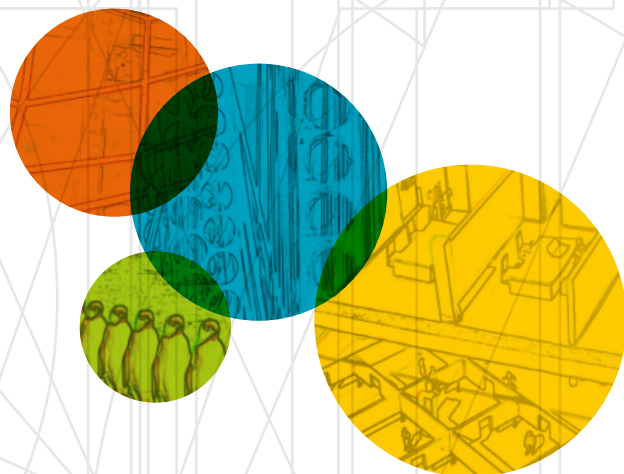


EUROPEAN AGENDA  
FOR CULTURE

WORK PLAN FOR CULTURE  
2015-2018

JANUARY 2018



# OVERVIEW

OF EU POLICIES AND STUDIES RELATED  
TO **ENTREPRENEURSHIP** AND **INNOVATION**  
IN **CULTURAL** AND **CREATIVE** SECTORS

PREPARED BY THE EU COMMISSION, DG EAC,  
FOR THE OMC GROUP



EUROPEAN UNION

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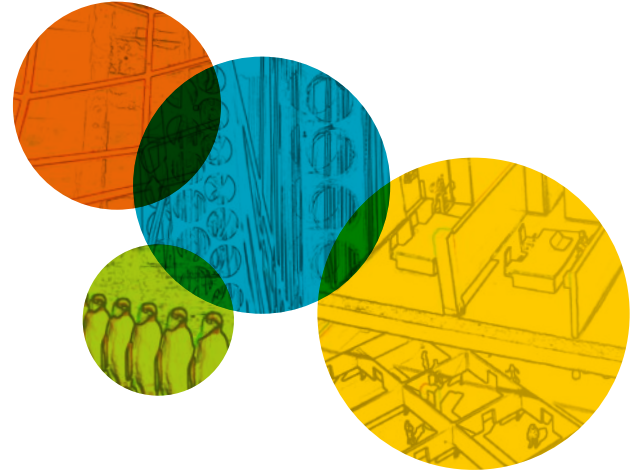
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## 1

## POLICY FRAMEWORKS AND STRATEGIES TO SUPPORT INNOVATION AND ENTREPRENEURSHIP IN THE CCS

### 1.1 Overall EU policy frameworks



#### Europe 2020

Europe 2020 is the EU's growth strategy for the decade, aiming at a smart, sustainable and inclusive economy. Concrete actions at EU and national levels underpin the strategy, where the important role of CCS in fostering economic growth, job creation and innovation are highlighted at both levels.

WEBSITE:

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:2020:FIN:EN:PDF>

#### Regional smart specialisation strategy

National and regional strategies for smart specialisation support the EU's cohesion policy. An increasing number of regions include CCS in their smart specialisation and regional development plans.

WEBSITES:

<https://ec.europa.eu/jrc/en/research-topic/smart-specialisation>

<http://s3platform.jrc.ec.europa.eu/map>



### 1.2 Education and training policies



#### European Commission Communication on 'A new skills agenda for Europe' (2016)

The agenda aims to ensure the development of a broad set of skills to make the most out of Europe's human capital, which will ultimately boost employability, competitiveness and growth. It also addresses the key competences and skills to drive creativity and innovation.

WEBSITE:

<https://ec.europa.eu/transparency/regdoc/rep/1/2016/EN/1-2016-381-EN-F1-1.PDF>



### European Commission – Study report: Taking the future into their own hands – youth work and entrepreneurial learning (2017)

This report presents the findings of a major study, mapping, describing and analysing the contribution that youth work makes to supporting young people in achieving competences that will help them to fulfil personal aspirations and become active citizens in Europe. The study is based on an extensive collection of data about youth work and entrepreneurial learning in all EU Member States, summarised in 28 country reports, an inventory of 114 good practices and 12 case study reports. It confirms that youth work has an important contribution to make, but that improvements should be made in respect to the policy framework, as well as concerning partnerships at national, regional and local levels. The report delivers concrete recommendations for policy-makers, as well as for the formal education sector and for youth work organisations, on how to increase the impact of young people's entrepreneurial learning.

WEBSITE:

<https://publications.europa.eu/fr/publication-detail/-/publication/8f5910d8-6b64-11e7-b2f2-01aa75ed71a1/language-en/format-PDF/source-36638558>

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## 1.3 CCS-specific or sectorial policies

### Council Work Plan for Culture 2015-2018

The Work Plan defines four priority areas and the concrete measures to be taken. One of these addresses the CCS, with the aim of enhancing the creative economy and innovation.

WEBSITE:

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014XG1223%2802%29&rid=1>



### European Parliament Resolution on 'A coherent EU policy for cultural and creative industries' (2016)

The resolution brings together the cultural and economic potential of the sector by pointing out what should be the pillars of a European industrial policy for cultural and creative industries (CCIs).

WEBSITE:

<http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+TA+P8-TA-2016-0486+0+DOC+PDF+VO//EN>



### **Commission Communication (2017): Investing in a smart, innovative and sustainable Industry: A renewed EU industrial policy strategy**

The Communication on industrial policy tackles issues that are cutting across different sectors. It makes reference to the integration of creativity, design and non-technological innovations with cutting-edge technology in order to generate new products and new industrial value chains, and to revitalise traditional industries.

**WEBSITE:**

<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM:2017:479:FIN>

### **Council conclusions on 'Cultural and creative crossovers to stimulate innovation, economic sustainability and social inclusion' (2015)**



The document recognises the potential of culture and artistic creativity to trigger innovation in other economic sectors and in society, and invites Member States to take action to encourage crossovers.

**WEBSITE:**

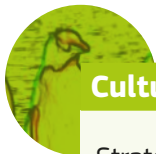
[http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52015XG0527\(03\)](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52015XG0527(03))

### **European Commission Communication (2012): Promoting cultural and creative sectors for growth and jobs in the EU**

The document highlights the potential of CCS to trigger spillovers in other industries and identifies major challenges faced by the sectors, raising the need for a multi-layered and integrated European strategy.

**WEBSITE:**

[http://www.europarl.europa.eu/registre/docs\\_autres\\_institutions/commission\\_europeenne/com/2012/0537/COM\\_COM\(2012\)0537\\_EN.pdf](http://www.europarl.europa.eu/registre/docs_autres_institutions/commission_europeenne/com/2012/0537/COM_COM(2012)0537_EN.pdf)



### **Culture in Cities portal**

Strategies and policies. EU Member States are responsible for their own culture-sector policies. The role of the European Commission is to help them address the challenges they all face: the impact of the digital shift, changing models of cultural governance, and the need to promote innovation in the cultural and creative sectors.

**WEBSITE:**

[https://ec.europa.eu/info/eu-regional-and-urban-development/topics/cities/priority-themes/culture-cities\\_en](https://ec.europa.eu/info/eu-regional-and-urban-development/topics/cities/priority-themes/culture-cities_en)



## EU policy projects, studies and research

### European Creative Hubs Network

The aim of this initiative is to reinforce the networks of creative hubs at EU level and to enhance exchanges of experience and capacity building between creative hub managers and cultural and creative professionals and entrepreneurs, as well as policy learning.

WEBSITE:

<http://creativehubs.eu>



### Creative Lenses/Trans-Europe-Halles Network

A network funded under Creative Europe with **Trans-Europe-Halles**, entitled "Creative Lenses: Business models for culture" (2015-2019), investigates and tests new business models for cultural organisations in different cities. It aims to develop viable models for cultural organisations without compromising their artistic integrity, mission and values. Trans-Europe Halles (TEH) is a Europe-based network of cultural centres initiated by citizens and artists. TEH has been at the forefront of re-purposing Europe's industrial buildings for arts, culture and activism since 1983. This is yet another example of innovating cities and of re-inventing new uses for industrial heritage buildings.

WEBSITES:

<http://creativelenses.eu/> and <http://teh.net/>



### Network of young creative entrepreneurs

Creative Tracks is a pilot project designed to connect existing networks of young entrepreneurs active in cultural and creative sectors worldwide.

WEBSITE:

<http://creativetracks.org>







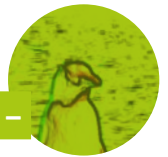
### Cultural and creative spaces and cities

This is a new action to support cultural and creative spaces as well as other actors, particularly at local level. The wider context of creative hubs, cultural centres and the local context will also be explored for a better use of public spaces for social regeneration through culture, better connecting urban development, social inclusion, job creation and skills development, as well as innovation policies, creating a space for policy experimentation and support for new approaches, and to test ideas on culture and the creative economy in the context of the collaborative economy. Innovative cities are thus a cornerstone of EU policy-making in different policy areas.

WEBSITE:

[https://ec.europa.eu/culture/calls/2017-s23\\_en](https://ec.europa.eu/culture/calls/2017-s23_en)

### Voices of Culture: Structured dialogue between the European Commission and the cultural sector (2016) – Developing the entrepreneurial and innovation potential of the cultural and creative sectors



The document captures the findings and recommendations of a group of 35 participants from the CCS, who gathered in Berlin as part of the structured dialogue between the European Commission and the cultural sector.

WEBSITE:

[http://cultureactioneurope.org/files/2016/07/VoC-Cultural-and-Creative-Sectors-Executive\\_Working-Document\\_2016.07.11.pdf](http://cultureactioneurope.org/files/2016/07/VoC-Cultural-and-Creative-Sectors-Executive_Working-Document_2016.07.11.pdf)



### European Expert Network on Culture and Audio-visual (EENCA): Literature review: The role of public policies in developing entrepreneurship and innovation potential of the cultural and creative sectors

The literature review, commissioned by the European Commission, provides background information for the new OMC Member States expert group on the role of public policies in developing the entrepreneurial and innovation potential of the CCS.

WEBSITE:

[https://cultureactioneurope.org/files/2016/07/VoC-Cultural-and-Creative-Sectors-Executive\\_Working-Document\\_2016.07.11.pdf](https://cultureactioneurope.org/files/2016/07/VoC-Cultural-and-Creative-Sectors-Executive_Working-Document_2016.07.11.pdf)



### **European Commission (2016): Boosting the competitiveness of cultural and creative industries for jobs and growth**

The study, commissioned by the Executive Agency for Small and Medium-sized Enterprises (EASME), describes in detail national and regional case studies with different approaches and instruments to help CCIs overcome challenges and exploit growth opportunities.

WEBSITE:

[http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item\\_id=8900&](http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=8900&)



### **European Creative Industries Alliance (2014): Creative industries spillovers and cross-innovation**

The thematic paper explores the cross-innovation and spillover potential of the CCS, providing successful examples and policy recommendations.

WEBSITE:

<http://www.eciaplatform.eu/wp-content/uploads/2014/06/Thematic-paper-Cross-Innovation-Nantes.pdf>

### **European Creative Industries Alliance (2014): Create – Innovate – Grow. A new policy agenda to maximise the innovative contributions of Europe’s creative industries**

The report gathers recommendations from the ECIA Policy Learning Platform and offers benchmark cases for implementing policies for fostering the potential of the CCS in terms of innovation, growth and cross-sectoral collaborations.

WEBSITE:

[http://www.eciaplatform.eu/wp-content/uploads/2014/11/ECIA\\_report\\_Create-Innovate-Grow-1.pdf](http://www.eciaplatform.eu/wp-content/uploads/2014/11/ECIA_report_Create-Innovate-Grow-1.pdf)





### **European Commission – Culture Programme, KEA et al. (2015): Connecting arts and business: Realising the potential of creative partnership**

The report is the result of a project about exchanging and comparing the existing information on arts and business initiatives. It looked at existing arts and business initiatives across Europe, answering the question on how businesses provide the arts with knowledge, skills, people and money, and what arts can bring them in return (branding, creativity, non-business skills, etc.). It also looked at how new models of collaboration between arts and business could be instrumental in making the most of the potential benefit, how to acquire knowledge on how giving to the arts is researched and measured, and to raise awareness about the added value such initiatives bring for both businesses and culture.

**WEBSITE:**

<http://www.keanet.eu/wp-content/uploads/ConnectingArtsAndBusiness-WEB.pdf?4f4eb7>

### **European Commission: Culture for cities and regions – project, case studies, best practices**



This project (2015-2017), funded under the Creative Europe Programme, is the peer-learning project for city and regional policy-makers. The objective is to examine existing cultural initiatives and their impact on local and regional development, including in relation to CCIs and peer-learning/ best practices. It also includes coaching sessions for local policy-makers.

**WEBSITE:**

<http://www.cultureforcitiesandregions.eu/>



### **European Commission: EU research & innovation for and with cities, Mapping Report 2017**

The report looks at different research and innovation policy actions for cities and also includes actions under Creative Europe, cohesion policy, sustainable urban development, energy, the urban agenda, research and development and other information.

**WEBSITE:**

<https://publications.europa.eu/en/publication-detail/-/publication/9fb7a8ce-aefa-11e7-837e-01aa75ed71a1/language-en/format-PDF/source-43445383>



### **European Commission: Crowdfunding: Reshaping the crowd's engagement in culture**

This pilot project aimed at collecting data on the crowdfunding market for CCS and reinforcing connections among crowdfunding communities. As part of the market analysis, an online survey was launched to address creative SMEs, individuals and cultural organisations, investors, crowdfunding platforms and decision-makers. A conference took place on 20 June and the study was published in July 2017.

**WEBSITE:**

<https://publications.europa.eu/en/publication-detail/-/publication/7e10916d-677c-11e7-b2f2-01aa75ed71a1/language-en>



### **European Commission: Mapping the creative value chains: A study on the economy of culture in the digital age**

This study analyses the creative value chains for each one of the different cultural and creative sub-sectors, with a focus on market imperfections exacerbated through the digital shift in the cultural and creative sectors, examining the effects of digitisation and the resulting evolution of revenues for CCS, the roles of internet intermediaries, platforms, etc. Published in May 2017.

**WEBSITE:**

<https://publications.europa.eu/en/publication-detail/-/publication/4737f41d-45ac-11e7-aea8-01aa75ed71a1/language-en>

### **INTERREG IV C (2013): Thematic programme capitalisation: Analysis report on creative industries**

The study showcases the tried and tested practices and policies that emerged from 14 CCS-related projects in 26 European countries within the INTERREG IVC territorial cooperation programme.

**WEBSITE:**

[http://www.interreg4c.eu/fileadmin/User\\_Upload/PDFs/CAPITALISATION/L4\\_Creative\\_Industries\\_report.pdf](http://www.interreg4c.eu/fileadmin/User_Upload/PDFs/CAPITALISATION/L4_Creative_Industries_report.pdf)



### **ESSnet-Culture (2012): European Statistical System Network on Culture, final report**

The report is the main result of 2 years of work by the European workgroup on cultural statistics, founded on the belief that more and better statistical data are essential for credible, evidence-based policy-making in this field.

**WEBSITE:**

[http://ec.europa.eu/assets/eac/culture/library/reports/ess-net-report\\_en.pdf](http://ec.europa.eu/assets/eac/culture/library/reports/ess-net-report_en.pdf)



### The Cultural and Creative Cities Monitor

The Culture and Creative City Monitor was launched in July 2017 by the European Commission's Joint Research Centre (JRC). The intention is to provide a common evidence base on culture and creativity at city level to support policy-makers in identifying strengths, benchmarking their city against peers and learning from them, and assessing the impact of their policies. It highlights and communicates the importance of culture and creativity in improving socio-economic perspectives and resilience, and inspires new research and approaches to studying the role of culture and creativity in cities. This platform allows users to browse the 168 selected cities and the quantitative and qualitative information about their performance on the countries and cities pages, and to plug in their own cities data into the monitor's database.

WEBSITE:

<https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor/>

### URBACT projects

For about 15 years, the URBACT programme has been the European Territorial Cooperation programme, which aims to foster sustainable integrated urban development in cities across Europe. It is an instrument of the cohesion policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway and Switzerland.

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.



### Creative clusters in low-density urban areas

Creative Clusters has worked on how to transfer the 'creative city model' (too much focus on large and middle-sized metropolises) to low-density urban areas. In other words, to transfer a range of the currently considered urban attributes (accessibility, cultural life, technological facilities, competitive clusters, global networking, etc.) to middle-sized and small towns.

WEBSITE:

<http://urbact.eu/creative-clusters-results>

## Creative SpIN

Creative ‘Spillovers’ for Innovation aims to create a Thematic Network across Europe, which will address the challenges of how best to connect cultural and creative industries, including sectors such as audiovisual, design, advertising, architecture and video games, with other sectors in order to stimulate the effects of a spillover.

WEBSITE:

<http://urbact.eu/creative-spin>



## Links – Future-proof historic centres

This reconciles patrimonial and environmental qualities in order to achieve a sustainable and desirable housing environment in the heart of cities for a diversified population.

WEBSITE:

<http://urbact.eu/links>



## CREATIVE SPIRITS – Boosting creative entrepreneurship through creative-based urban strategies

The nine CREATIVE SPIRITS partner cities have a common need to improve the implementation of their existing integrated urban strategies/action plans by including novel approaches linked to creative and cultural industries (CCIs) – creative places, people and businesses. The joint policy challenge for the network is to better facilitate the above ‘creative ecosystem’ so as to be able to attract (more) creative entrepreneurs and boost creative entrepreneurship in dedicated urban areas.

WEBSITE:

<http://urbact.eu/creative-spirits>





### **HerO: Develop integrated and innovative management strategies for historic urban landscapes**

HerO aimed to develop integrated and innovative management strategies for historic urban landscapes. The main objective was facilitating the right balance between the preservation of built cultural heritage and the sustainable, future-proof socio-economic development of historic towns in order to strengthen their attractiveness and competitiveness.

WEBSITE:

<http://urbact.eu/hero>



### **INT-HERIT Innovative Heritage Management**

The INT-HERIT implementation network brings together a set of eight small and medium-sized European cities around the common goal of revitalising the local cultural heritage. The network aims at implementing innovative models in the field of heritage management thanks to a set of integrated and sustainable local strategies.

WEBSITE:

<http://urbact.eu/int-herit>

## **Other European-level studies and research**



### **Tom Fleming Creative Consultancy (2015): Cultural and creative spillovers in Europe: Report on a preliminary evidence review**

The study is a result of a European research partnership among different institutions. It analyses the causality of spillover effects to the arts, culture and creative industries with the shared desire to demonstrate the value of public funding for the CCS.

WEBSITE:

<https://ccspillovers.wikispaces.com/file/view/Cultural+and+creative+spillovers+in+Europe+-+full+report.pdf>

### **Tera Consultants (2014): The economic contribution of the creative industries to the EU in terms of GDP and jobs**

This study was conducted by Tera Consultants on the economic contribution of creative industries to the EU. It captures the evolution of creative industries between 2008 and 2011 in terms of employment and GDP.

WEBSITE:

<http://www.teraconsultants.fr/en/issues/The-Economic-Contribution-of-the-Creative-Industries-to-EU-in-GDP-and-Employment>





### **Ernst & Young (2014): Creating growth – Measuring cultural and creative markets in the EU**

The study analyses the contribution of the CCS to the European economy and job creation by providing key facts and figures on 11 cultural markets in 28 EU countries.

**WEBSITE:**

[http://www.ey.com/Publication/vwLUAssets/Measuring\\_cultural\\_and\\_creative\\_markets\\_in\\_the\\_EU/%24FILE/Creating-Growth.pdf](http://www.ey.com/Publication/vwLUAssets/Measuring_cultural_and_creative_markets_in_the_EU/%24FILE/Creating-Growth.pdf)

### **KEA: A smart guide for creative spillovers**

The guide targets policy-makers at city level in order to maximise the innovation potential of culture and the creative industries.

**WEBSITE:**

<http://www.keanet.eu/wp-content/uploads/SMARTGUIDE-FINAL-PDF.pdf>





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## 1.4 Intellectual property policies

### European Commission Communication (2015): Towards a modern, more European copyright framework



The communication outlines an action plan for the modernisation of EU copyright rules vis-à-vis technological developments.

WEBSITE:

<https://ec.europa.eu/transparency/regdoc/rep/1/2015/EN/1-2015-626-EN-F1-1.PDF>



### European Commission Communication (2014): Towards a renewed consensus on the enforcement of intellectual property rights: An EU action plan

The plan aims to build a common understanding on the intellectual property enforcement policy and the fight against infringement activity, addressing measures needed to secure IPR protection.

WEBSITE:


<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52014DC0392>

### Copyright package

The EU Copyright Protection Framework comprises more than 10 directives, which can be consulted in the link below.

WEBSITE:

<https://ec.europa.eu/digital-single-market/en/eu-copyright-legislation>



## EU studies and research

### European Commission (2015): Civil enforcement of intellectual property rights: public consultation on the efficiency of proceedings and accessibility of measures



A public consultation launched by the European Commission on the evaluation and modernisation of the legal framework for the enforcement of intellectual property rights (e.g. patents, trademarks, designs and copyright).

WEBSITE:

[http://ec.europa.eu/internal\\_market/consultations/docs/2012/intellectual-property-rights/consultation-document\\_en.pdf](http://ec.europa.eu/internal_market/consultations/docs/2012/intellectual-property-rights/consultation-document_en.pdf)

### European Commission (2013): Final Report from the Expert Group on Intellectual Property Valuation'



The Expert Group researched the state of play on IP transactions in the EU, identified bottlenecks and provided recommendations to overcome barriers. The report also offers proposals dedicated to innovative and creative SMEs, particularly on loan guarantee schemes to facilitate secured lending for IP.

WEBSITE:

[http://ec.europa.eu/research/innovation-union/pdf/KI-01-14-460-EN-N-IP\\_valuation\\_Expert\\_Group.pdf#view=fit&pagemode=none](http://ec.europa.eu/research/innovation-union/pdf/KI-01-14-460-EN-N-IP_valuation_Expert_Group.pdf#view=fit&pagemode=none)

## Other European-level studies and research

### Joint Report by the European Patent Office (EPO) and the Office for Harmonization in the Internal Market (OHIM) (2013): Intellectual property rights intensive industries: contribution to economic performance and employment in the European Union



The study provides an updated assessment of the combined contribution to the economies of the EU from industries that make intensive use of the different types of intellectual property rights (IPR).

WEBSITE:

[http://ec.europa.eu/internal\\_market/intellectual-property/docs/joint-report-epo-ohim-final-version\\_en.pdf](http://ec.europa.eu/internal_market/intellectual-property/docs/joint-report-epo-ohim-final-version_en.pdf)

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## 1.5 Digital single market policies

### European Commission (2015): 'Digital Single Market strategy'

The strategy includes 16 specific initiatives aiming at creating opportunities for new start-ups and allowing existing companies to expand in a market of over 500 million people.

WEBSITES:

[https://ec.europa.eu/commission/priorities/digital-single-market\\_en](https://ec.europa.eu/commission/priorities/digital-single-market_en)  
and

<http://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1496330315823&uri=CELEX:52017DC0228>

### Research and studies

### European Commission Joint Research Centre (2012): The digital shift in the media and content industries

The policy brief offers a structured view of the major transformations that the media and content industries have experienced due to the digital shift.

WEBSITE:

<http://ftp.jrc.es/EURdoc/JRC77932.pdf>

---

## 1.6 Data policies

### European Commission communication (2014): Towards a thriving data-driven economy



The Communication describes the features of the data-driven economy of the future and sets out operational conclusions to support and accelerate the transition towards it.

WEBSITE:

<https://ec.europa.eu/digital-single-market/en/news/communication-data-driven-economy>

### European Commission Communication on 'Open data – An engine for innovation, growth and transparent governance' (2011)

This stresses the importance of intelligent processing of data to address societal challenges and boost scientific progress. The Commission is also committed to support technology and innovation as regards, among others, creative content applications in education, culture or fashion.

WEBSITE:

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0882:FIN:EN:PDF>



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## 1.7 Entrepreneurship and innovation policies



### European Commission Communication on 'Unleashing the potential of crowdfunding in the EU' (2014)

The Communication recognises the potential contribution of crowdfunding for start-ups, particularly for innovative, creative and cultural projects or the activities of social entrepreneurs, that have difficulties in accessing other forms of financing.

WEBSITE:

[http://ec.europa.eu/internal\\_market/finances/docs/crowdfunding/140327-communication\\_en.pdf](http://ec.europa.eu/internal_market/finances/docs/crowdfunding/140327-communication_en.pdf)

### European Commission Communication: For a European Industrial Renaissance (2014)



The Communication stresses the importance of investing in innovation, resource efficiency, new technologies, skills and access to finance in order to pursue an industrial modernisation.

WEBSITE:

<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52014DC0014>



### Council conclusions on 'Promoting youth entrepreneurship to foster social inclusion of young people' (2014)

The conclusions recognise the strategic role of youth policy in developing entrepreneurial skills in youth to increase their employability. It particularly recognises the opportunities within the CCS to transforming human capital into smart growth.

WEBSITE:

[http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/en/educ/142702.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/educ/142702.pdf)

### European Commission Staff Working Document (2013): Implementing an action plan for design-driven innovation



The action plan aims at enhancing the role of innovation design in Europe, accelerating the take-up of related policies, and creating the capacity and competencies needed to implement them.

WEBSITE:

<http://ec.europa.eu/DocsRoom/documents/13203/attachments/1/translations>



### **Innovation Union plan**

Supporting the Europe 2020 strategy, the plan aims to create an innovation-friendly environment, with three main aims: make Europe into a world-class science performer, remove obstacles to innovation, and revolutionise the way public and private sectors work together.

WEBSITE:

[http://ec.europa.eu/research/innovation-union/index\\_en.cfm?pg=intro](http://ec.europa.eu/research/innovation-union/index_en.cfm?pg=intro)



### **European Commission communication (2012): Entrepreneurship 2020 action plan**

The plan sets a renewed vision and actions to be taken at EU and national levels to support entrepreneurship. It is based on three pillars: developing entrepreneurial education and training, creating the right business environment, and reaching out to specific groups.

WEBSITE:

<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52012DC0795>

## **EU studies and research**



### **European Commission (2016): Opportunity now: Europe's mission to innovate**

The study discusses innovation trends, policies and issues and defines an Innovation Mission for Europe.

WEBSITE:

[https://ec.europa.eu/epsc/publications/strategic-notes/opportunity-now-europe%E2%80%99s-mission-innovate\\_en](https://ec.europa.eu/epsc/publications/strategic-notes/opportunity-now-europe%E2%80%99s-mission-innovate_en)

### **European Commission (2013): Guide to social innovation**

This guide was prepared by DG Regional and Urban Policy and DG Employment, Social Affairs and Inclusion. It gives an overview of social innovation at policy level and on the ground, particularly addressing social innovation projects funded by the Structural Funds for 2014-2020.

WEBSITE:

[http://s3platform.jrc.ec.europa.eu/documents/20182/84453/Guide\\_to\\_Social\\_Innovation.pdf/88aac14c-bb15-4232-88f1-24b844900a66](http://s3platform.jrc.ec.europa.eu/documents/20182/84453/Guide_to_Social_Innovation.pdf/88aac14c-bb15-4232-88f1-24b844900a66)



## 2

## CCS INNOVATION AND ENTREPRENEURSHIP SUPPORT STRUCTURES

### EU studies and research

#### European Creative Industries Alliance (2016): Thematic Paper on cluster excellence and cooperation

ECIA member organisations present their findings and policy recommendations to improve the effectiveness of creative clusters and their management.

WEBSITE:

<http://www.eciaplatform.eu/wp-content/uploads/2014/08/Thematic-paper-Cluster-Excellence-Berlin.pdf>

#### European Network of Creative Hubs (2016): How work works

This is a very interesting collection of six critical texts that focus on the shifting paradigm of work and creativity. The publication traces the emergence and evolution of co-working, and singles out creativity as an underlying factor to the way we think and work.

WEBSITE:

[http://creativehubs.eu/wp-content/uploads/2016/10/How\\_Work\\_Works-Publication-PDF\\_Preview.pdf](http://creativehubs.eu/wp-content/uploads/2016/10/How_Work_Works-Publication-PDF_Preview.pdf)

The working group reports with case study presentations and inspiring insights on three main topics: space, community and business models, and their relation with the thematic of 'How work works'.

WEBSITE:

[http://creativehubs.eu/wp-content/uploads/2016/11/How\\_Work\\_Works-Reports.pdf](http://creativehubs.eu/wp-content/uploads/2016/11/How_Work_Works-Reports.pdf)

#### European Network of Creative Hubs (Jan. 2017): Syn-acting together

A collection of seven critical texts investigating the concrete and potential effects creative hubs can have on the economy, at local and global levels. It does so by presenting texts that focus on creative hubs seen from an analytical and academic point of view, from the perspective of the creator and artist, and from that of a policy-maker. They all touch upon elements of creativity, youth unemployment, government policies and generally the phenomenon of creative hubs.

WEBSITE:

<http://creativehubs.eu/wp-content/uploads/2017/01/syn-acting-together-publication-web.pdf>



### **European Network of Creative Hubs (2015): Europe's creative hubs: who they are**

The research, based on survey responses, in-depth interviews and analysis of nearly 200 creative hubs, provides the starting point for understanding Europe's creative hubs. It sets out who they are, what they do and what support they need.

**WEBSITE:**

<http://ecbnetwork.eu/europes-creative-hubs-mapping/>

### **British Council (2015): Creative HubKit**

This is a toolkit made by hubs for emerging hubs. It aims at helping those looking to set up a hub – a community-focused, co-working or cultural space – through practice examples from some of the most successful hubs in the UK and Europe.

**WEBSITE:**

[http://creativehubs.eu/wp-content/uploads/2016/11/Creative\\_HubKit.pdf](http://creativehubs.eu/wp-content/uploads/2016/11/Creative_HubKit.pdf)





## 3

## INNOVATION AND ENTREPRENEURSHIP SUPPORT INCENTIVES AT DIFFERENT STAGES OF THE LIFE CYCLE OF CREATIVE ENTERPRISES

### EU studies and research

#### Good Practice Report on the cultural and creative sectors' export and internationalisation support strategies (2014)

The objective of the report is to highlight the importance of exports and internationalisation of CCS and showcase good practices implemented by the different actors in the EU as a point of inspiration for policy-makers.

**WEBSITE:**

[http://ec.europa.eu/assets/eac/culture/library/reports/eac-omc-report-ccs-strategies\\_en.pdf](http://ec.europa.eu/assets/eac/culture/library/reports/eac-omc-report-ccs-strategies_en.pdf)

#### Good Practice Report towards more efficient financial ecosystems: Innovative instruments to facilitate access to finance for the cultural and creative sectors (CCS) (2016)

An OMC good practice manual on the financial mechanisms available to small and medium-sized enterprises in the cultural and creative sectors.

**WEBSITE:**

<http://bookshop.europa.eu/en/towards-more-efficient-financial-ecosystems-pbNC0416091/>

#### European Creative Industries Alliance (2014): Creative Industries Innovation Vouchers

The report explores the role of vouchers in innovation policies, extracting lessons from concrete actions and uses of this scheme in the CCS.

**WEBSITE:**

<http://www.eciaplatform.eu/wp-content/uploads/2014/06/Thematic-paper-Innovation-vouchers-Milan.pdf>



### European Creative Industries Alliance (2014): Creative industries internationalisation

This report addresses the challenges that CCI's face in order to secure presence in international markets and provides recommendations on successful policies to increase the number of internationalised enterprises.

**WEBSITE:**

<http://www.eciapplatform.eu/wp-content/uploads/2014/06/Thematic-paper-Internationalisation-Nantes.pdf>

### IDEA Consult (2013): Survey on access to finance for cultural and creative sectors

This study was prepared for the European Commission to evaluate the financial gap of different cultural and creative sectors, aiming at supporting the impact assessment of the creative Europe programme.

**WEBSITE:**

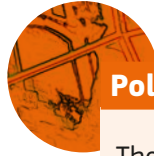
[http://ec.europa.eu/assets/eac/culture/library/studies/access-finance\\_en.pdf](http://ec.europa.eu/assets/eac/culture/library/studies/access-finance_en.pdf)



## 4

## INNOVATION SUPPORT MEASURES TARGETING NOT-FOR-PROFIT CREATIVE ENTERPRISES AND CULTURAL ORGANISATIONS

### Studies and research



#### Policy handbook of promotion of creative partnerships (2014)

The OMC group policy handbook offers concrete recommendations on how to develop and operate creative partnerships, highlighting its strategic role for social and business innovation.

WEBSITE:

[http://ec.europa.eu/culture/library/reports/creative-partnerships\\_en.pdf](http://ec.europa.eu/culture/library/reports/creative-partnerships_en.pdf)

### Other European-level studies and research



#### IETM (2016): To sell or not to sell? An introduction to business models (innovation) for arts and cultural organisations

The toolkit proposes a business model canvas tailored to the specific characteristics of arts and cultural organisations, and illustrates best practices on innovative business models of cultural organisations across Europe.

WEBSITE:

[https://www.ietm.org/en/system/files/publications/ietm\\_business-models\\_rodriquez\\_ietm2016.pdf](https://www.ietm.org/en/system/files/publications/ietm_business-models_rodriquez_ietm2016.pdf)

