

# SPECTRA

STIMULATING PERFORMANCE IN CREATIVE  
TERRITORIES AND REGIONAL ACTORS

## D3.1 Report on Learning Models for Creative Training and Skills



Funded by  
the European Union

# Deliverable Summary

Deliverable:

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D3.1 Report on Learning Models for Creative Training and Skills

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Work package leader:

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Creative Business Network (CBN)

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Marjan Nikolovski

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05/09/2023 Final Version

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# Project Summary

SPECTRA project (Stimulating Performance of Ecosystems in Creative Territories and Regional Actors) embodies the collaborative vision of 8 partners (including 3 associate partners) representing 4 regional ecosystems – an emerging innovator region in Bulgaria (North-Central-BG), moderate innovator region in Ireland (Northern and Western), together with lead innovator regions in Denmark (Hovedstaden) and Germany (Berlin).

SPECTRA will put in place key ingredients required to equip the emerging innovator and moderate innovator regions with a more responsive, resilient ecosystem, capable of growing and developing coordinated responses to many challenges creative industries are facing to achieve the National and European goals. It will harness and multiply the power of individual ecosystem initiatives to create a collaboration driven innovation network - resulting in enhanced, more inter-connected, diverse, gender-responsive, competitive, and sustainable ecosystems.

Additionally, SPECTRA will include activities directed at the creative innovation eco-system stakeholders that will encourage development of joint strategies and amplify collaboration. They will benefit extensively from the advanced business support models developed to fast-track start-ups, produce scale-ups, avail of best practice, new systems, structures, and tools, as well as data-driven & carbon-reducing challenge-based innovation methods, case studies, role models, cross-sectoral and intra-territorial learning - creating an excess of 300 new linkages.

In addition to addressing the relevant project call and work programme contexts, the National, Regional and EU Policy framework and its associated strategies and objectives, the overall concept for SPECTRA has been conceived around formulating coordination and support measures based on the preliminary needs analysis of the 3 key primary audiences: ecosystems as a whole (as catalysts for businesses to thrive and drivers of innovation), SMEs, start-ups and scale-ups (entrepreneurs/solution providers and key beneficiaries), and other ecosystem stakeholders (public organisations, HEIs, researchers, clusters, incubators, accelerators, etc.).

All 3 audiences are perceived beneficiaries of the SPECTRA outcomes, with the proposed project removing obstacles to achieving expected impacts (further elaborated on below, including other target audiences).

SPECTRA is funded through EISMEA.I – Innovation Ecosystems, SMP/Entrepreneurship and Consumers strand, EU and place-based Innovation Ecosystems Call HORIZON-EIE-2022-CONNECT-01-01: Towards more inclusive networks and initiatives in European innovation ecosystems, under Horizon Europe Lump Sum GRANT AGREEMENT No. 101097000.

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# 1 Deliverable Description

In the Work Package 3 of the SPECTRA project (WP3), two of the key objectives are for the project partners to:

Engage with, and learn from, successful CBN ecosystem & network building practices and model for regional ecosystem development.

Acquire and exchange new knowledge, skills, methods, tools, systems and structures that can be utilised by moderate and emerging regions to strengthen their respective ecosystems.

The task 3.1, aims to familiarize the project partners with an initiative in a lead innovator region, namely, Learning Models championed by the Creative Business Academy for Training and Skills, which is led by the Creative Business Network from Copenhagen in Denmark.

In a nutshell, the goal of the Creative Business Academy is to teach everyone working or collaborating with the creative sector how to implement different internationalization strategies, business development approaches and skills specifically in that area. The Academy offers a Creative Industry Policy Seminar, a pioneer training programme specifically designed for public and private sector stakeholders and policymakers, focused on how to develop and implement cultural and creative industries policies. It merges business and cultural-wise knowledge areas, in order to address how Cultural and Creative Industry-policy can develop market value (jobs, growth, exports and innovation) as well as non-market values (identity, meaning). In terms of start-up programme, it combines the latest findings of educational science with the newest technological solutions. The course targets business skills, understanding of the global creative start-up ecosystem, investment insights and networking.

This deliverable will summarise the learning and exchange on the topic of skills for the creative industry stakeholders that took place within the SPECTRA Consortium in Q2 of the project. 2 Internal workshops were held, with output of these workshops disseminated within WP6 actions, and the content and outputs of these workshops is also comprised within this deliverable.

Finally, this deliverable gives some recommendations to the project partners in terms of a follow-up post-project, with the overall goal of strengthening their respective ecosystems.

# 2 About the Creative Business Academy

## 2.1 Context and Target Groups

In today's world characterized by rapid technological advancements and appetite for incremental and disruptive innovation, creative industries have transcended their conventional roles to become drivers of culture economy and social evolution. Staying ahead also requires more than just talent and passion. It also demands a continuous pursuit of long-life learning and a deep understanding of the ever-changing dynamics within the creative industries and sectors (CI, CCSI or CIS). The Creative Business Academy is an innovative learning platform tailored to deliver enhancement of creative, entrepreneurial, business and innovation skills that support the personal and professional growth of its participants.

One of the cornerstones of the Creative Business Academy is its commitment to inclusivity. It welcomes individuals from diverse backgrounds, skill levels and areas of expertise. Regardless of whether you are a senior executive from traditional organization wants to enhance its creative skills, or early-stage start-up trying to grab the essentials of creative entrepreneurship.

The Creative Business Academy has a clear and ambitious goal to empower all those associated with the creative sector. This encompasses artists, designers, entrepreneurs, marketers, managers, intrapreneurs and anyone who play a significant role in shaping the CCSI innovation eco-system or any other sector stakeholders that find significands, in bringing creativity in play.

## 2.2 Structure and Methodologies

The Creative Business Academy is structure in three main segments. Two standard programmes: Creative Business Academy for Startups; and Creative Business Academy for CCSI decision and policy makers also known as Creative Industries Policy Seminar. The third segment are tailor made Creative Business Academy programs and sessions targeting individual organizations or initiatives.

Creative Business Academy for Startups is providing business skills for creatives. This program is online business development and internalization sessions for startups within the creative industries such as fashion, music, new media, movies, entertainment, publishing, gaming, design, tourism, hospitality, craftsmanship, architecture, etc. This is a 4 – week online program in total of 30 hours. By attending this program, the creative startups are gaining knew knowledge of business development, internalization, legal issues, IPR, market analysis, trends, forecasts, promotion, and marketing strategies.

Creative Business Academy for CCSI decision and policy makers - Creative Industry Policy Seminar is a pioneer training program specifically designed for public and private sector stakeholders and policymakers, focused on how to develop and implement cultural and creative industries policies. The program merges business and cultural–wise knowledge areas, in order to address how Cultural and Creative Industry-policy can develop market value (jobs, growth, exports and innovation) as well as non-market values (identity, meaning).

This programme consists of 20 hours of creative and innovative training where following topics are covered:

- 1) Better business support (business development support services, innovative financing schemes, capacity building in local or regional clusters, enable internationalization efforts, stimulate investment in creative industries, developing intellectual property strategies).
- 2) Measure and raise awareness of the value of the CI as drivers of innovation and growth (measuring the effects and value of the creative industries in the wider economy, incentives and support stronger advocacy for culture and creative industries).
- 3) Stimulate innovation and growth by enabling cross-sectoral collaboration (introduce creative innovation voucher schemes, stimulate cross sectoral innovation).

Examples of the Creative Business Academy tailor-made programs are many, where the Creative Business Academy SPECTRA sessions is just one of them. An example of this tailor-made program for one of the many CBN initiatives will be discussed as a highlight, in the next Highlights and Metrics section.

Central to the creative business Academy ethos is designative innovative approach to instruction. Recognizing that creativity flourishes in interactive and dynamic settings, the Creative Business Academy is based on active – participation methodology that optimizes engagement. The Creative Business Academy interactive workshops (led by Creative Business Network global experts) encourage participants to not only learn but also apply concepts in real time scenarios. The Creative Business Academy webinars are curated to delve into specific areas of creative industries bridged the gap between theoretical understanding and practical implementation.

CBA programs and sessions are supporting live competition and events, not only foster health competition but also provide a platform for participants to learn how to present before they showcase their creative and innovative solutions. By embracing a blend of instructional methodologies the Academy ensures participants are equipped with holistic understanding of the CCSI's.

## 2.3 Highlights and Metrics

The Creative Business Academy Impact is underscored by its standout highlights and measurable outcomes. Foremost among these highlights is its commitment to marrying creative brilliance with strategic acumen. This unique combination empowers participants to navigate the nuanced landscape of creative industries with confidence. The Creative Business Academy's focus on internalization strategies and business development approaches further positions it as a trailblazer in the realm of creative education. Success stories of Creative Business Academy alumni who have effectively implemented strategies learned, provide tangible evidence of its transformative power. Some of them are well known established successful organizations like Miro or Madara, just to name a few.

Both well-known brands as national winners from Creative Business Cup – national finals in Netherlands (Miro) and in Latvia (Madara) participate in the tailored made Creative Business Academy Global Final Program for National Winners. This exclusive Creative Business Academy program with global innovation and entrepreneurship experts includes capacity building sessions within Pitching, Business Models, Storytelling, Crowdfunding, Gamification, Business Model Validation, etc. All this creates added value for the creative entrepreneurs' future success.

The metrics that illuminate the Academy success span multiple dimensions. Participants satisfaction survey serves a crucial metric, reflecting the academy's ability to engage and educate effectively. Skill enhancement, as evidenced by the proficiency participants exhibit post-engagement, stand as a testament to the practical utility of the Creative Business Academy's teachings. Additionally, the academy's role in fostering networking opportunities, collaborations, and cross-disciplinary partnerships contributes to its broader impact on the creative ecosystem globally.

zoom Pitch Training by Chioma Ogbudimpka (17:00 ... Download (7 files)

**Contents of a Pitch Deck**

- 1 Problem**  
The more critical, the more compelling
- 2 Solution**  
Value proposition
- 3 Market size**
- 4 Traction**  
Impact, growth milestones, awards, etc
- 5 Business model/ Non-profit**
- 6 Financials**  
Represented in simple graphs and
- 7 Team**  
3 key members
- 8 Ask**  
Next milestone, potential impact

So you let your blood points be, you know, just like you have done, maybe 2 bullet points, 3 blood points or 2 lines, 3 lines, just something, you know, to explain what you're talking about.

Audio Transcript Chat Messages

Search transcript

You're not reading. And next, it's moving. People are not reading the next. It's maybe they're watching the characters. So they are watching you at the next feature. You are making a presentation. You're talking. People are just watching what you're doing

right there you have feast your case on you, so the black points will be the subtitle you see on the next piece moving. So you let your let points be, you know, just that you have to move to 2 bullet points, 3 black points or 2, 9, 3 lines, just something, you know, to explain what you're talking about. So use more pictures, more illustrations, you know. Charts.

*From Creative Business Academy Global Final Program for National Winners 2023 – session by Global Entrepreneur and Pitching expert Chioma Ogbudimka*



# 3 SPECTRA Internal Workshop 1

## 3.1 Workshop Topic and Expertise

On July 20<sup>th</sup>, an interactive session hosted by creative Business Network director Rasmus Tscherning and Innovation Expert Lead and EU Programs and Projects Lead Marjan Nikolovski in collaboration with Senior Policy Expert Alexandre Lotito from Technologies Group was dedicated to comprehending Policy's role and significance in ecosystem advancement. The topic had a simple name: "What is Policy? – And its importance for CCSI innovation ecosystems' development". To make sure the role of policy impact is understood and considered by all consortium partners of the SPECTRA project.

Alexandra Lotito is a seasoned policy expert contributing to another Horizon Europe project - EKIP European Cultural and Creative Sectors and Industries Policy Platform), a pivotal initiative that will come with policies recommendation directly to the European Commission. Notably, Technopolis group is a prominent consultancy specializing in science technology and innovation policy.

Who can see your viewing activity? X

Policy level	Demand-side policies	Supply-side policies	Systemic policies	Directional policies
European	Campaigns to promote European cultural heritage and diversity or facilitate market access for innovative CCI products across the EU	Direct funding & grants supporting R&D and Innovation in CCI across MS (e.g. Creative Europe or Horizon)	Collaboration networks (e.g. the European Creative Business Network), regulations for data sharing, copyright, and digital trade	Overarching strategy for CCI sector growth in Europe (e.g. European Agenda for Culture or Digital Single Market Strategy)
National	National campaigns, financial incentives to stimulate consumer interest in innovative CCI products, public procurement to drive demand	Provide national funding or tax incentives for innovation in the CCI sector, invest in education and skills development	National networking and cooperation platforms, or create favorable conditions for entrepreneurship and innovation in the CCI sector	National strategies or frameworks that align with the European vision but cater to specific national contexts and needs in the CCI sector
Local	Local initiatives to stimulate consumer interest (e.g. cultural festivals or events), or local procurement policies	Provide local support for innovation, such as incubators or innovation hubs, or invest in local skills development	Local networks or clusters, measures to boost the local digital infrastructure or promote sustainable practices	Local plans or initiatives that cater to the specific needs and characteristics of the CCI sector in a particular city or region

Audio Transcript Chat Messages

Q Search transcript

specific instrument. We work together to address a specific kinds of failures that are in the ecosystem. As I was saying, the policy makes constitute the tool box for policymakers to address failures. It translates the objectives to strategy into a set of instruments into a set of actions to bring the desire. Change.

**Instruments are not infinite to creativity. A of policymaker is quite I I I it's quite finite for sure. we tend to use always the same kind of instruments to address the same kind of failures without**

much creativity and the university. It's what we call what it depends on some

technopolis group

ekip SPECTRA

Creative Business Network

2023-07-20 15:45:18

*From the Creative Business Academy session as part of WP3, on the topic "What is Policy? – And its importance for CCSI innovation ecosystems' development"*

This interactive session was tailored to deep dive into:

- A. Policy: In this context, policy pertains to public interventions addressing recognized challenges, problems, and needs within a particular domain. Such interventions become crucial when market inefficiencies or the inadequacies of current systems necessitate attention. Within our scope, we focus on policies pertinent to the Creative and Cultural Sectors and Industries (CCSI).
- B. Ecosystem: In our context, an ecosystem denotes a community of diverse interdependent entities cohesively working through a unified structure to collectively deliver outcomes at an ecosystem level. These entities encompass institutions involved in knowledge production, transfer, and exploitation, including universities, public research

organizations, companies, creative individuals – freelancers, startups, public sector organizations, civil society organizations and associations.

## 3.2 Main Takeaway Points

The main concept definitions on policy and ecosystem, state the foundation for discussing the profound influence of policy on shaping and nurturing innovation ecosystem within the scope of Creative and Cultural Sectors and Industry (CCSI). During the session Spectra consortium partners engaged in reflective discussion centered on:

1. Principal Challenges - where they try to identify the most pertinent policy related challenges encountered in their respective regional innovation ecosystems.
2. Policy Imperatives - they uncovered specific necessities within their domains that could be effectively addressed through policy interventions.
3. Policymaker Dynamics - where they describe their interactions and relationships with policymakers embedded within their innovation ecosystems.
4. Ecosystem Contributors - they identify key contributors within their innovation ecosystems and exploring their interactions.
5. Policy's Impact – they tried to analyze how prevailing policies have steered their activities and contributed to the broader ecosystem.

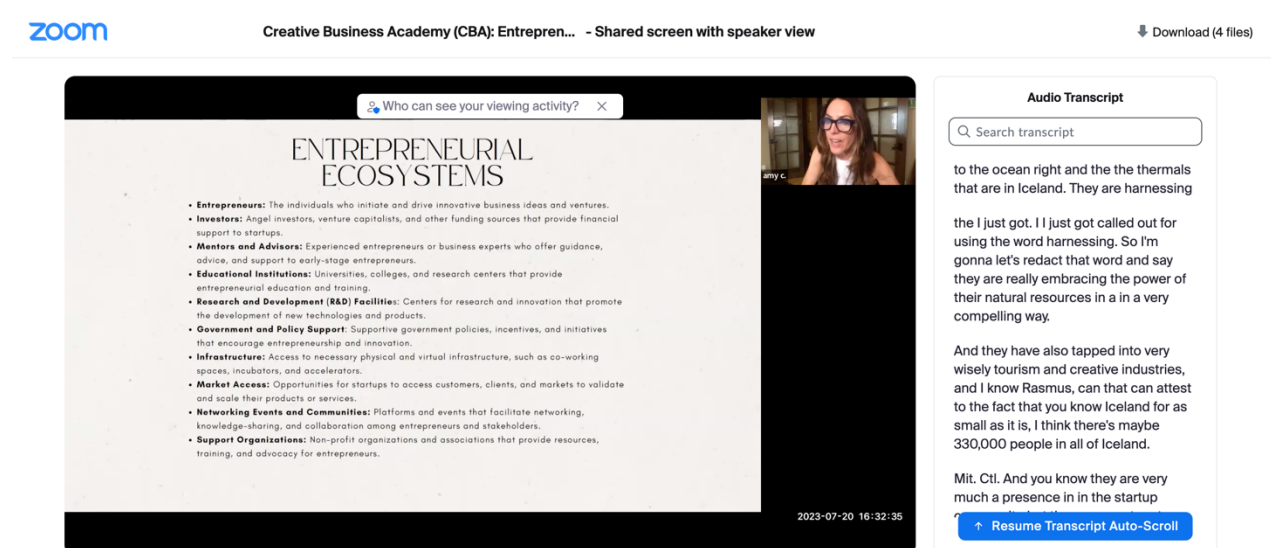
The SPECTRA consortium emerged enriched from the profound insights gleaned during this capacity building session. This robust understanding of policy dynamics and ecosystem intricacies will undoubtedly play a pivotal role in driving innovation and transformative growth with the realm of the Creative and Cultural Sectors and Industries (CCSI).

# 4 SPECTRA Internal Workshop 2

## 4.1 Workshop Topic and Expertise

On the same day, another Creative Business Academy session took place on the topic: "Entrepreneurship skills for building innovation eco-systems within the CCSI's". Creative Business Network Director Rasmus Tscherning and Innovation Expert Lead and EU Programmes and Projects Lead, Marjan Nikolovski teamed up with Amy Cospers – global entrepreneurial expert. Amy Cospers, renowned for her impactful role as the former Vice President of Entrepreneur Media Inc. and Editor-in-Chief of Entrepreneur magazine, brought her expertise in storytelling to the forefront.

The focus was sharp: leveraging storytelling as a potential instrument for growth enhancement of regional innovation ecosystems within Creative and Cultural Sectors and Industries (CCSI's).



The screenshot shows a Zoom meeting interface. The main content is a slide titled "ENTREPRENEURIAL ECOSYSTEMS" with a list of bullet points defining various roles and facilities. To the right, there is a video feed of Amy Cospers. Below the video feed is an "Audio Transcript" panel with a search bar and a "Resume Transcript Auto-Scroll" button. The Zoom title bar at the top reads "Creative Business Academy (CBA): Entrepren... - Shared screen with speaker view".

**ENTREPRENEURIAL ECOSYSTEMS**

- **Entrepreneurs:** The individuals who initiate and drive innovative business ideas and ventures.
- **Investors:** Angel investors, venture capitalists, and other funding sources that provide financial support to startups.
- **Mentors and Advisors:** Experienced entrepreneurs or business experts who offer guidance, advice, and support to early-stage entrepreneurs.
- **Educational Institutions:** Universities, colleges, and research centers that provide entrepreneurial education and training.
- **Research and Development (R&D) Facilities:** Centers for research and innovation that promote the development of new technologies and products.
- **Government and Policy Support:** Supportive government policies, incentives, and initiatives that encourage entrepreneurship and innovation.
- **Infrastructure:** Access to necessary physical and virtual infrastructure, such as co-working spaces, incubators, and accelerators.
- **Market Access:** Opportunities for startups to access customers, clients, and markets to validate and scale their products or services.
- **Networking Events and Communities:** Platforms and events that facilitate networking, knowledge-sharing, and collaboration among entrepreneurs and stakeholders.
- **Support Organizations:** Non-profit organizations and associations that provide resources, training, and advocacy for entrepreneurs.

**Audio Transcript**

to the ocean right and the the thermals that are in Iceland. They are harnessing

the I just got. I I just got called out for using the word harnessing. So I'm gonna let's redact that word and say they are really embracing the power of their natural resources in a in a very compelling way.

And they have also tapped into very wisely tourism and creative industries, and I know Rasmus, can that can attest to the fact that you know Iceland for as small as it is, I think there's maybe 330,000 people in all of Iceland.

Mit. Ct. And you know they are very much a presence in in the startup

Resume Transcript Auto-Scroll

*From the Creative Business Academy session as part of WP3, on the topic "Entrepreneurship skills for building innovation eco-systems within the CCSI's".*

Amy is one of the most prominent voices in the world on the topic of entrepreneurship. As the Editor-in -Chief of Entrepreneur magazine, Ms. Cospers knows what it means to innovate, create and disrupt an industry—and an economy. An entrepreneur in her own right, Amy has become an evangelist for entrepreneurship around the globe as one of the most sought-after speakers keynoting and judging at prominent entrepreneurial events, such as Disrupt Athens in Greece, the Creative Business Cup in Copenhagen, ShiftSplit in Croatia, and the upcoming Global Entrepreneur Network Conference in Milan.

She is regularly tapped for her commentary among her fellow journalists, including The New York Times, The Wall Street Journal, USA Today, NPR, and appearances on Fox Business, ABC News, CNN and Bloomberg Television. In addition to her perspectives on entrepreneurship, she is often asked to provide insights on a spectrum of topics from free economics, social media optimization, broadcasting, the Internet, VC strategies, media, online profiling and user behaviors, and content strategies.

## 4.2 Main Takeaway Points

The interactive session held considerable significance as it dives deep into the factors of driving success, instigating transformative change, and catalyzing investment and entrepreneurship within the realm of CCSI's. These components were identified as fundamentals which the development of innovation and entrepreneurial ecosystems thrives.

This session proved to be an invaluable source of insights, underscored by multiple case studies and tangible examples of growth trajectory of innovation and entrepreneurial ecosystems.

Emphasis was placed on navigating the journey from the fledging stages of development to a mature environment. This encompassed a profound exploration of how to surmount the challenges intrinsic to this journey, with a spotlight to dismantling the barriers of mentality, attitudes and biases that can often impede progress. These elements were revealed as significant roadblocks that hinder the evolution of nascent ecosystems into fully-fledged, thriving entities.

The role of entrepreneurs emerged as the driving force behind this transformative development. It became evident that organic growth, fueled by entrepreneurial dynamism, stands as formidable strategy for surmounting the barriers that impede ecosystem maturation. Entrepreneurs, with their inherent spirit of innovation and willingness to confront challenges, were showcased as key protagonists capable of igniting and sustaining this process.

A central takeaway was the compelling argument in favor of positioning the entrepreneurial movement as the vital for policy formation. The concept resonated deeply as a strategic approach to cultivating an intelligent ecosystem that leverages the strength of the community as its core. By allowing entrepreneurs to steer policy, in a bottom-up approach, the ecosystem stands to thrive, with the community acting as the driving force moving it forward.

This interactive session marked a pivotal milestone in understanding the intricate dynamics that shape CCSI innovation eco-systems. The synthesis of success factors, transformative change, investment stimulation, and entrepreneurial skills emerged as the cornerstone of this journey. As the session unveiled the journey from inception to maturity, it underscored the power of entrepreneurs in surmounting barriers and advocating for policies that fuel an intelligent and thriving entrepreneurial ecosystem.

## 5 Recommendations

The insights gathered from the Creative Business Academy's interactive sessions provide valuable recommendations for enhancing the CCSI's innovation ecosystems. Diving into factors for success, transformative change, and entrepreneurship, these takeaways offer actionable steps to enhance innovation ecosystems growth.

Here are some of the most significant ones:

**Policy-centered growth.** Understanding the critical interplay between policy and ecosystem development is crucial. The sessions underscored the significance of addressing policy challenges as catalysts for transformation. It is recommended that the SPECTRA consortium continue to explore policy-driven innovation by aligning their strategies with prevailing market inefficiencies and needs. By acknowledging policies' role as a transformative driver, they can forge a roadmap for enhancing innovation with CCSI's innovation eco-systems.

**Holistic capacity building approach.** The Creative Business Academy approach to skills enhancement is crucial for nurturing innovation ecosystems. Recognizing that expertise transcends conventional boundaries, the Creative Business Academy's inclusive stance serves as a model. SPECTRA partners should embrace a holistic approach to capacity building of welcoming diverse participants with various varying backgrounds and skill levels. This inclusivity fosters a well-rounded ecosystem where every stakeholder growth is considered, contributing to a thriving creative and entrepreneurial landscape.

**The entrepreneur as catalyst.** Entrepreneurs emerged as vital stakeholders in innovation ecosystem development. Their innate dynamism and ability to surmount challenges make them indispensable drivers of progress. By understanding this power, partners can even more focus on hands-on initiatives supporting entrepreneurial programs and startups growth. Creative Business Academy for Startups is a perfect example that can be multiplied through project partners regional innovation eco-systems. With this, partners can equip emerging entrepreneurs with business acumen, internationalization strategies, and cross-sectorial collaboration skills, which are vital for enhancement of innovation ecosystems.

**Continuous growth mindset and knowledge exchange.** To keep the spark of the SPECTRA tailored Creative Business Academy's sessions, consortium should prioritize ongoing knowledge exchange. Not only the existing study tours and project management meetings, but also facilitating dialogues and workshops where stakeholders discuss challenges, policy imperatives, ecosystems key contributors, and policy impact. This can foster a culture of continuous improvement. Sharing best practices and success stories, much like Amy Cospers session case studies, can inspire cross-regional collaboration, further enriching SPECTRA regions innovation ecosystems.

**In conclusion,** the Creative Business Academy insights offer a roadmap for enhancement and growth of innovation ecosystems within Creative and Cultural Sectors and Industries (CCSI's). These recommendations set the stage for a future where creative skills, innovation mindset and entrepreneurial thinking converge to redefine the framework of what's possible in the CCSI's.

# SPECTRA

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TERRITORIES AND REGIONAL ACTORS



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