
• Services for education, training, job and knowledge policies;
• Services for education, training and job policies;
• Culture and youth services;
• Business services;
• Urban and housing policies services;
• Research, innovation, energy and sustainable economy services.
• Tourism, commerce and sport services [18].

The set-up of the committee will start from the local stakeholders involved during phase 1 since they already represent a heterogeneous ecosystem with interest, knowledge and commitment to CCIs and ICT collaborations. On top of that, their knowledge of the sector and networking capacities will support ART-ER in reaching out to other stakeholders that can generate added value to the activities.

The group will be formalized through a letter of commitments signed between ART-ER and each stakeholder organization.

The committee will be involved in 4 co-design meetings aimed at understanding and discussing how different regional services and private stakeholders can collaborate in a much more integrated manner on the CCI/ICT topic, which will lastly end up in the guidelines that will be presented to the Regional Government.

Action 1	
Coordinator	**ART-ER**
Stakeholder involved	CCI representatives
Actions	4 meetings starting from October 2021 and ending in May 2023W
Output	1 methodology for the implementation of coordination activities
Goal	- increase mutual understanding and coordination - improved stakeholder interaction - increased working opportunities
Impact on policy measure	ROP ERDF 2021-27 (Axis 1 - regional calls for CCIs) - project applications to new call for proposals will have a significant multidisciplinary approach and combination of different competences; Improved networking and ecosystem building (also towards new funding opportunities) of the Emilia-Romagna region

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[18] This represents a non-exhaustive list that can be integrated with not-mentioned services where applicable. Additional participants will then be identified within other local authorities, public and private bodies according to the activities carried out with reference to the regional CCI ecosystem. By way of example, these entities include trade associations, municipalities and ART-ER itself.

TIMEFRAME, COSTS and FUNDING SOURCES

Timeframe

	06/21	07/21	08/21	09/21	10/21	11/21	12/21	01/22	02/22	03/22	04/22	05/22	06/22	07/22	08/22	09/22	10/22	11/22	12/22	01/23	02/23	03/23	04/23	05/23
Action																								
Action 1: overcome stakeholder fragmentation																								
Setting up of the regional working group																								
Coordination of the working group					KO					Meeting							Meeting					Meeting		
Production of coordination guidelines																								

June 2021- October 2021: the set-up of the coordination group
October 2021- May 2023: coordination group implementation
November 2022 - May 2023: guidelines for inter-stakeholder coordination

Costs

	staff costs	overhead	external expertise	TOTAL per action
set-up of the coordination group	€ 1.000	€ 150		€ 1.150
coordination group implementation	€ 1.000	€ 150	€ 2.000	€3.150
guidelines for inter-stakeholder coordination	€ 1.000	€ 150	€ 1.000	€2.150
TOTAL				€6.450

Funding sources

ART-ER budget in the framework of its Annual Activity Plan sustained through Regional Funds.

RegionArts
Interreg Europe

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IMPACT ASSESSMENT

The performance management procedure includes the following steps: KPI identification, monitoring, control and analysis. A register will be maintained and used to record all the identified performance indicators and updates.

For the evaluation of Action 1 a number of **indicators** have been identified to measure its impact and effectiveness:
- Number of **regional stakeholders** involved in the coordination group
- Number of the **practices (support activities, events etc) shared by the stakeholders**
- Number of **follow-ups** originating from the coordination group (e.g. partnerships originated from the coordination group that have participated to and/or have been awarded with national and European grants).

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RegionArts
Interreg Europe

OUTLOOK

The coordination group will be in charge of creating **synergies** and **mutual knowledge** among the regional activities dedicated to support and innovate the regional CCI sector. Other than analysing strengths and weaknesses of the individual instruments, this monitoring effort will allow to depict an overall picture of those activities, including distinguishing features, identified targets and allocated funds, and so the consistency with respect to the development and support needs of the sector.

To facilitate the emergence of cross-sectoral needs and facilitate their convergence in priority areas of intervention to be discussed with policy makers, the work will be managed by applying participatory and design thinking methodologies and tools. This methodology is aimed at involving relevant stakeholders, making them talk to each other, deepening their needs and their resources and going to build co-designed solutions. The activities carried out by the coordination group are expected to spread information, bring transparency and convergence to CCI policies in the ER region. This in turn will set the ground for adopting a joint and integrated strategy for the sector.

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ACTION

THE CREATIVE HUB OF THE EMILIA-ROMAGNA REGION AN ENABLING FRAMEWORK FOR ENTREPRENEURIAL, INNOVATIVE AND CREATIVE SKILLS
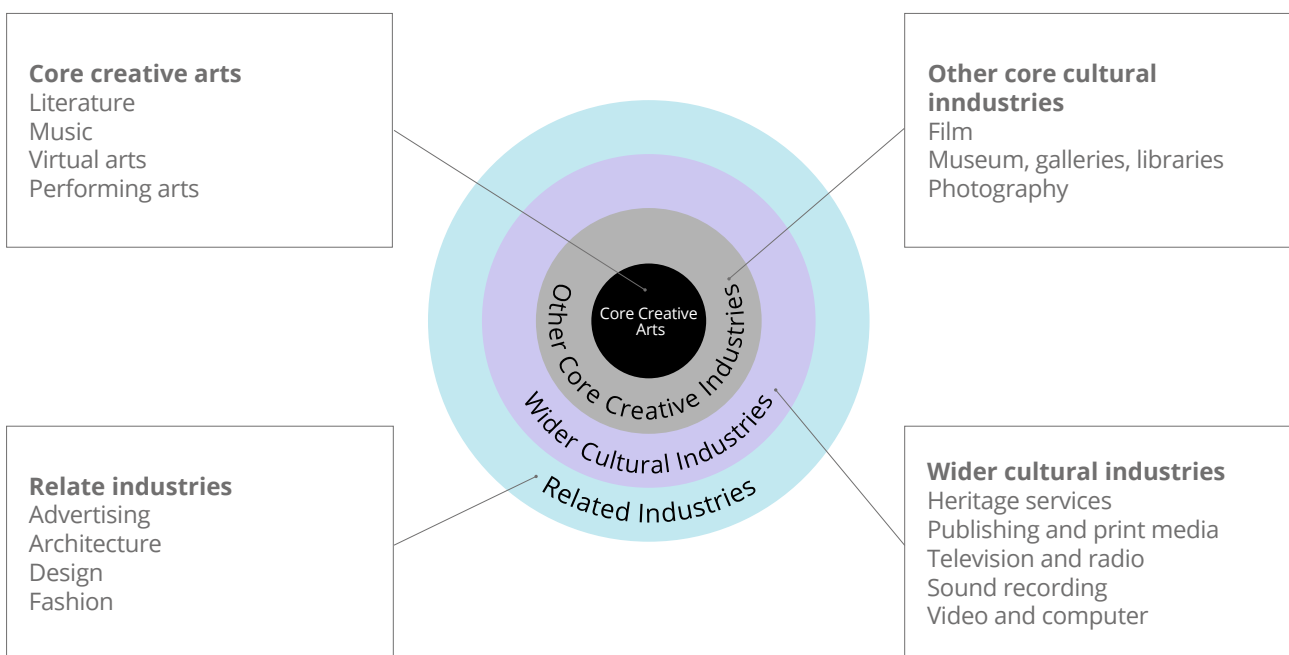
THE BACKGROUND

Action 2 is intended as the core of the Action Plan and the key driver to translate in the Emilia-Romagna Region the lesson learnt from RegionArts, and namely the setting up of an innovative virtual and physical space to connect Arts, ICT and SMEs.

Arts and culture are often described as the center of a system where the **cultural and creative industries surround the core**, and the **wider economy surrounds the cultural and creative industries**.

CCIs are important in their own right in terms, they have positive social impact (e.g. education, well-being, inclusion, urban regeneration), provide a great potential for sustainable development, and spill-over effects on the wider economy.

Notably, spillover-effects of the arts, culture and creative industries have been on the political agenda of the European Commission since 2012 (COM(2012) 537). In particular – being at the crossroads between arts, business and technology – cultural and creative industries are catalysts for innovation: CCIs not only fuel content for digital applications, but they also have direct impacts on other industries, including healthcare and social issues.

They are integrated at all stages of the value chain of other sectors such as tourism and fashion and, more generally, have an impact on innovation in other industries.

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Core creative arts
Literature
Music
Virtual arts
Performing arts

Other core cultural inndustries
Film
Museum, galleries, libraries
Photography

Relate industries
Advertising
Architecture
Design
Fashion

Wider cultural industries
Heritage services
Publishing and print media
Television and radio
Sound recording
Video and computer

The table represents a scheme elaborated by D. Throsby, 2001

At the same time, this sector suffers from **lack of entrepreneurship and related skills** (entrepreneurial, digital, financial, management skills, etc); a **disconnection between education, research and business**, and a **lack of coordination and sharing of methods, results and practices** to better unlock the high potential for other types of innovation.

ICT plays a key role in creating stable networks and connectivity in any innovation ecosystem and is the single most important driver of growth for national and regional economies across all sectors. The EU Grand Coalition for Digital Jobs states that more than 75% of the value added created by the Internet is in traditional industries. 55% of ICT practitioners work outside the ICT sector itself. However, data relating to approximately 1 million Italian companies and 231 industrial sectors show that between 2008 and 2016, investments in ICT led to a very limited contribution to the increase in labour productivity and essentially attributable to the reduction in labour input.

Only 26% of Italian SMEs have reached a level of digital maturity that allows them to compete on the international market. In order to foster productivity in the private sector and public administration, the purchase of ICT equipment, software and broadband is not enough. Attaining the objective of enhanced use of ICT requires a combination that includes measures to improve digital skills. The need for **additional digital skills is particularly pronounced for the creative industries in the SME arena**. This connection became more relevant following the COVID 19 crisis. In this new reality transformed by the pandemic, interconnections among technologies, cultural and creative outputs and traditional sectors became not only relevant for innovation purposes but in some cases crucial to ensure the very sustainability of a high number of businesses. Indeed, the emergency has accelerated processes and highlighted hidden industry needs, especially for CCIs: the digital sphere has helped CCIs in maintaining connections with their audience, experimenting with new artistic languages and rethinking their models. It has been a support during containment measures and it is likely destined to be an important element for this sector in the future.

The future calls for forward-thinking solutions, new business models and innovative types of collaborations. However, due to the large variety of skills needed, these industries have found it difficult to invest in digital skills. At the same time, the availability of digital skills in a region is a key factor in deciding on the location of investment of any but the most basic industries.

SMEs - representing more than 90% of the enterprises in the EU and the vast majority of the industrial actors in Emilia-Romagna - have peculiar and appreciated approaches, such as the ability to quite easily **modify strategy and organization to face changes and transformations**. The small and highly mobile structure allows for very quick responses to market needs. In addition, they typically have a specialized and innovative knowledge of their products: this knowledge guarantees SMEs the possibility to develop particularly innovative and adequate solutions, positioning themselves in those market segments in which elements of creativity, differentiation and personalization prevail. Nonetheless, SMEs do not have a large number of resources, they lack organizational and strategic skills as the organizational structure in many companies is characterized by a prevalent reliance on the entrepreneurial ability of the owner and by a centralization of all decisions at the top, which generally lacks organizational and strategic skills. As innovation needs a "good atmosphere" in which to develop, **CCI, ICT and SME must be encouraged and nurtured by way of services** – including skills training, capacity building and international opportunities, collaboration and networking among these communities; the involvement of research and development centres, and the engagement with wider audiences enabled by an active communication strategy.

In this context, the **quadruple helix model** for innovation (so-called Open Innovation 2.0) acts as relevant point of reference as it breaks down the traditional silos between public, private, research and citizens, bringing together their multidisciplinary points of view to promote teamwork, as well as collaboration and sharing of ideas. By working together, new shared value can be created that benefits all participants, in what becomes an ecosystem of innovation.

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Best practices from RegionArts

As part of Phase 1, ART-ER collected several best practices from the project partners. The most relevant practices for Action 2 are the following:

- Innovation Centre, Norway (presented by Lapland University) : it offers valuable services for co-design processes, cross-sectoral activities, access to infrastructures and equipment, marketing, and user needs analysis.
- Wallonia District of Creativity, Belgium (presented by SERN): it provides international policy-learning activities, support for creative companies, networking, dissemination and communication activities.
- The City of Eindhoven model, the Netherlands (presented by Baltan lab): the municipality is in charge of the organization of the Dutch Design Week and it coordinates the working table attended by all the relevant stakeholders where roles and tasks are identified.

Action 2 foresees the design and start up of regional Creative Hub which will connect artists, technologists, SMEs and foster opportunities for collaborations and learning.

It was inspired by several BPs which have created new all-in-one formats and schemes to support business in all the phases of the development cycle of their products/services, i.e. the Wallonia District of Creativity which proposes capacity building and training initiatives, infodesks, machmkings; Lapland Regional Research, Development and Innovation Centre of Excellence which brings together research organizations and RDI actors.

Best practices outside RegionArts

During Phase 1, thanks also to the dissemination events[19] organized within RegionArts, ART-ER got in touch with other entities and projects which have provided other appropriate benchmarks for the creative hub (Action 2).

The most relevant practices for Action 2 are the following:

- Regional S+T+ARTS Centres: STARTS (Science, Technology & the Arts) is an initiative of the European Commission, launched as part of the Horizon 2020 research and innovation program. Its purpose is to support collaborations between artists, scientists, engineers and researchers to develop more creative, inclusive and sustainable technologies. STARTS Regional Centres intend to expand the STARTS initiative locally with a number of pilots. The network was presented during the EoE realized by RegionArts in Brussels (5th-7th November 2019) as a best practice in terms of innovation in culture and creativity.
- Ars Electronica and MEET (Milan) are S+T+ARTS regional centres and hubs for the promotion of networks and projects through the contamination among actors, resources and visions of technoscientific and humanistic knowledge. ART-ER had the chance to analyse the MEET model during one of the Local Stakeholder Group meeting held on 28 November 2020

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[19]These dissemination events were included in technical reporting throughout the first phase, as an example, they include: La collaborazione tra imprese tradizionali e culturali e creative in Friuli-Venezia-Giulia, organized by Area Science Park in June 2019; Co-design day - industrie culturali e creative, tra opportunità e trasformazione digitale, organized by Fondazione Brodolini and Fondazione Flaminia in September 2019; Webconference organized in the framework of "DeuS - European Open Design School for Sustainable Regional Development Project" organized by Matera Hub.

RegionArts
Interreg Europe

ACTION

Action 2 intends to establish a **creative hub** for supporting entrepreneurial, innovative and creative skills. By and large, a creative hub is a place, either physical or virtual, which provides space and support for networking, business development and community engagement within the creative, cultural and tech sectors." (ECHN-British Council, 2015).

The **creative hub for the ER region** will be a **one-stop-shop** where organizations can get help to improve their business, production processes, products and services using digital transformation as well as an **enabling framework for open innovation** in the entire region. It aims to support a wide array of organizations (companies, public bodies, research centres, private actors, ...) and individuals (freelancers, artists, researchers, ...) so that they can benefit from the reciprocal interaction, professionally and socially.

From a strategic and forward-looking perspective, the creative hub will be one of the **key players of the regional strategy for CCIs** in the Emilia-Romagna. The strategy (as happens for the several innovation strategies implemented by the Regions - as for instance EmiliaRomagnaStartup[20] for the innovative businesses) will have a reference platform including a dedicated observatory on innovation on the CCI sector economic development, and a dedicated area for the supporting schemes.

The ER Creative HUB will have these distinguishing features: (**a**) polycentric, (**b**) hybrid, (**c**) multi-level, (**d**) impact-driven.

a. Polycentric: to promote an equal access to infrastructure and knowledge from all the sub-regional areas, and to strengthen the relationship between them, by bringing together local knowledge and facilities from across the region and promoting their integration. The central node of the polycentric hub will be located in a place where skills already meet enabling technologies (as for instance the Technopole in Bologna).

b. Hybrid: to provide support by way of services to people, projects, organisations and businesses (including skills training, capacity building and international opportunities) also through a digital platform

c. Multi-level: to allow an inclusive approach to generative culture by facilitating multi-level and cross-sectoral synergies, and activating collaboration and networking among its community.

d. Impact-driven: to increase the impact that skill initiatives and schemes have on the local innovation system, and in turn empower the beneficiaries to take a more active role in the regional economy.

This Action will be achieved through these specific activities:

- A **research stage** is envisioned to scope out demand, understand the specific needs of potential beneficiaries in terms of hybrid competences (ICT + Arts), and analyse the market. This will be done through a co-design path whose preliminary work started already in Phase 1 involving the Regional Authority and Local Stakeholder Group members. Plus, exchanges with other creative hubs to learn from their experiences are planned for reviewing motivations and issues that can affect the hub design.
- An **implementation stage** of an offer that meets the needs and is sustainable. A call for proposals will be drafted and launched by the Region, containing the services and activities that should be included in the Creative Hub, in the framework of entrepreneurial support (eg

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[20] https://www.emiliaromagnastartup.it/it

business skills training, mentorship, networking opportunities, etc), community building by attracting a diverse community of entrepreneurs, practitioners, investors and organisations, and enabling a regional ecosystem by creating strong connections with key actors across sectors.

The call for the Hub will be drafted having in mind the following impact indicators to be monitoring during its implementation (starting from its kickoff in spring 2023):
• Cross-sectoral collaborations enabled by the creative hub
• Training projects organized by the creative hub
• International projects in which the creative hub takes part
• Joint residencies / visiting programs of the hub partners
• Joint partner studies / research / exhibitions

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PLAYERS INVOLVED

The creative hub will enable an (open) innovation ecosystem by combining a bottom-up dimension that brings together actors and initiatives that are now distributed across the ER region and a top-down one that embeds into the hub those small projects that are able to scale to a regional dimension.

As stated above, there are **3 macro players** that the Regional Authority intends to bring into relation through the creative hub:

1. **Technology providers**: to increase and disseminate digital skills, and to better understand the value of digital innovation.
2. **Arts and culture producers**: to provide essential non-technological inputs (e.g. artistic value, product service design, human-centered approach) to complement hard digital skills and to create new organizational models. This will also help to develop divergent thinking across different sectors.
3. **SMEs and traditional industries**: to share networks and entrepreneurial expertise, and test the solutions provided by the two other areas.

The creative hub will take the form of a temporary aggregation of territorial actors, ideally supported by Clust-ER CREATE and Clust-ER INNOVATE together with research and training institutions (in particular, CRICC and DH MORE).

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TIMEFRAME, COSTS and FUNDING SOURCES

Timeframe

	06/21	07/21	08/21	09/21	10/21	11/21	12/21	01/22	02/22	03/22	04/22	05/22	06/22	07/22	08/22	09/22	10/22	11/22	12/22	01/23	02/23	03/23	04/23	05/23
Action																								
Action 2: er creative hub																								
Benchmark activities on Creative Hubs and identification of needs																								
Preparation activities, launch of the call Creative hub and approval of the project												launch of the call			Call closes	Call evolution				Contract signed	ko of the Hub		

June 2021- February 2022 : a research and benchmark stage on Creative Hubs
March2022 - March 2023: Preparation activities, launch of the call Creative hub and approval of the project

Costs

	staff costs	overhead	external expertise	other	TOTAL per action
a research and benchmark stage on Creative Hubs	€ 3.500	€ 525	€ 2.000		€6.025
the Creative Hub of the Emilia-Romagna				€250.000**	€250.000
TOTAL					€ 256.025

** contrary to the other budget lines in the table, this amount will not be managed by ART-ER, in charge of managing the preparatory phase leading to the creation of the call for proposals for the Creative Hub, it corresponds to the funds for starting up the Creative Hub, finances by the Region through a call for proposals.

Funding sources

This activation will be promoted with a regional measure belonging to ROP-ERDF - Axis 1.
ROP ERDF 2021-2027 is still in its definition phase, however Action 2 will fall under the following specific objective "strengthening the SMEs sustainable growth and competitiveness, fostering employability also through production-based investments"

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IMPACT ASSESSMENT

The performance management procedure includes the following steps: KPI identification monitoring, control and analysis. A register will be maintained and used to record all the identified performance indicators and updates.

For the evaluation of Action 2, a number of **indicators** have been identified to measure the impact and effectiveness of the creative hub:
- a collaborative process of co-design (eg. workshops, meetings) involving policy makers and regional key stakeholders realised
- call issued in due time
- funds assigned in due time

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OUTLOOK

The creative hub intends to activate "**bottom-up" and "top-down"** inputs of the following types of users/ beneficiaries:

- social users (involving different organizations, skills and backgrounds, leveraging also social innovation projects and practices);
- economic users (like sectoral and/or geographical networks, SMEs benefiting from product and process innovations, competitiveness);
- cultural users (through the knowledge integration, communication and dissemination);
- organizations (combining policies and stakeholders).

The arts and culture area of the hub will be an important building block to consolidate the region's position as a creative place. Moreover, it will help to nurture a subset of skills that we define as "skills for innovation": **critical and creative thinking** for non-creative sectors, behavioural and social skills, design-oriented approaches.

The ICT area will act as an important engine of innovation and growth for the regional economy in all sectors. Herein, **digital technologies** will have a crucial role as General Purpose Technology (GPT) allowing for further innovations.

The area of the SMEs and traditional industry will generate value as a test-bed (i.e. first market) for the production originating from the hub collaborations, other than acting as a repository **of experiences and knowledge to be shared**.

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ACTION

A POLICY TASK FORCE FOR
INNOVATIVE MEASURES
A COHESIVE FRAMEWORK TACKLING
THE FRAGMENTATION OF FUNDING
TOOLS

THE BACKGROUND

In the knowledge society, innovation heavily relies on creative ecosystems where the quality and diversity of partnerships across different sectors is crucial. The integration of **artists in technology teams** has mutual benefit to all participants: while creative members are more likely to 'completely break the box' and come out with genuinely new ideas, they are helped by others to foster better dialogues with society.

The most obvious example for business innovation is the wider use of design in manufacturing industries, adding value to products, services, processes and market structures. Nonetheless, there are many **emerging areas of collaboration** like health, education, and science communication.

Introducing artistic and creative practices in companies or research centres in the field of ICT stimulates a framework in which individuals are asked to test new ideas, technologies and materials in new collaborative contexts. The benefits of this approach are manifold: it enables unforeseen innovation (serendipity), develops social and communicative skills of the participants and results in a stronger team spirit and better productivity (EU, 2015).

This catalytic potential of creativity and diversity can be expressed only if CCI and professionals receive a tailored support to their needs. Firstly, the creative industries workforce is distinctive from more conventional industries as the sector is dominated by a high number of micro/small-to-medium enterprises and work is often freelance or performed on a short-term contractual basis. At the same time, **uncertainty** is deeply embedded into the nature of their activities, characterized by rapid technological changes where new and complex knowledge is constantly created and demanded and where underlying competencies are needed to improve the skills permanently. Secondly, a common problem in art-technology collaborations is a too strict 'territorial' definition of practice. In order to truly abandon 'disciplinary silos', artistic research has to be recognised as a v**alid practice in the production of knowledge**, on the same level as recognised scientific and engineering practices. This means that artistic activities have to be evaluated and funded in ICT projects, and vice versa.

These needs require new approaches to funding directed to cultural and creative productions as well as to any type of hybrid project.

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Best practices from RegionArts

1. A call for proposals to encourage entrepreneurship in CCIs[21], Croatia (presented by ENTER), by supporting activities that contribute to the development and improvement of the capacities and competitiveness of CCIs, by increasing visibility and encouraging further networking.

2. A call supporting innovative projects of SMEs in line with the priority thematic areas identified by S3, Croatia (presented by ENTER). The grant supports SMEs that in their commercial activities are focused on the production and marketing of innovative products and services, which will contribute to the increase in exports and therefore to international competitiveness.

3. Flanders District of Creativity, Belgium (presented by SERN): a call for proposals that brings together companies and research organizations with the cultural and creative sector for innovative projects on products, services, works of art or performances.

4. The Research-Create-Innovate call, Greece (presented by KEPA), aims to strengthen business investment in R&I and develop synergies between businesses and research organizations. It is aimed at developing innovative entrepreneurship and supporting knowledge-based economic growth by increasing research-related jobs and integrating new knowledge and innovations into existing or new products, services, production systems and value chains.

To support artists and creative organizations in innovating and experimenting with the opportunities offered by the ICT, it is necessary to update periodic regional calls dedicated to the CCIs, so as to stimulate operators in this direction. In this context, all the aforementioned calls for proposals detailed by project partners worked as guidelines towards this decision. By implementing Action 3, a few elements and criteria of these BPs will be taken into account to design what is best for regional players, e.g. development of innovative products and services (ENTER); collaborations among companies and research organizations with the cultural and creative (SERN, KEPA)

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[21] https://emiliaromagnaopeninnovation.aster.it/dashboard

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ACTION

Action 3 aims at updating the terms of the grants under the main regional funding mechanisms such as "Incredibol" and "ER Startup Innovative/Creative", improving the conditions of participation and adapting them to the peculiar features of the CCI sector in order to:

- develop new cultural and creative projects that include applications of new technologies (Artificial Intelligence, Extended Reality (AR + VR), Big Data)
- enable the consolidation and growth of innovative/creative startups that provide for applications of new technologies
- facilitating cross-sectoral innovation and supporting digital, process and organizational innovation projects, as for instance dedicated acceleration programs boosting startup growth

This specific Action will be achieved through the following activities:

1. Set up a specific **working group participated by policy makers** in charge of designing the funding programmes of the ER region **as well as CCIs operators**.
2. Coordination of the working group is meant to define a methodological framework in terms of common guidelines for designing and implementing cross-sectoral grants.
3. The systematization of the above-mentioned methodological framework in **guidelines for cross sectoral grant drafting** including expected activities, performance indicators and tools for coordination and monitoring progress and a manual of Best Practices in this realm **for cross-sectoral funding programmes** where a consequential reflection on strengths and weaknesses, challenges and solutions will be formalised within an evaluation report.

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PLAYERS INVOLVED

Action 3 involves those policy makers from the regional services that will be in charge of designing the funding programmes of the ER region to support the CCI and ICT sectors during the 2021-2027 period. Services that are expected to be part of the coordination group include:
• Attractiveness and internationalization service;
• Planning service for education, training, job and knowledge policies;
• Implementation service for education, training and job policies;
• Culture and youth service;
• Business service;
• Urban and housing policies service;
• Research, innovation, energy and sustainable economy service
• Tourism, commerce and sport service.

One or more CCIs operators will be involved in the working group to allow policy-makers to directly collect inputs from the sectors, so as to define measures that can be in line with the sector needs and perspective (thus including a bottom-up approach).

This represents a non-exhaustive list that can be integrated with not-mentioned services where applicable. Additional participants will then be identified within other local authorities and agencies according to the activities carried out with reference to the regional CCI ecosystem.

Action 3	
Coordinator	**ART-ER**
Stakeholder involved	DG, Regional Service for Culture and Youth Policies, Regional Services for Attractiveness and Internationalization, Regional Service for Enterprises, Regional Service for Education Policies, the Municipality of Bologna.
Actions	4 co-design focus groups starting from Augurst 2021 and ending in May 2023
Output	1 guideline to develop cross-sectorial calls 1 mapping of regional calls to be influences by the new methodology
Goal	- Contribution to the revision of regional calls - Integrated measures for arts/ ICT support
Impact on policy measure	ROP ERDF 2021-2027 (regional calls for startups Axis 1) - increased integration of regional calls, with particular attention to the specific needs of CCIs. (calls for proposals influenced: regional call dedicated to startups innovative startups) Regional for CCIs project (Incredibol) - increased integration of regional calls, with particular attention to the development of technological aspects

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TIMEFRAME, COSTS and FUNDING SOURCES

Timeframe

	06/21	07/21	08/21	09/21	10/21	11/21	12/21	01/22	02/22	03/22	04/22	05/22	06/22	07/22	08/22	09/22	10/22	11/22	12/22	01/23	02/23	03/23	04/23	05/23
Action																								
Action 3: policy task force for innovative measures																								
Setting up a group managing different regional funds		KO																						
Coordination of the group														TM						TM				TM
Analysis and conclusion of the path																								

July 2021- Aug 2021: Set up and joint staff event for policy makers
Aug 2021 - May 2023: coordination of the working group
January 2023 - May 2023: guidelines for cross-sectoral grant drafting

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Costs

	staff costs	overhead	external expertise	TOTAL per action
set up and joint staff event for policy makers	€ 1.000	€ 150		€ 1.150
coordination of the working group	€ 3.000	€ 450	€ 2.000	€ 5.450
guidelines for cross-sectoral grant drafting	€ 1.000	€ 150	€ 5.000	€ 6.150
TOTAL				€ 12.750

Funding sources

ART-ER budget in the framework of its Annual Activity Plan sustained through Regional Funds.

IMPACT ASSESSMENT

The performance management procedure includes the following steps: KPI identification monitoring, control and analysis. A register will be maintained and used to record all the identified performance indicators and updates.

For the evaluation of Action 3 a number of **indicators** have been identified to measure the impact and effectiveness of the coordination group:

• Number of policy makers and private actors managing grants/funding programs (e.g. Foundations) involved in the process
• Number grants/tenders/calls analysed
• Number of grants/tenders/calls modified
• The budget amounts and % that are assigned to projects that propose the use of new technologies in the calls tackled by this action, compared with the previous results obtained by the same measures

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OUTLOOK

The aim of Action 3 is to promote an effective and coherent funding strategy for enhancing the integration between the CCI and ICT sectors. Such integrated funding strategy is to enhance the availability, transparency, efficiency and effectiveness of the provision of financial resources to the regional innovation ecosystem, and to complement the efforts in the implementation of the Action Plan.

Ideally, the next generation of calls to boost the cooperation among ICT and ICC/Arts will be characterized by a less segmented type of beneficiaries, and will allow for a more hybrid type of users (eg. the participation of ICT and traditional industry companies in projects framed within the Incredibol and ER Startup Innovative/Creative calls or the participation of CCIs in projects framed within the POR FESR Innovation framework).

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SIGNATURE OF ACTION PLAN

I hereby confirm that ART-ER 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 integration among arts and ICT.

Date:

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Signature of representative:

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Stamp of the organisation (if available)

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