

SPECTRA

STIMULATING PERFORMANCE IN CREATIVE
TERRITORIES AND REGIONAL ACTORS



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D3.4 Regional Model Evaluation

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Deliverable Summary

Deliverable:

D3.4 Model of Evaluation

Due date:

30/11/2023

Actual submission date:

28/11/2023

Project start date:

01/12/2022

Duration:

24 Months (till 30th November 2024)

Work Package concerned:

WP3

Work package leader:

Western Development Commission

Dissemination level:

PUBLIC (PU)

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Revision history:

18/11/2023 First Draft

28/11/2023 Final Version

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 interconnected, 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

Work Package 3 of the SPECTRA project (WP3 - Tools, Systems, Methods & Structures for an Amplified Ecosystem), includes key objectives for the project partners to:

- 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.
- Utilise experimental approaches to stimulate collaboration, cocreation and learning.
- Engage with, and learn from, successful CBN ecosystem & network building practices and model for regional ecosystem development.

Task 3.4 focuses on Regional Model for a Creative Business Network.

The task centres around building learning for emerging innovator and modest innovator regions to learn from a leading initiative, the Creative Business Network (CBN), which is a community of more than 3.000 start-ups, institutions, industry experts and policy makers from more than 80 countries. The network champions the cultural and economic impact of the creative industries, among other by creating and disseminating knowledge, managing content, storytelling, showcasing and maintaining high visibility of best practice, new methods and tools, access to skills and so on.

In this task the model CBN have developed for regional promotion, serving to highlight the region's goals, characteristics and challenges related to the cultural and creative industries is being examined, together with other engagement modes the Network employs to collaborate globally. A training session has been devised by CBN to transfer expertise to enable partners to build frameworks for centralising knowledge, producing solutions and forming partnerships to innovate. The training is evaluated in this report, and the learning outcomes disseminated publicly, through this deliverable, which also gives some recommendations to the project partners (and others) in terms of a follow-up post-project, with the overall goal of strengthening their respective ecosystems.

This work contributes to the European Added Value:

- Enhanced understanding of what approaches, mechanisms and actions lead to improved ecosystems, which are complex and multifaceted - including new data.
- Supported networking among innovation actors across local ecosystems, notably building on EU-level initiatives.
- Guided bottom-up, place-based approaches of smart specialisation and investments and initiatives for reinforcing innovation ecosystems.
- Fostered synergies between different EU, as well as national and regional programmes.
- Enhanced local innovation networks and connectivity within Europe.

2 Creative Business Network Regional Model

2.1 CBN's introduction

The Creative Business Network (CBN) is an organization that provides support to startups, SMEs, and entrepreneurs in the Creative and Cultural Industries (CCI) through a global network of partners and investors. CBN's experts possess extensive experience in business development, mentoring, internationalization, marketing, intellectual property (IP), and access to finance. CBN is a community of more than 3.000 start-ups, institutions, industry experts and policy makers.

CBN organizes training and educational programs for entrepreneurs in CCI and actively supports NGOs worldwide in promoting and developing the creative economy and industries. This support involves participation in state and regional development programs, as well as the organization of thematic training and seminars. A key principle of CBN is cross-regional and cross-sectorial collaboration, involving national partners, founders, and experts in 80+ countries.

Figure 1: Creative Business Network Introduction

Creative Business Network We are...

- Legally Creative Business Cup Foundation: a foundation with no share-holders or owners
- The global network for creatives bringing solutions to the challenges of the world.
- Constantly creating new formats of collaboration with global partners on CCI support



miro

2.2 Main Regional and Global Initiatives

CBN's collaboration model focuses on fostering partnerships with organizations, founders, and stakeholders worldwide, driving initiatives that contribute to the business growth and sustainability in CCI:

- ✓ Creative Business Cup (CBC) - an international competition for entrepreneurs with a unique business idea that has the potential to go global. The competition culminates in the Global Finals which take place annually in Copenhagen (Denmark). Within the Creative Business Cup project, CBN collaborates with **national partners** who run CBC on a national level in 50+ countries. CBN encourages regional collaboration based on the CBC program (National Finals, bootcamps, pitching events, mentoring, educational programs)

and brings together partners in specific regions (examples: Middle East, West Africa, East Africa) to develop new supporting solutions.

- ✓ The Creative Business Academy offers training programs with two possibilities: the first is designed for creative startups seeking to develop their business skills, and the second is for BSOs, cultural institutions, and the public sector aiming to enhance their creative ecosystem. The program focuses on business development, internationalization, and cross-sectoral innovation, empowering connectivity between participants, partners, and experts.
- ✓ Foreign Mentor Weekend is an intensive program designed to connect startup founders with experienced overseas mentors and investors through individual sessions over a single weekend. The primary focus of this program is the growth of businesses and innovative ideas, emphasizing internationalization.
- ✓ Creative Business Investors - an investor-founder matchmaking format, along with business events and meetings that address the latest trends and challenges in fundraising and investing.

Figure 2: CBN's map of expertise



2.3 CBN's main Regional Collaboration principles

- Diverse community: the network brings together a diverse community of creative professionals, entrepreneurs, and experts from various industries, providing valuable insights and networking opportunities.
- Success stories of creative entrepreneurs: to highlight and share community members success and provide in-depth case studies of successful startups.
- Sharing knowledge and expertise: CBN offers customized workshops and training sessions.
- Openness: each partner interprets creative industries and the foundations of CCI policy in each region and country in their own way. CBN is open to the regional goals and plans of its partners.
- Global reach: with an international presence CBN facilitates cross-border collaborations.
- Community engagement: horizontal community management and community members involvement in the creation and dissemination of content and knowledge.
- Sustainability focus: CBN places a strong emphasis on sustainability, encouraging creatives to integrate environmentally and socially responsible practices into their projects.
- Partnerships with leading organizations and institutions globally, opening doors to additional resources and support for creatives.
- Cross-sectorial innovations.

2.4 CBN's Community as the key element of Regional Collaboration

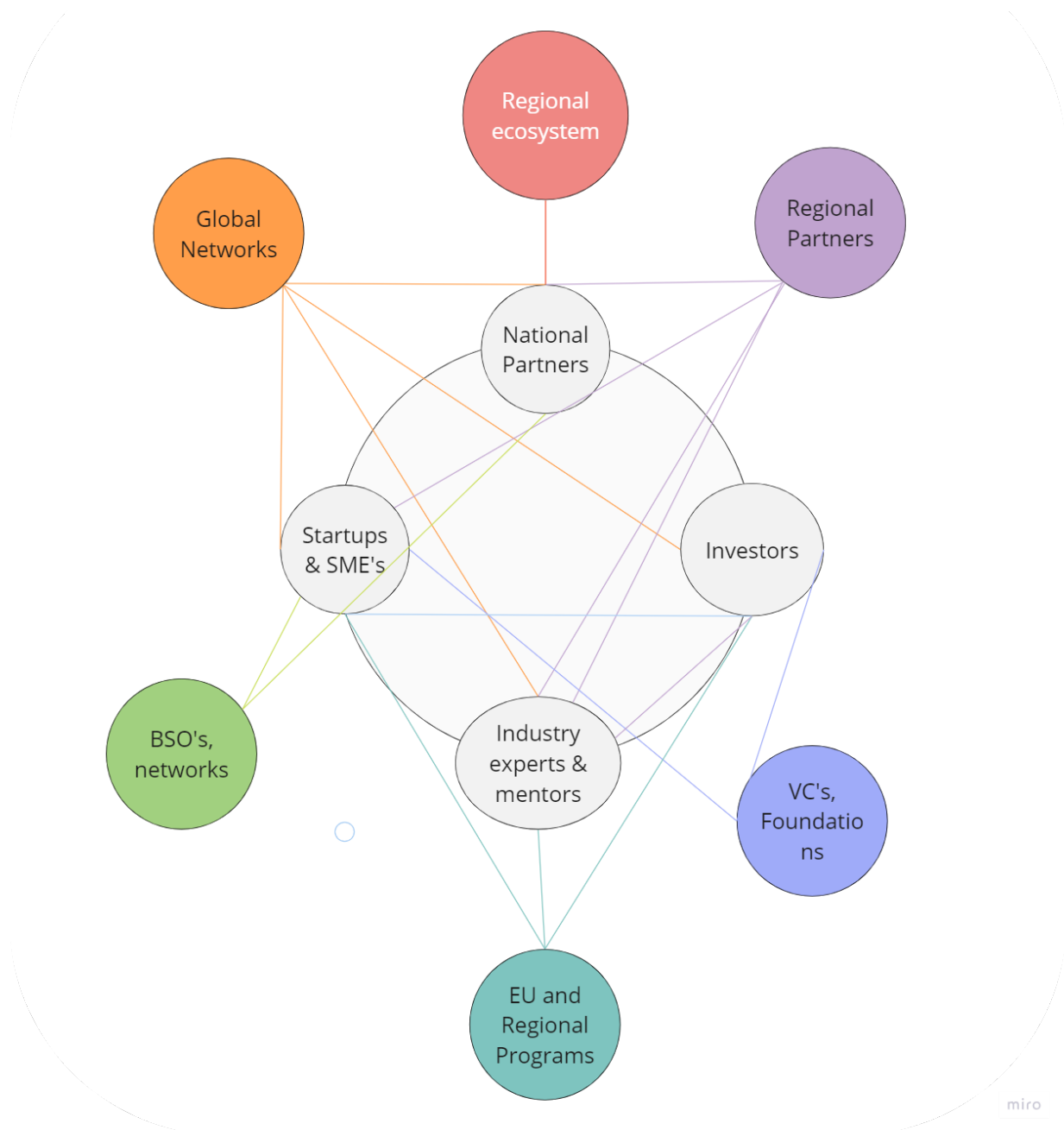
CBN's community serves as a platform for interaction among national partners, investors, founders, and industry experts at various levels, acting as a kind of meta-network by integrating other affiliated network members and organizations through its members.

CBN's community aims to naturally draw in new participants and partners while fostering the organic generation of content. Although engagement tools are still essential, CBN's model prioritizes a sustainable, horizontal approach where our ambassadors create and are motivated to contribute content.

The key groups often participate in various programs and communities, transforming CBN's community into a meta-community where diverse interests converge. This duality presents both a challenge and an opportunity. Managing the diversity within creative industries is a significant challenge, but CBN address it by intentionally promoting cross-sectoral interaction.

Through the knowledge shared with startups and partners, CBN's goal is to find common ground, identify the needs, and use the network to address clustered issues. This involves suggesting regional or cross-sectoral partnerships.

Figure 3: CBN's community structure



CBN offer a variety of activities tailored to different levels of engagement. Each of the mentioned above target groups can serve as both ambassadors and readers. CBN provide solutions for each group, such as large-scale events, niche webinars, or programs, as well as unique formats like Creative Business Investors and Creative Founders—a peer-to-peer and match-making format.

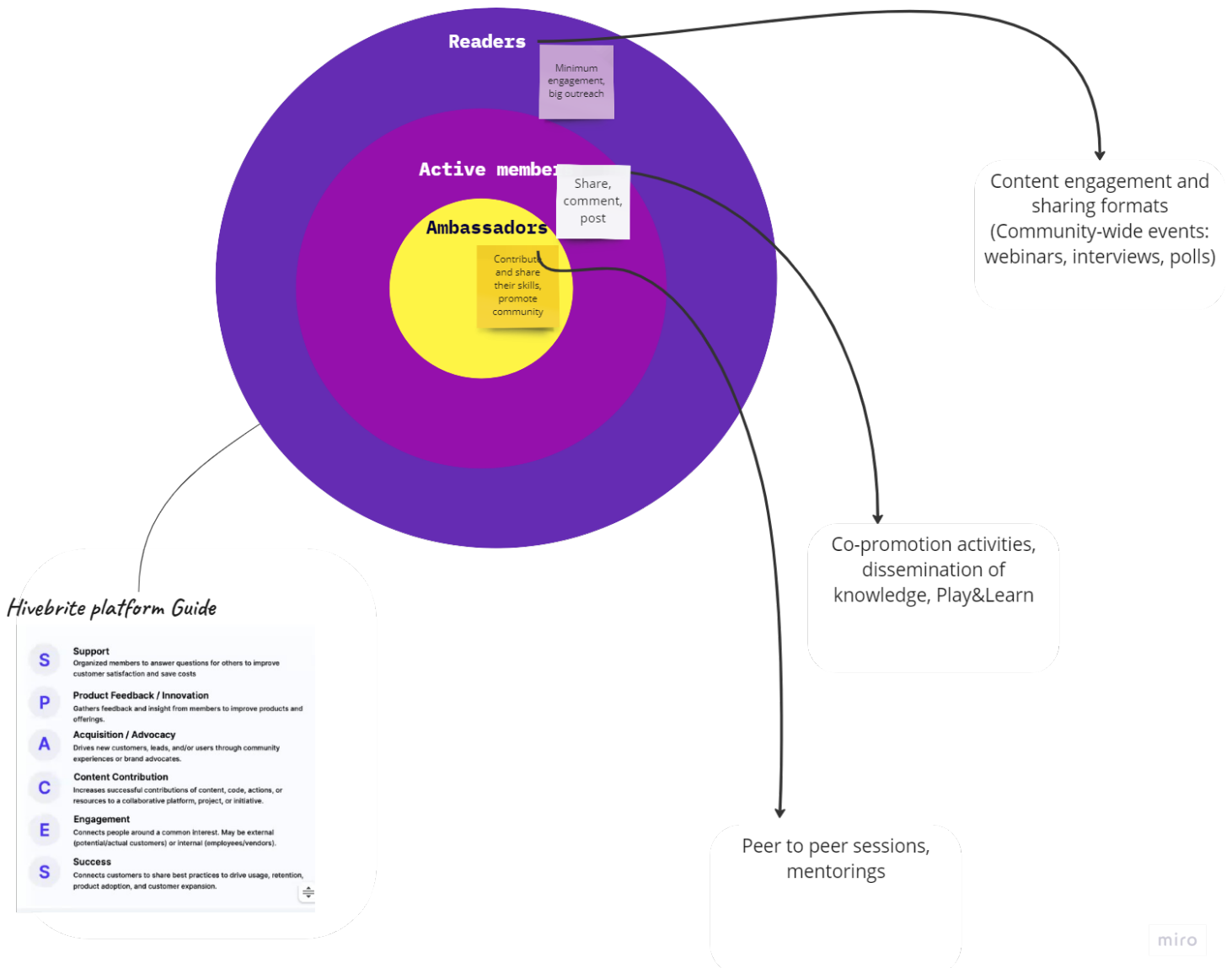
2.5 CBN's Community Engagement

The CBN's community inputs/core principles include the following:

- Active members create more success and impact stores to share; they attract more partners and disseminate knowledge.

- A stronger collective voice in the connected network aims to secure funds and increase influence on CCI in the regions.
- Revenue-generating opportunities.
- Increase awareness of CCI in the region.
- Increase CBN member retention and acquire new members.
- An active network will deliver new creative solutions.

Figure 4: CBN Community Engagement Model



3 SPECTRA Workshop

3.1 Methodology

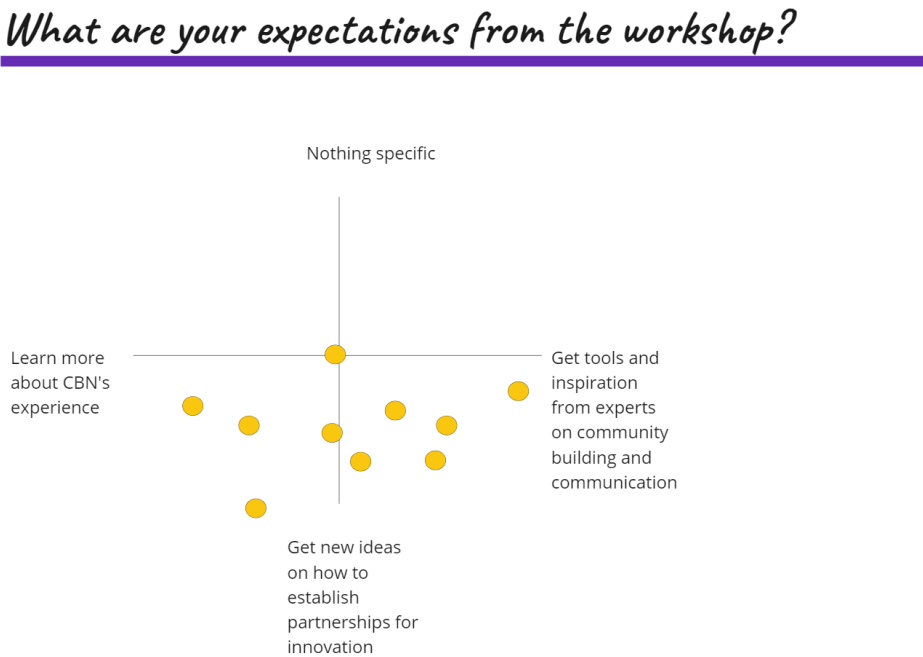
The goal of the workshop was to build frameworks for centralizing knowledge, producing solutions, and forming partnerships to innovate. The main principle of the workshop was idea sharing. The format involved interactive participation and engagement of all SPECTRA partners. The work was organized on the Miro interactive board, allowing each participant to a) leave comments during the workshop and b) use the tools provided at the workshop to collaborate within their teams. The workshop was structured as a training session, combining case studies and experts' recommendations with practical exercises (action points). Invited experts and CBN partners in the field of communication, regional collaborations, and community building played a role of evaluators.

The workshop consisted of three key modules listed below. At the end of each module, participants were given practical tasks (Action points) and the opportunity to ask questions to the experts. Action points were designed with both open-ended questions and a rating scale voting format. These exercises constitute a set of practical tools for self-analysis of organizations and processes, which partners can use after the workshop. Aligned with the themes of the modules, the exercises are aimed at eliciting new ideas from participants through their responses to questions on how to initiate or activate regional partnerships for innovation. The workshop lasted for 160 minutes and took place on 14th November 2023 via zoom.

At the beginning, participants were invited to outline their expectations for the workshop:

- ✓ *Get tools and inspiration from experts on community building and communication.*
- ✓ *Get new ideas on how to establish partnerships for innovation.*
- ✓ *Learn more about CBN's experience.*

Figure 5: Participants expectations



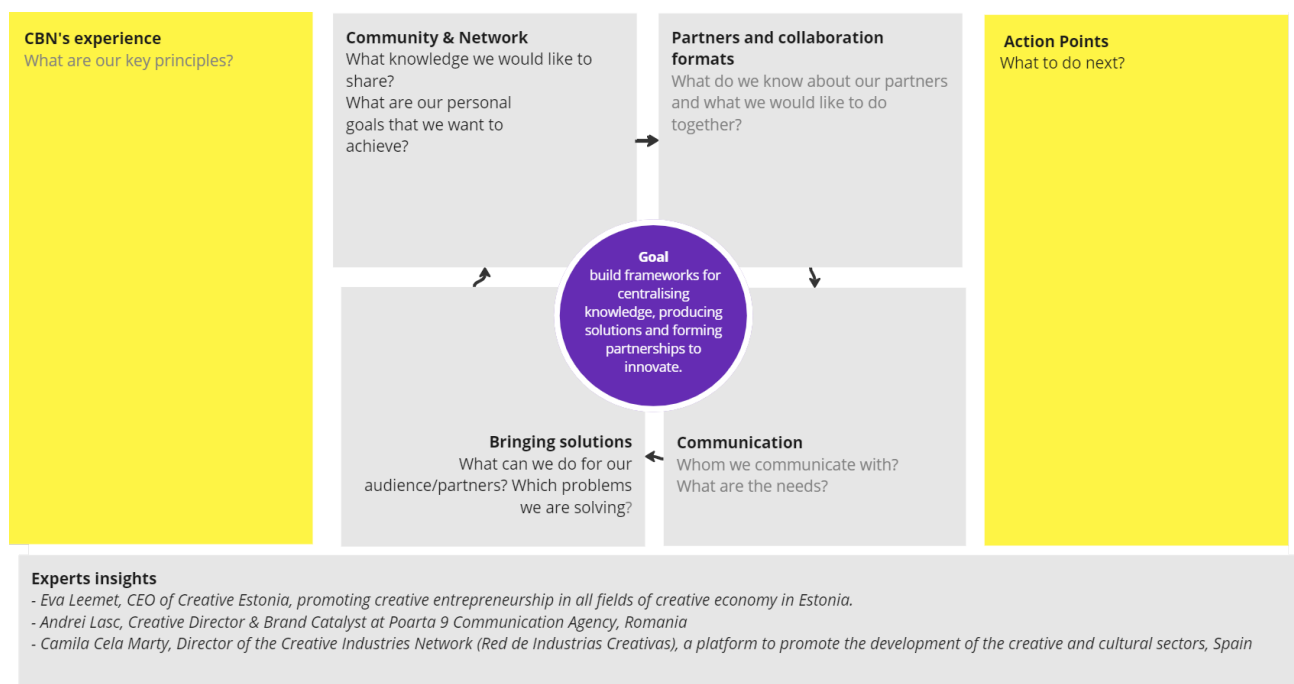
3.1.1 Key workshop Modules

Key workshop modules included the following:

- 1) Community and Network: what knowledge and expertise do we want to disseminate? What values and solutions do we want to share? What goals do we aim to achieve through the community?
- 2) Partners and Regional Collaboration: what do we know about our partners, and what would we like to do together?
- 3) Communication: from identifying Persona (potential partners) to proposing solutions.

The introduction to CBN's Regional Model and main cases was presented at the beginning of the workshop.

Figure 6: Regional Model Workshop Framework



3.2 Experts and Evaluators

The workshop was evaluated by invited experts in regional collaboration, communication strategy and community development (in alignment with the themes of the modules). The evaluation was conducted during the partners' work on Action Points: experts provided feedback and suggested additional questions for exploration.

CBN's Regional Model introduction and main cases: Rasmus Wiinstedt Tscherning (Denmark)

Managing director at Creative Business Network (CBN). Founder of Creative Business Cup Global competition. Rasmus has been part of expert groups, recently the Expert Group on the Swedish National CCI Strategy. Founding partner EKIP – European Cultural and Creative Industries Policy Platform that will prepare policy recommendations to the EU institutions, EU member states and associate countries.

Community Module: Camila Cela Marty (Spain)

Camila holds a degree in Art History (2013), specialized in Research and Management of Cultural Heritage. Since 2012, she has carried out various creative consulting projects, generating and applying cultural mediation techniques. Camila is the director of the Creative Industries Network, a platform to promote the development of the creative and cultural sector; and a project lead of EKIP – European Cultural and Creative Industries Policy Platform at CBN, where she is responsible for network activation.

Partners and Regional Collaboration Module: Eva Leemet (Estonia)

Eva is a CEO of Creative Estonia, promoting creative entrepreneurship in all fields of creative economy in Estonia. Eva has an MBA in business administration and is a qualified consultant in creative entrepreneurship. She has shared her experience about developing the field of creative industries in Estonia among various partner networks in Nordic/Baltic regions and Eastern Partnership Countries. Creative Estonia is CBC National Host since 2012.

Communication Module: Andrei Lasc (Romania)

For the last decade, Andrei has been building and reshaping brands across the entire ecosystem, from NGOs and startups to corporations. His skills are focused on three areas: strategy, visual architecture, and copywriting. These skills enable him to have a 360° view of the entire business ecosystem. Andrei has founded his own branding and communication studio with his partner - POARTA 9 (The New/Ninth Gate).

3.3 Key Workshop Inputs and Experts' Insights

Module 1. Community Module

This module focused on the formats, features, and challenges involved in building community in CCI.

Community in CCI can be seen as an opportunity to build strong partnerships with its audience or collaborators, and the community formats can vary:

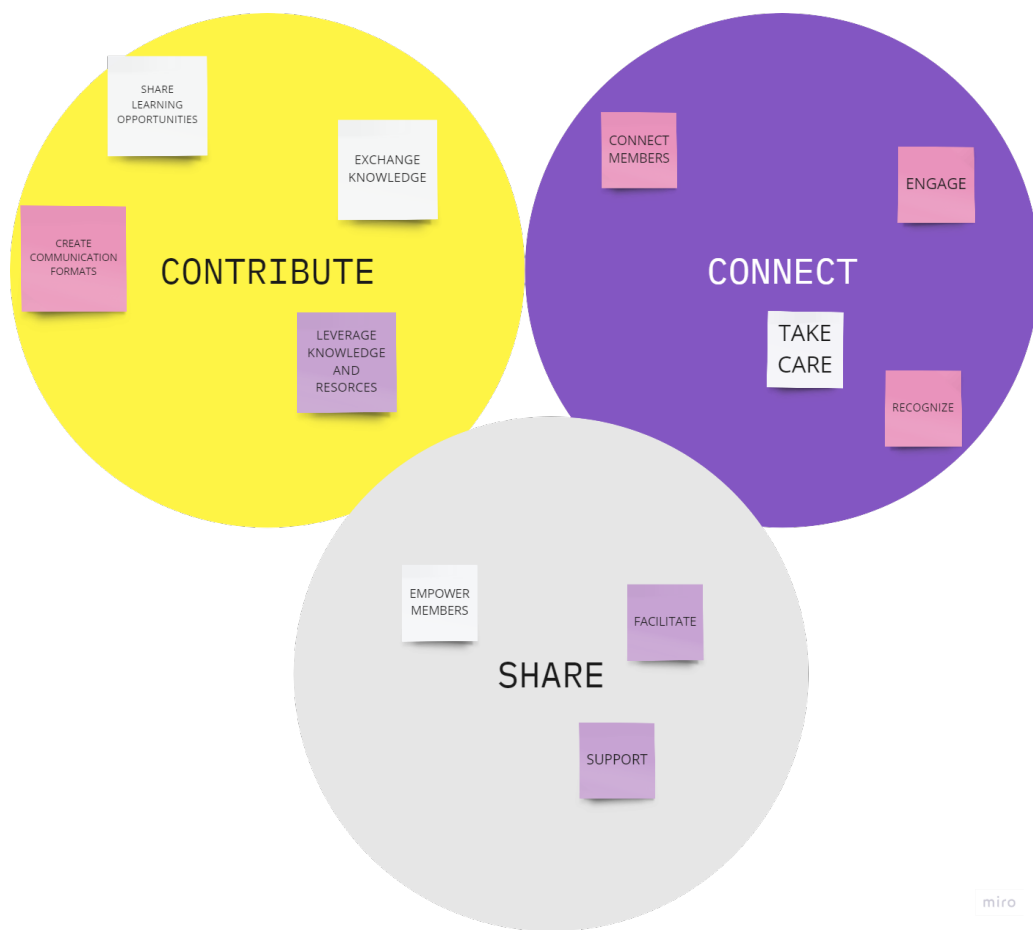
- Offline or online.
- On the format of social networks (individuals), grassroots communities (autonomous), or jointly owned.
- United by a common goal, sector, or geography.

The format of the community is determined by the organization's goals and planned partnerships.

Main challenges while building a community in CCI - what to consider:

- Member engagement: encouraging members to actively participate and contribute to discussions, rather than just passively consuming content.
- Diverse audience in CCI: communities often comprise members with varying backgrounds, opinions, and expectations, making it challenging to cater to everyone's needs and preferences especially in CCI.
- Scaling: as the community grows, maintaining the same level of personalized interaction and engagement can become increasingly difficult.
- Measuring success: defining and measuring KPIs to assess the community's success and impact.

Figure 7: Community key components



Example of turning challenges into opportunities within a peer-to-peer (P2P) diverse community: Creative Founders by CBN. A self-driven community format, built on the principle of cross-sectoral collaboration in CCI:

- ✓ Peer-to-peer support. Self-governed, structured, small, monthly, diverse, confidential, international.
- ✓ Services. Tailored, free or discounted services provided by industry partners.
- ✓ Mentoring. Engaged and CCI-knowledgeable mentors.
- ✓ Learning. Individual and group learning.
- ✓ Opportunities, News and trends. Collaboration and funding opportunities, user-

generated, trends.

P2P main principles:

- Set the goal and format. Clearly articulate what you aim to achieve and the structure in which the peer-to-peer exchange will occur.
- Match making – find a right group and partners. Consider aligning interests, expertise, and goals to create a synergistic environment for collaboration.
- Ask questions. Open-ended questions can stimulate thoughtful discussion and lead to valuable insights.
- Do not give recommendations – only rely on your own experience. This approach fosters a safe collaborative environment.

Experts Insights and recommendations: Camila Cela Marty (Spain)

- ✓ *Building a community in the Creative and Cultural Industries (CCI) involves navigating the diversity of sectors and fostering cross-sectorial collaborations.*
- ✓ *Connecting with the right people. Going beyond and outside to establish connections with the right individuals is crucial for community building.*
- ✓ *Transparency and sincerity. Embrace transparency and sincerity—do what you love and share what matters.*
- ✓ *Less talk about yourself. Focus less on self-promotion; instead, inquire about members' needs and preferences. Clearly convey your messages.*
- ✓ *Address personal messages. Personalize communication, understand the individuals within the community. Constantly ask your audience if they understand your mission.*
- ✓ *Maintain intrigue and curiosity. Keep an element of intrigue, foster curiosity among your audience.*
- ✓ *Continuous feedback loop. Continuously seek feedback from the community. Interact and engage with your members regularly.*

Module 2. Partners and Regional Collaboration

This module focused on successful case studies in regional partnerships for innovation.

Case Study 1: CBN's Partnership with the City of Copenhagen – "Open Innovation in the Public Sector" Conference (2021).

Recognizing the significance of involving creatives and entrepreneurs in public sector innovation, the Danish government, through various advisory committees, has emphasized the need for improved collaboration with creative entrepreneurs. Addressing this, the conference aimed to answer the question: How can the City of Copenhagen enhance collaboration with startups to foster innovation and their active involvement in public projects?

During the conference, a pitching competition took place, showcasing the innovative solutions that creative startups can offer for the city's diverse projects. This collaborative effort aimed to bridge the gap between the public and private sectors, encouraging dialogue and innovative partnerships for the betterment of the city.

Case Study 2: CBN and Arla Food Innovation Challenge (2015)

Arla Food, a global dairy company owned by European dairy farmers, operates with the vision of shaping the future of dairy to bring natural health and inspiration to the world. The Arla Food Innovation Challenge transcends a mere competition of products; instead, it's a challenge of minds with a focus on sustainability, culture, and technology. Seeking human-centered solutions, the challenge aimed to discover innovative ideas that enhance our world as a better place to eat, emphasizing a broader impact beyond product flavors.

The competition took place within the framework of the international final of the Creative Business Cup Global Finals. Among the seven finalists, the winning team was Miss Can from Portugal. More than just canned food, Miss Can offers a Portuguese experience, blending tradition, culture, and gastronomy presented in a contemporary image and story.

Expert's case study and recommendations: Eva Leemet (Estonia)

Creative Estonia, functioning as a CCI Cluster and development centre, plays a pivotal role in promoting and advancing creative industries and businesses in Estonia. Established in 2009, Creative Estonia operates on core principles aimed at supporting creative entrepreneurs:

- Explain: Communicating the essence of CCI to regional stakeholders.
- Share: Providing support to initiate creative businesses.
- Teach: Organizing various events and programs for educational purposes.
- Inspire: Introducing best practices from Estonia and abroad.
- Build: Developing web-based incubation programs.

The expert emphasizes the significance of collaboration, particularly when facing limitations in internal resources such as skills, manpower, finances, and knowledge. Collaborations, the expert argues, help pool resources, enabling the achievement of greater results at the regional level.

One of the projects central to Creative Estonia's regional collaboration is the Creative Business Cup. Functioning as the national partner for the competition, Creative Estonia unites partners like Tallin Creative Incubator, Centre of Creative Industries in Tartu, Creative Incubator – OBJECT in Narva, Prototron Fund, and Estonian Business School. These partners contribute to the national competition by participating in the jury, promoting the event, and offering special prizes to finalists.

Regional Collaboration

The Creative Business Cup served as the catalyst for the formation of a regional partnership in the Baltic region. It brought together representatives from Estonia, Finland, Sweden, Denmark, Latvia, and Lithuania in the CBC Baltic/Nordic Bootcamp program – a matchmaking platform for startups.

"Small nations have very limited capital; the only available resource is our people's brains and creativity. This leads us to the innovation to find efficient, sustainable, and creative solutions for the economy. Estonia is the most advanced digital society in the world where 99% of state services are online. The well-developed startup ecosystem has delivered 10 unicorns and many creative solutions for global challenges" (Eva Leemet's presentation, 14.11.2023)

Collaboration for Social Impact

Another opportunity for collaboration, aside from organizing CBC Estonia, is actively participating in CBC initiatives in other countries. This involves contributing as a jury member, partner, or speaker. Examples of such engagements include partnerships with CBC Georgia and CBC Moldova. Additionally, joint participation with CBC National partners in EU projects (collaboration with CBC Israel, CBC Italy, CBC Ukraine, and CBC Denmark).

Creative Estonia collaboration case study: Creative Business Survival Kit – Collaboration with House of Europe.

A programme focused on mentoring creative businesses in Ukraine during challenging times, specifically amid the backdrop of war. This emergency support initiative included: two months of weekly personal consultations with business experts from Ukraine and the EU, and financial support. The initiative specifically targeted and supported various creative enterprises in Ukraine, ranging from ecological ceramics brands to architectural visualization studios, children's publishing houses, and media outlets focused on visual culture. The overarching goal of the Creative Business Survival Kit is to bring together a network of support, open new markets, and foster cross-sectorial collaboration.

Experts Insights and recommendations: Eva Leemet (Estonia)

- ✓ *Building trust. Prioritize the establishment of trust as a foundational element in any collaborative effort.*
- ✓ *Cross-sectorial collaboration. Embrace cross-sectorial collaboration as a strategy for fostering innovation and problem-solving. Bringing together different CCI sectors can lead to innovative solutions and a more comprehensive approach to challenges.*
- ✓ *Collaborating inside existing networks. Leverage existing networks for collaboration, emphasizing partnerships with those who share common values and goals.*

Module 3. Communication

Workshop participants were advised to analyze their potential partners by creating Personas.

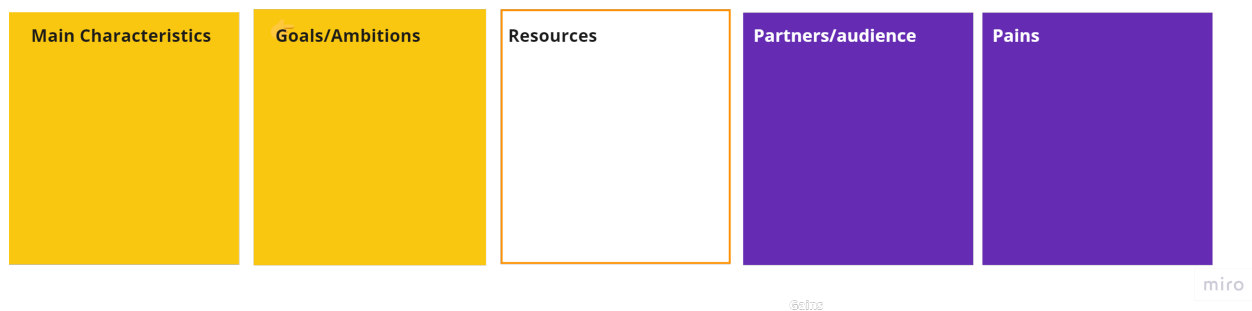
A communication strategy built on Partners' Personas allows for identifying solutions for partnership and creating products that will have the maximum impact due to alignment in goals, values, and resources.

Creating a portrait of a target audience (partners) involves:

- Market research. Look at market data, conduct research, and identify key trends. Determine the characteristics of the existing audience and their needs.
- Data collection. Gather data about a current customer base through surveys, interviews, and social media analysis to gain additional insights.
- Persona creation. Each Persona has a unique name, characteristics, goals, and problems.

- Defining Persona goals. Determine the goals of each Persona (partner), whether professional goals related or unrelated to specific product or service of your organization.
- Identifying Problems. Identify the problems your Personas are facing. This helps you better understand how your product or service can solve their issues.
- Solution development. Create a product, project, or collaboration that addresses the goals and challenges of your Personas.
- Communication content development for community and social media. Create content that appeals to your Personas.
- Testing and monitoring. Continuously monitor the results of your marketing efforts and analyze them in the context of Personas. Make adjustments to your strategy as needed.

Figure 8: Partner's Persona's template



Experts Insights and recommendations: Andrei Lasc (Romania)

- ✓ *Partner communication is built upon defining Personas needs and challenges.*
- ✓ *Creating a portrait of your audience – partners – is an ongoing process that requires constant alignment of goals and challenges.*
- ✓ *Update Personas regularly. Business and audience dynamics may evolve. Ensure to regularly update your Personas, especially following significant changes in the company or the market.*
- ✓ *The best way to define a partner's Persona is through individual meetings and interviews. Ask the right open-ended questions - about work routines, processes, plans.*
- ✓ *Understanding your partner/audience is crucial for formulating the tone of voice in communication and considering the emotional aspect.*

4 Workshop Evaluation & Recommendations

4.1 Evaluation and Action Points

Module 1. Community Module

As an Action point, participants were encouraged to respond to questions regarding the creation of a community to promote regional collaboration. The answers were reviewed and discussed with the experts:

1. What is my goal, and how will the community assist me?
2. My field of expertise - What knowledge do I want to share?
3. What might the format of my community be (how do I want to engage my audience)?
4. Open ideas/comments

Figure 9: Participants Engagement:



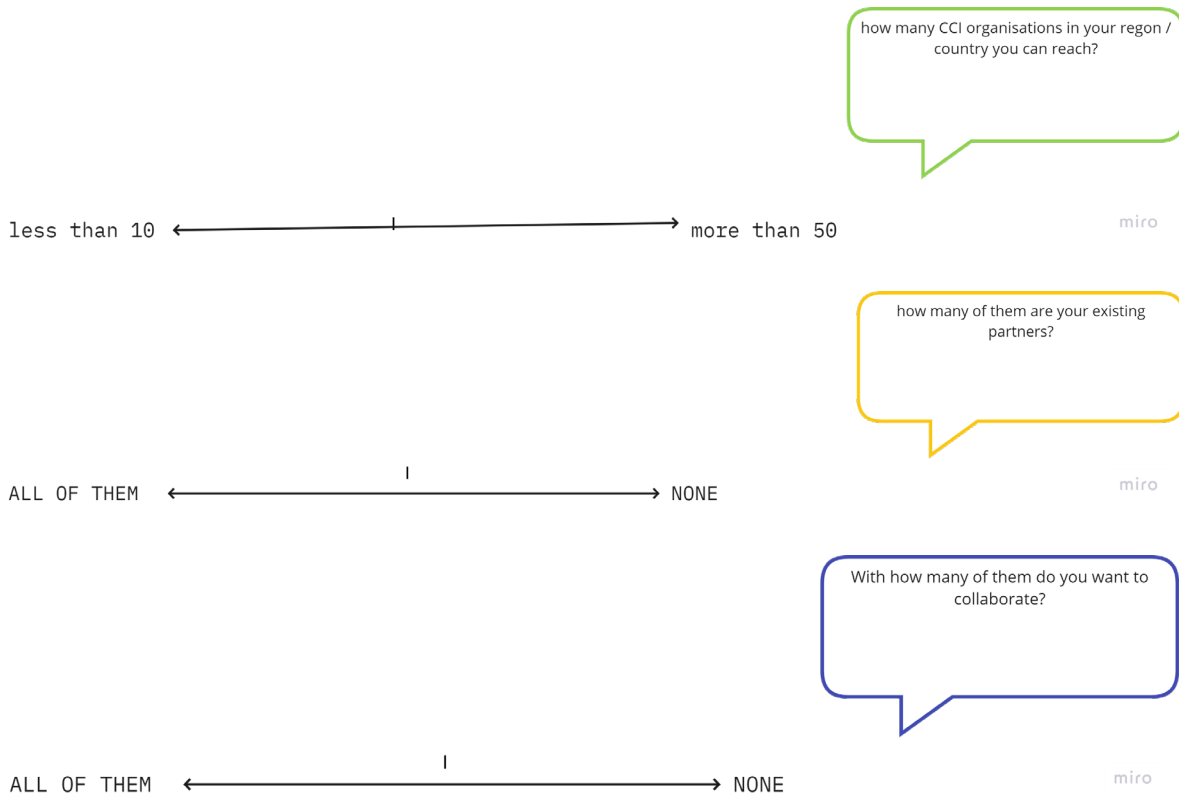
Module 2. Partners and Regional Collaboration

Participants were provided with tools for working within the team for a preliminary assessment of the current situation. The goal of this Action point is to stimulate new ideas for working with partners and to comprehend the existing situation. This is the first step toward mapping out possibilities.

The tools included a self-assessment scale that would give the respondent the opportunity to analyse the starting point and help identify priorities, weak points and actions needed, depending on the results from the self-assessment.

1. Do you understand what your regional opportunities are?
2. Do you understand the focuses of these potential partners?
3. Do you know what you want to do together?
4. What can help you to create new ideas? What can help you to realize your collaboration ideas?
5. What prevents you?

Figure 9: Self-assessment Scale



Module 3. Communication

The Action Point involved an exercise in creating a Persona – through a dialogue with an expert, ways from the problem to the solution were discussed with the aim of building partnerships. Below is an illustration of the exercise undertaken.

Figure 10: Participants engagement - Overview



4.2 Recommendations

During the workshop, the model developed by CBN for regional promotion, which serves to highlight the region's goals, characteristics, and challenges related to the cultural and creative industries, was examined. This workshop, developed in a training format by CBN, was designed to transfer expertise, enabling partners to build frameworks for centralizing knowledge, producing solutions, and forming partnerships to innovate.

Regional Model for a Creative Business Network includes:

- Community development. To activate horizontal connections, build trust, and keep track of each other's news and plans.
- Communication and solutions. Create a 360-degree portrait of potential partners and address solutions to their needs.
- Putting the partnership into action: Contact potential partners, including regional organizations and startups that might be interested in collaboration, and create a clear plan outlining goals, steps for implementation, and expected result.

General recommendations for regional partnership for innovation in creative industries development based on Workshop results:

- ✓ Map potential partners in the region. Identify whom you want to collaborate with and who is already within your network.
- ✓ Understand the needs, problems, and challenges of potential partners. Consider what is essential when creating a partner profile.
- ✓ Conduct an analysis of your expertise and values. Identify the primary goals of your organization and how partnerships can support them.
- ✓ Analyse common goals and objectives. Determine what you can achieve together and what joint efforts can bring about change in the region.
- ✓ Strive for cross-sectoral interaction. Invite partners and startups from different industries to collaborate, aiming for innovative solutions.
- ✓ Create a mediator – a community platform for collaboration.
- ✓ Consider communication components: show you care (discuss partners' needs); provide value and bring solutions; engage experts and community members; establish mentorships; conduct interviews and encourage the sharing of skills within your community; share success stories.

SPECTRA

STIMULATING PERFORMANCE IN CREATIVE
TERRITORIES AND REGIONAL ACTORS



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