

# **RESTART\_4Danube**

**Boosting cREative induSTries in urbAn Regeneration for a  
stronger Danube region**

**Deliverable D.T.1.1.2.**

**Compendium of good practices for strengthening  
CCIs in Danube urban communities**

## Document Control Sheet

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## List of Abbreviations

CCIs	Culture and Creative Industries
R&D	Research and Development
HEIs	Higher Education Institutions
SMEs	Small and Medium Enterprises
UPB	Universitatea POLITEHNICA București
PBN	Pannon Business Network Association
SASS	School of Advanced Social Studies
S2i	Steinbeis 2i GmbH
IPA Craiova	Research and development company, engineering and manufacturing for automation equipment's and systems
UM	University of Maribor
CCE	Croatian Chamber of Economy
CCI-Vratsa	Chamber of Commerce and Industry – Vratsa
CUAS	Carinthian University of Applied Sciences
LCM Craiova	Local Council of Craiova Municipality
MOM	Municipality of Maribor
VMÖH	Self-Government Office of Vas County
NERDA	Development Association NERDA
ODIMM	Organization for Small and Medium Enterprises Sector Development
NOVUM	Informational Center for Innovation and Development – "NOVUM"
KNT	Administration of the regional government of Carinthia
MDRAP	Ministry of Regional Development and Public Administration of Romania Tallinn Science Park Tehnopol
Tehnopol	Ministry of Economy, Entrepreneurship and Crafts of the Republic of Croatia
MEEC – MGPO	
NICH	Nova Iskra Creative Hub
MONG	City of Nova Gorica
IACH	Business Incubator Cahul
AR	Artificial Reality
ICT	Information and Communication Technology
NGO	Non-Governmental Organisation
URBACT	European Territorial Cooperation programme
CBC	Cross Border Cooperation
CKI	Creative Industries Maribor
USAID	U.S. Agency for International Development

## 1 Introduction

Based on the results of the regional studies of the following project partners a compendium of good practices for strengthening CCIs in Danube urban communities was collected:

- Austria: CUAS (support KTN)
- Bosnia-Herzegovina: NERDA
- Bulgaria: CCI-Vratsa (support Municipality Vratsa)
- Croatia: CCE (support Rijeka, MEEC-MGPO)
- Germany: S2i
- Hungary: PBN (support VMÖH)
- Moldova: ODIMM (support IACH)
- Romania: UPB (support IPA Craiova, LCM Craiova, MDRAP)
- Slovenia: SASS (support UM, MOM, MONG)
- Ukraine: NOVUM (support Uzhgorod city council)

Additionally, the associated project partner from Serbia, Nova Iskra Creative Hub, prepared good practices for their Danube urban communities.

The compendium contains the following dimensions:

- creating preconditions (creating favorable environment for developing CCIs)
- strengthening CCIs (supporting competitive and exporting creative industries)
- creating spill-over effects (linking CCIs with the rest of the society and economy)

The aim is to map the cultural and creative industry in the Danube region urban communities and to delineate the status quo and improving framework conditions in creative urban communities.

In the end, radar diagrams represent the good practices of every dimension and country on the different levels individual, local, regional and national.

## **2 Compendium of good practices for strengthening CCIs in Danube urban communities**

The compendium maps one example per Danube urban community in every dimension. The three involved dimensions are the created preconditions as favorable environment for developing CCIs, the strengthening of CCIs like support for competitive and exporting CCIs, and created spillover effects, which link the CCIs with the rest of the society and economy.

### **2.1. Creating preconditions**

#### **2.1.1. Austria**

The Kreativwirtschaft Austria (KAT) as governmental organization is part of the Austria Economic Chambers (WKO) and represents the interests of the creative industry in Austria and in the European Union. Their aim is to realize the strategy for the creative industry in Austria. Therefore, they offer different services for companies of the creative industry, for example network, consulting and guidebooks. The current strategy for the creative industry in Austria was written in 2016 and shall be realized until 2025. It defines creative industry as acquisitive companies, which create, produce and distribute creative and cultural goods and services.

The Federal Ministry of Digital and Economic Affairs in Austria (BMFWF) supports KAT by funding projects in the amount of eight million Euro per year. From 2016 to 2020, 40 million Euros were invested for innovative and transformation projects of the creative industry in Austria. So, Austria has developed a special package of measures for the creative and cultural industry including funds and policies in the European Union. The strategy for the creative industry in Austria contains twenty-two policies connected to the targets empowerment, transformation and innovation.

#### **2.1.2. Bosnia-Herzegovina**

According to the decentralization of Bosnia-Herzegovina, the cultural affairs are organized in the autonomous entities Federation of Bosnia and Herzegovina and the Republic of Srpska. Also, the Brčko District with local government has got his own ministry of culture and sport. Creative industries are not considered a specific sector in either culture or economics, and are not perceived as a potentially profitable sector.

Financial instruments best reflect the priorities in cultural policy pursued in the Federation of Bosnia and Herzegovina. The priority is cultural heritage, which accounts for about 30 percent of the total budget and special branches of the creative industries (filmmaking and publishing). participate with about 35 percent. In contrast in the Republic of Srpska, the support for institutional spheres of culture is dominant (about 80 percent of total funding), while creative industries are marginalized in terms of financing production.



### **2.1.3. Bulgaria**

The Bulgarian ministry of culture released a strategy to develop Bulgarian culture (2019-2029), mentioning the CCIs with three priorities for this decade: digitalization, improving the infrastructure and development of traditional crafts. CCIs are being more than ever prioritized by the policy makers.

### **2.1.4. Croatia**

The cultural and creative industry in Croatia is linked to the cultural policy and the policy of encouraging small and medium-sized enterprises. In the focus are the development of cultural and artistic creation and production and the protection and preservation of cultural heritage. Additionally, the program “Entrepreneurship in Cultural and Creative Industry” supports developing, improving and strengthening CCIs. Developments are realized by independent professional and artistic associations, in addition.

### **2.1.5. Germany (Baden-Württemberg)**

In 2009, Germany defined CCIs and differentiated eleven branches of CCI on national level. Since then, CCIs are supported in different regional declarations in the state of Baden-Württemberg. The report of the Baden-Württemberg government took the national definition as a basis in defining and differentiating the cultural and creative industries. It points out that the definition stresses the commercial character of the companies. Also, the Economy 4.0 initiative of the Baden-Württemberg Ministry of Economics, Labor and Housing promotes strengthening the digital development of different economic branches in the state – among which also the CCIs. Many different actions of the state support develop and strengthen CCIs, for example the innovation voucher for micro-enterprises and freelancers to receive financial support for planning, developing, implementing or improving new products or services. The branches design, architecture and software & games are prevalent in Baden-Württemberg. Even if Baden-Württemberg is one of the leading innovation regions in Europe, the state further strives to constantly increase its ability to innovate. For this, the Innovation Strategy Baden-Württemberg 2020 aims at funding business-oriented research also in the CCIs. Recommendations for further development and support of CCIs are analyzed and discussed with experts and contact persons on national and regional levels.

### **2.1.6. Hungary**

In Hungary, a strategy for creative industries was released in October 2020. One of the opportunities for developing CCIs ecosystem is to deepen the alliance with the local policy makers in the field of digitization. The technological innovations help them to explore new areas of creativity: in photography, film producing, 3D animations etc. Application of extended reality can give a wide range of opportunities to promote local/regional/national services in the CCIs ecosystem or to make cultural values available from a catalogue at home.



As for the Western part of Hungary (where Vas County is also located), there are already existing 3D walks about museums and exhibitions in the county seat, Szombathely. The Hungarian partners (PBN and VMÖH) aim to develop these online services in order to reach more people and to arouse the interest of the younger generations in museums, historical values. The Hungarian partners will take into consideration to create commercials / image films using AR technology for the local CCIs.

### **2.1.7. Moldova**

Due to the Soviet history, culture is considered as luxury with limited production and access and is described as static, in Moldova. If CCIs as term is mentioned in any strategic paper, it is classified as artistic and creative cultural activities ignoring the creative industry. Nevertheless in 2017 the Ministry of Culture became the Ministry of Education, Culture and Research. This new wider structure may be favorable to the development of joint policies among these areas. First steps in CCIs collaboration between Ministry of Education, Culture and Research (MoECR) and Ministry of Economy have been recently taken. Arts and Creative Industries is an important department functioning within MoECR, focusing on policy development of contemporary professional arts, contemporary traditional art, art education, cultural industries. So, Moldova takes the first steps of creating preconditions of a favorable environment for CCIs.

### **2.1.8. Romania**

The conditions for CCIs are rated in the Development Strategy for Culture and National Heritage 2016-2022. The strategy includes a set of public policies that the Romanian Government intends to adopt in order to develop balanced, sustainable and intelligent culture. Among the policies that support the development of the cultural and creative sectors are the creative economy in which measures are proposed for the development of entrepreneurship, capitalizing on competitive advantages and increasing the external commercial activity of Romanian operators. The capacity of the cultural and creative sectors is another policy included in the strategy, which aims to improve the public service in the field of culture, expand and modernize the cultural infrastructure, improve the aspects related to the financing of the cultural and creative sectors, better conditions for cultural and creative professionals and the development of their skills, respectively increasing the role of ICT in culture. Within the Development Strategy for Culture and National Heritage 2016-2022, as well as within the European Agenda for Culture, inter-sectorial partnerships are promoted for the realization of different projects through which to capitalize on the adoption of knowledge and skills from cultural and creative sectors in other sectors of economy or government structures. One of the most important instruments through which the dynamics of the cultural and creative sectors at national level is measured is the Cultural Consumption Barometer.

### **2.1.9. Serbia**

The prime minister of Serbia, Ana Brnabić, assembled the Council for Creative Industry with important stakeholder of the Serbian creative industry. The output was Serbia Creates, where events, activities, workshops, roundtables and marketing takes place. It addresses, how to improve the legal and business environment in order to support innovation and creativity. It also connects Serbian creative industry with international partners and invites international professionals and scientists to Serbia. The prime minister describes innovation and creativity as fundamentals for developing economy and social opportunities. Creative industry is a priority on her policy agenda.

### **2.1.10. Slovenia**

The main goal of the Ministry of Culture in the field of creative industries is “to create conditions for the production of competitive modern programs, products and services with high added value which will effectively promote original creativity and stimulate economic development”. The following measures were envisaged for the "development of the creative industries market": preparing an appropriate strategy in the field of design; developing traditional industries and crafts to preserve basic handicraft skills and upgrades them in the direction of exploiting the potential of creative industries; promoting economic entities with the highest level of project and development culture in the national context; increasing competencies in the field of design management and thus increasing the efficiency of public institutions; creating transformation of certain ways of public administration. There were several initiatives, programs and public tenders developed under the “strategic vision” of the above-mentioned program, for example the Centre for creativity, an interdisciplinary platform that connects and develops Slovenians cultural and creative activities by creating links between CCIs and stakeholders of business, science, education. Furthermore, Ministry of Culture already published two public tenders to support the CCIs sector. In February 2020, the Ministry of Culture published the second call for proposals "Promotion of creative cultural industries - Center for Creativity 2020-2021". The Ministry of Culture of the Republic of Slovenia will allocate EUR 2.21 million in grants for creative industries. According to the tender, it will support projects that emerge at the intersection of art, culture, market, entrepreneurship and economy, combining creativity, production and distribution of goods and services and producing and disseminating goods or services that contain or express cultural content. Through Center for Creativity applicant can receive full support in preparing their applications and networking with complementary future partners.

### **2.1.11. Ukraine**

Development of CCIs is among the priority goals of the “Long-term National Culture Strategy 2025”. The participatory process that led to the drafting of the National Culture Strategy 2025 included stakeholders from diverse culture and creative sectors and the whole document puts forward a wider concept of culture that includes CCIs as a priority goal. Moreover, the Ministry of Culture created a new department dedicated to the CCIs. In Ukrainian legislation, a list of exact policy instruments does not exist. Instead several legal acts and scientific doctrines as examples list the ideas for developing CCIs: the need of permission to reconstruct cultural site or use it for special purposes; purchase of any items to develop CCIs by using official tenders; creation of centers of culture and creative hubs; allocation of funds for the development of the industry; salary increase for workers of CCIs; launching different programs to develop the sphere; signing international agreements and treaties connected to CCIs; increasing government orders for students in the fields of culture and creative industries.

## **2.2. Strengthening CCIs**

### **2.2.1. Austria**

The technology park Villach was formed in 2001 with the Carinthia University of Applied Science and the Carinthian Tech Research AG. In 2002 the first high technology companies settle there. Since 2014, until 2024 open space concepts with different areas (research, innovation, labor and offices) are realized. Today the technology park Villach contains seventy companies in the rural area of the city. Innovative companies, research and development institutes and education and trainee centers build synergies, get in contact and network together. Focus is (micro)electronics, renewable energy and geomatics (<https://villach.at/stadt-service/technologie-innovation/technologiepark-villach>). In the technology park next to the Carinthia University of Applied Science opened the co-working space “Digital Flex Desk – Coworking Space Villach” in 2019 – with the amount of investment of 40.000 Euro. Four offices and eight flexible desk working places are realized. Six innovative start-ups are already located there. Villach supports innovative start-ups and innovative established companies. The infrastructure is in focus. Villach becomes an important center of innovation and network in the south of Austria and in the Alpes-Adria region (<https://www.ktn.gv.at/Service/News?nid=30475>).

### **2.2.2. Bosnia-Herzegovina**

Tuzla has the potential to become a cluster of architectural companies, along with a high concentration of video industry, ICT and multimedia and the publishing industry. Business Innovation and Technology (BIT) Centar Tuzla opened in 2005 and is a place for the development of companies in the field of Information and Communication Technologies

(ICT). It contains the ICT business incubator, the ICT trainings center and the ICT research center. In the business incubator, three types of companies or projects can be found: "idea development" (projects), "start-up" companies and companies with growth and development potential. Most of them are start-up companies and the main purpose of the BIT Center is to assist them and to accelerates the process of their development. Today 25 companies are located there with 202 employees and one ICT lab. It increases constantly. In the ICT trainings center 6.000 people have already been educated in nine years. A cooperation with the University of Tuzla, Faculty of Electrical Engineering for projects, trainings and support exists. In the research center within the BIT Centar, the aim is to implement projects and initiatives together with its beneficiaries in such a way that they provide services, education and solutions in the field of information and communication technologies to the local community, prepare and organize conferences, symposia and workshops, as well as raise awareness among students on the value on entrepreneurship ([Home - BIT Centar \(google.com\)](http://Home-BIT-Centar.google.com)).

### **2.2.3. Bulgaria**

The Bulgarian Academy of Sciences is the leading scientific, spiritual and expert center of Bulgaria, which was established in 1869. It conducts research, training and activities of national and international importance and solves problems related to the development of Bulgarian society and state. The Academy has a consistent policy for the development of science and innovation as a condition for economic progress in the country. It is an active participant in the European Research Area. Today, BAS comprises 42 autonomous scientific units and is an organization governed in accordance with democratic principles. The Academy employs about 3.000 scientists, accounting for about 15% of those engaged with science in Bulgaria. BAS produces about half of the scientific output in the country. The main goal is to create conditions and prerequisites for full cooperation and integration between the institutes of BAS and their divisions in the different regions of the country with the universities, industrialists and municipalities located on their territory. ([Bulgarian Academy of Sciences - Bulgarian Academy of Sciences \(bas.bg\)](http://Bulgarian-Academy-of-Sciences-bas.bg)).

### **2.2.4. Croatia**

Startup Incubator Rijeka was established in 2013 by City of Rijeka, as integrated part of the Department of Entrepreneurship. It is a support center for people or teams, who want to develop their entrepreneurial idea and start their own business. Users are provided with educations, workspace, mentoring network, assistance in development and implementation of a business plan, and support in connecting with investors and international startup scene. All services are free of charge.

The incubation program lasts 8 months and is consisted of 35+ workshops divided into three thematic modules: Idea validation (1), Product development, legal aspects and finance (2) and Go-to-market (3), which allows users to redesign their initial ideas. During

the incubation, participants have at disposal 48+ mentors for addressing specific issues and challenges. The most successful teams from each generation are awarded with cash prizes for the purpose of starting their own business.

Since opening, Startup incubator Rijeka hosted 173 teams with their initial business ideas, i.e. 435 users in 11 generations. Altogether 290 workshops and 889 individual consultations were held until today, resulting with 23 newly established enterprises in the city of Rijeka. It becomes a key factor in Rijeka startup ecosystem, by gathering new business ideas and high-skilled lecturers and mentors to one place, and by generating startups. This is directly affecting to improve local entrepreneurial culture and business-friendly environment ([Startup Inkubator \(rijeka.hr\)](http://StartupInkubator(rijeka.hr))).

### **2.2.5. Germany (Baden-Württemberg)**

The media and film company (Medien- und Filmgesellschaft, MFG) Baden-Württemberg, as the state's competence center for the cultural and creative industries, can challenges and needs in order to strengthen creative companies. As a cultural sponsor, this regional company offers (among others) trainings and advisory and networking opportunities for the cultural and creative industries, which became very popular. For example, they offer a one-hour consultation free of charge, in which the ideas and concerns of the creative minds from Baden-Württemberg are the focus of the discussion. The aim of these discussions is to develop initial solutions and to provide information about networks, contact points and funding offers. The topics can be founding, marketing, financing or the economic further development of creative products or services ([MFG | Medien- und Filmgesellschaft Baden-Württemberg](http://MFG|Medien-undFilmgesellschaftBaden-Wuerttemberg)).

In addition, the MFG acts as a coordinator for the Baden-Württemberg Creative Industry Network, which represents a platform for the diverse regional and municipal initiatives and institutions that are involved in the cultural and creative industries, in order to expand cooperation and interdisciplinary dialogue (<https://kreativnetzwerk.mfg.de/>).

### **2.2.6. Hungary**

Szombathely, the county seat of Vas county is located in the Western Transdanubian region. It describes itself as the “City of culture”, referring to the 2000 years of continuous history of the city, including Roman times. Szombathely is also often called “The city of Saint Martin”, correspondent to the Saint Martin, born in Szombathely.

City of Szombathely took part and contributed to an international URBACT project which dealt with redefining the military heritage within The Action Planning network MAPS (Military Assets as Public Spaces). MAPS was focused on enhancing former military heritage as key elements for sustainable urban strategies, combining both functional and social aspects. Highlighting the potential of the dismissed military areas can be deemed as



the new symbols of a more conscious and participatory urban planning ([MAPS – Military Assets as Public Spaces | URBACT](#)).

### **2.2.7. Moldova**

Two new business clusters have been launched in 2018 in the southern and northern regions of the Republic of Moldova, with the support of the European Union. They concern creative industries in Cahul, a city in the southwest of Moldova, and textile companies in Soroca, a city in the northeast of Moldova. The clusters offer the opportunity to bring businesses together to develop joint projects. The creation of the two clusters was carried out by the Organization for the Development of the Small and Medium Enterprises Sector (ODIMM) through the EU Technical Assistance and Information Exchange Instrument (TAIEX).

The CREATIV Regional Cluster Settlement Agreement in Cahul was signed by 12 members representing the business community, professional schools and local authorities.

The SORINTEX Textile Cluster in Soroca brings together 38 founding members. The cluster became the promoter of the textile industry in the northern region of the Republic of Moldova. The member enterprises of the "Sorintex" cluster have an high interest in implementation of innovations and the transfer of modern technologies, that in result will increase the number of jobs and social capital provision ([Two new business clusters launched in Moldova with EU support | EU4Business](#)).

### **2.2.8. Romania**

Cross-Border Association E(quilibrium) Environment (CBAEE - [ATeE](#)) is a non-profit organization, with no political, lucrative or patrimonial purposes, focused on promoting and protecting the business environment of the entities which activate in the fields of environment protection, technology transfer and innovative businesses in Romania and Bulgaria, promoting the professional and commercial interests of its members and strengthening their professional authority and their social prestige in the context of sustainable regional development ([CBC Romania Bulgaria](#)). In the frame of the project "Balloon adventure - a new joint tourism product", Project code 15.2.1.058, code e-MS ROBG-14, the cross-border area of Romania and Bulgaria becomes an extraordinary place, full of cultural and natural heritage, but where tourism lacks genuine attractions targeted to the segment of richer tourists, thus flying with hot-air balloons is a remarkable experience, a tourism attraction that could bring many well-paid tourists to visit the CBC area and also a possibility for many local CBC citizens to fulfill a dream.

### **2.2.9. Serbia**

Creative Hub – Nova Iskra is a pioneering creative hub in the Balkans, created with the idea to incite tangible connections between creative industries, technology and the people. We design spaces and experiences for people, organizations and businesses to work, learn, innovate and create together. Nova Iskra creates spaces, initiates collaborations and

designs education programs for innovators, entrepreneurs, researchers, activists, students, professionals, organizations and companies who are interested in taking an active role in shaping the way we will live, learn and work in the future. Education programs developed by Nova Iskra offer a variety of learning experiences. Mentoring programs, webinars, intensive courses, study programs, creative camps, workshops, multidisciplinary working groups, peer-to-peer exchanges - they all aim to provide young professionals with the skill sets necessary in an increasingly fluid and shifting job market, as well as challenging economic and social circumstances, not only on the local but on the global level (About : Nova Iskra : Nova Iskra).

#### **2.2.10. Slovenia**

Center for Creative Industries Maribor is a private non-profit institution established in 2016 by four companies: Gozdno gospodarstvo Maribor d.d., Marles hiše Maribor d.o.o., Mikropis Holding d.o.o. and Steklarna Hrastnik d.o.o. Production companies have recognized the potential for cooperation with creators in innovating their own products, services and processes, and have combined resources to promote and develop the operation of the institute. At CKI, they connect companies and creative industries, lead projects and develop collaboration models for product, service and process innovation that raise added value and market competitiveness.

#### **2.2.11. Ukraine**

Remarkably, the creative industries need well-developed infrastructure and investment. Foreign investors are business angels for Ukraine start-ups as they support and assist them to develop. All projects are foreign-invested: Creative Quarter is created in cooperation with foreign companies, like Intel, Cisco, Microsoft, Hewlett-Packard, Ericsson, Schneider Electric, MasterCard. Creative Quarter is a huge innovation hub with many services based on the philosophy of creative entrepreneurship located in Lviv. Jam Factory is financed by Austrian investor Harald Binder. It is an industrial area for creative solutions and ideas, like various events of contemporary arts, in L'viv. Art-plant "Platforma" is invested by Ofer Kerstner from Israel. It is a creative cluster and space of opportunities in Kyiv, which unites people, ideas, and work. It is a center of education, music, design and ICT industry. iHUB is a network of centers for innovation and entrepreneurship, which provides access to education, community, investors and space for work of ICT-companies in Eastern Europe, developed by the Seed Forum Norway Foundation. Foreign investors are business angels for these start-ups as they support and assist them to develop.



## **2.3. Creating spill over effects**

### **2.3.1. Austria**

The Carinthia University of Applied Science, settled in the technology park Villach in the area of a former paper mill, supports the innovative entrepreneurs on their way of founding a company. The “Gründergarage” of the CUAS is a service for young entrepreneurs. They are qualified and coached there, find the necessary infrastructure and join a network of experts and other members of creative industry (<https://blog.fh-kaernten.at/gruendergarage/>).

### **2.3.2. Bosnia-Herzegovina**

Part of the Business Innovation and Technology Centar Tuzla is a research center. Their aim is to implement projects and initiatives together with its beneficiaries in such a way that they provide services, education and solutions in the field of information and communication technologies to the local community, prepare and organize conferences, symposia and workshops, as well as raise awareness among students on the value on entrepreneurship ([Home - BIT Centar \(google.com\)](#)).

### **2.3.3. Bulgaria**

Children’s museum “Muzeiko” in Sofia plays an important role as a modern educational institution of the 21st century, securing a place for children that will provoke their curiosity and interest in science, technology, ecology and the arts. The children’s science center has a good impact on the local economy, educational system, our children’s early development and the creation of civil societies. The building of the Muzeiko generates electricity self-sufficient, collects rain water and heats himself with geothermal energy. The design of the buildings reminds of little mountains, three sculptures representing the traditional Bulgarian crafts woodcarving, needlepoint and painted ceramics ([Muzeiko](#)).

### **2.3.4. Croatia**

The alliance of associations and NGOs “Molekula” aims to promote and encourage active care of cultural, educational and other interests of the citizens and increasing the frequency, quality and impact of activities in the independent cultural sector and youth culture sector ([www.molekula.org](http://www.molekula.org)).

### **2.1.1. Germany (Baden-Württemberg)**

After the merging of the operator of the slaughterhouse in Karlsruhe and the Karlsruher Fächer GmbH in 2005, the area was re-developed in 2007 and turned into a creative park. In 2007, the slaughterhouse restaurant was opened, and the “Madhouse” cultural center was expanded. The pigs market hall (Schweinmarkthalle) has been used for events since 2010. In addition, supply and disposal lines and a café were set up at the hall entrance. 70 oversea containers are located there as working places for start-ups. The entire

slaughterhouse site is looked after by a cooperation of various urban development, cultural and economic development institutions in the city.

This way, the previous slaughterhouse became a center for CCI in Karlsruhe, Baden-Württemberg. Since 2015 the IT company Citrix Systems is located in this area in a new office building of 8,500 square meters of usable space as the main tenant, which is also intended to accommodate start-ups and companies in the creative and cultural industries“. The historic buildings are supplemented with modern buildings. The new buildings and the existing old ones are intended to create an arc between history and the present. The concept of the “Alter Schlachthof” (old slaughterhouse) includes getting graduates of Karlsruhe's creative degree programs to be enthusiastic about the city beyond their studies and being able to offer young companies in the growth phase adequate space and rooms. ([alterschlachthof-karlsruhe.de](http://alterschlachthof-karlsruhe.de)).

### **2.1.2. Hungary**

„Green Óriszentpéter” is the renovation project of the so called „Yellow House” for a commercial and service house (shop, office space), which is available for NGOs and SMEs, and provides the necessary background infrastructure for their operation. The building was built in the late 1800s, and now it is renovated and filled with new functions, not only to decorate the center of the city, but also to be an important and worthy symbol of Óriszentpéter ([TOP-2.1.2-15-VS1-2016-00001](http://TOP-2.1.2-15-VS1-2016-00001) "Zöld Óriszentpéter" - Óriszentpéter, az Órség fővárosa ([oriszentpeter.hu](http://oriszentpeter.hu))).

### **2.1.3. Moldova**

In 2017 COR - Creative Industries Association in Moldova was set up gathering companies and NGOs in this field. This initiative resulted from a USAID study conclusion that highlighted the lack of joint action and organization among the CCIs community. Therefore, considerable efforts took place in setting up a joint organization – COR - mostly through mapping needs and meetings with diverse professionals, so that the process was led by the creative sector itself. COR gathers companies and NGO’s from the creatives industries in Moldova, aiming at supporting and representing them by ensuring their growth, education and local and international connectivity. The Association is participating in the development of a new creative hub - Academy of Music, Theatre and Fine Arts’ Creative Hub as well as the implementation of the British Council’s program “Creative Enterprise” for Moldova ([COR en](http://COR.en)).

### **2.1.4. Romania**

According to European Cluster Observatory and European Cluster Excellence, in Romania there are 38 innovative clusters, unevenly distributed by development regions, depending on the concentration of companies from CCIs, i.e. ICT being present in North West, North Eastern, Bucharest-Ilfov & Western Regions.

Romanian Association for Technology Transfer and Innovation (ARoTT) is a professional, non-governmental and non-profit organization of technological transfer and innovation. ARoTT has 43 members (Universities, R&D Centres, TT Centres, Chamber of Commerce and Industry) and implemented over 18 innovation projects, 30 cross-border and 10 human resources projects. One of the projects implemented on the INTERREG VA Romania Bulgaria was “Improving the workforce mobility and employment in cultural and creative industries from the RO-BG cross-border area”. Through the activities implemented training; cross-border visits for exchange of experiences; integrated joint cross-border job fairs; the 2 cross-border centers for supporting activities and employment; educational caravans in universities; elaboration of audio-video promotion materials and website; information and publicity activities, the creative industry activities are expected to increase in the cross-border area. A good barometer will be the 2 cross border centers that will continue their support activities for the persons interested to develop a business in the creative industry ([Arott](#)).

### **2.1.5. Serbia**

Digital Serbia Initiative (DSI) is a non-profit, non-governmental organization with the strategic goal of developing a strong, globally competitive digital economy in Serbia. DSI aims to create a business environment that serves the digital economy by investing in strategic programs in the areas of formal and informal education, startup ecosystem development, legal and regulatory frameworks, digital infrastructure and public dialogue on digital transformation.

Program: [Master 4.0](#) - master study program that connects technical and science based faculties with art faculties, as well as with companies operating in the market of creative industries ([Digital Serbia Initiative \(dsi.rs\)](#)).

### **2.1.6. Slovenia**

European capital of culture 2025 candidacy is the project of the cities Nova Gorica in Slovenia and Gorizia in Italy to become the European capital of culture independent of borders or national affiliations. The project is supported by the mayor of each city since day 1 on 25th May 2019. Nova Gorica and Gorizia were divided by wars, but united by friendship and intense cooperation. The cities set the ambitious goal to become a cross-border European Capital of Culture. Nova Gorica and Gorica were selected to be the European capitals of Culture in 2025. ([Home page EN - GO! 2025](#)).

### **2.1.7. Ukraine**

A big role in the organization of creative industries belongs to the city of Lviv, where in recent years public figures and city authorities have become more active and the result of their consensus have been creative spaces that revitalize former industrial zones of the city, localized interested artists and businessmen. Thus, among such creative spaces in Lviv

should be noted "FESTrepublic", "Jam Factory", "Lem Station" plant "REMA", business center "Industrial", business city "Technopark", as well as ICT companies, which are partially rent former industrial facilities, etc. A new creative space and project of a powerful Lviv ICT cluster in the future will be a creative quarter - Innovation District IT Park, an area of 10 hectares, where it is planned to build offices for ICT companies, laboratories and educational buildings for students, kindergarten, hotel on the former industrial zone. Such a quarter provides a high concentration of institutions and human creative capital to create an innovative product and promote the city.

### 3 Conclusion

Every country offers good practices for the three dimensions: creating preconditions, strengthening CCIs and creating spill-over effects. One per country is selected per dimension. The good practices are located on the levels national, regional, local and individual. The radar diagram below (see Fig. 1) summarizes all dimensions, countries and levels:

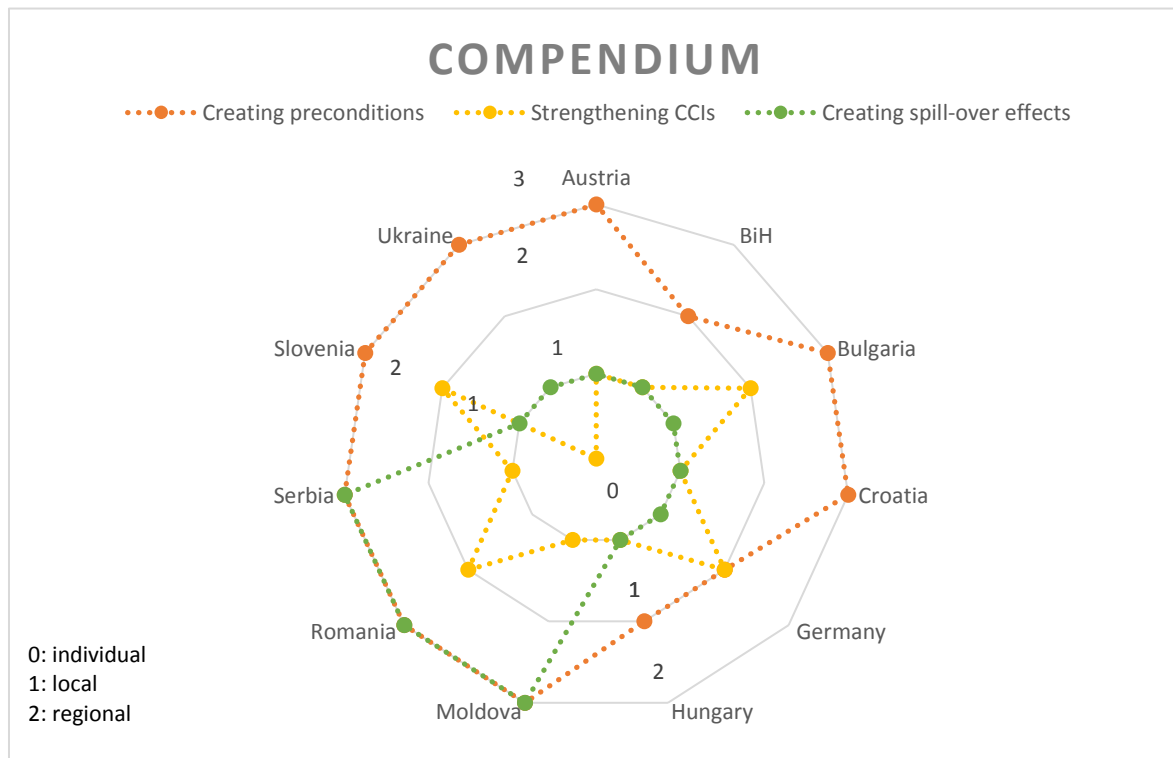


Figure 1 – Levels of good practices summarizing all dimensions, countries and levels

In the following subchapters the radar diagram is explained per dimension.

#### 3.1. Creating preconditions

The progress of the preconditions for a favorable environment for CCIs is different in the countries. Good practices can be found on the local, regional and national level. In some countries, national and regional strategies or governmental organizations for CCIs already exist and relieve the further development. Nevertheless, those countries, where national strategies do not exist, try to develop a favorable environment with a high effort on regional or local level.

In Austria, Bulgaria, Croatia, Germany, Romania and Slovenia, national strategies exist on different progress levels. Germany, for example, has developed preconditions on all levels. Their strategies focus on innovation. In comparison to Bulgaria, who prioritized CCIs for the first time in a national strategy in the next decade. In Bosnia & Herzegovina, regional

strategies focus on cultural heritage. In Austria and Serbia, governmental organizations for CCIs were established. Both focus on innovation, Austria on transformation and Serbia on network, in addition. In Moldova and Ukraine first steps of linking CCIs with important ministries were done. In the Ukraine, a department for CCIs was created in the ministry of culture. In Moldova, the ministry of education, culture and research was created. Despite a lack of national strategies, in Hungary local projects with focus on artificial intelligence are managed.

The radar diagram below (see Fig. 2) shows the level of the good practices for preconditions. In most countries the good practices for preconditions were created on national level (Germany developed preconditions on national and regional level. In the compendium, the regional strategy is described in detail).

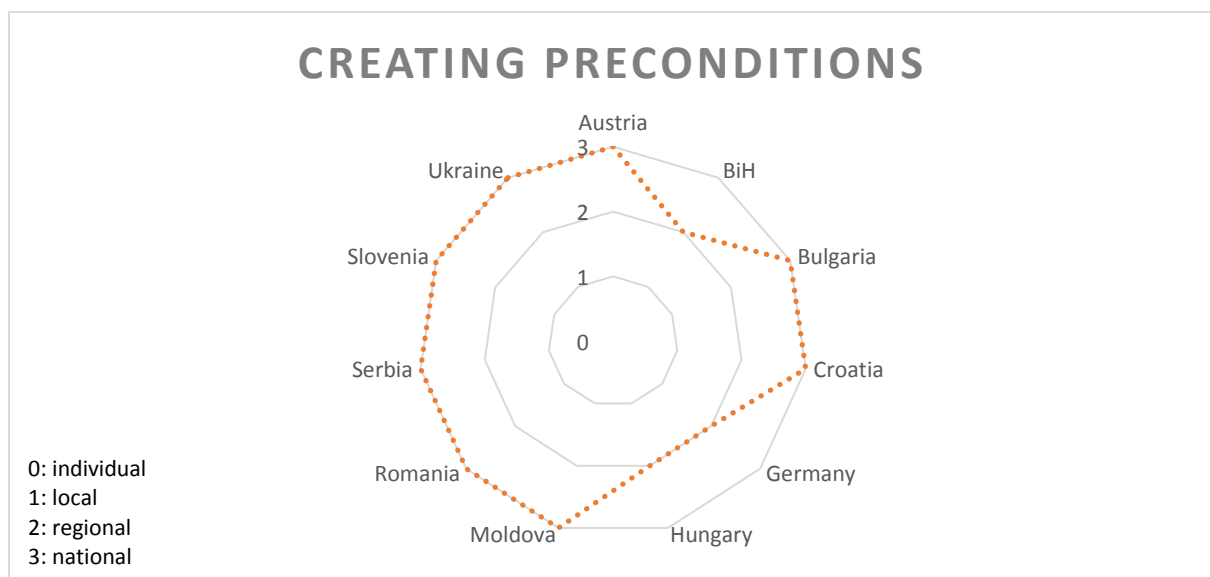


Figure 2 - Levels of the good practices for preconditions

### 3.2. Strengthening CCIs

In comparison to the created preconditions, the good practices for the strengthening of CCIs were developed on regional or local level, with one exception in the Ukraine (individual level). Besides Ukraine and Hungary, the good practices are centers or associations for creative industries with different focus.

Some of them offer workspaces (technology park Villach, Startup Incubator Rijeka). Some of them initiated educational programs, trainings and workshops, like technology park Villach, Business Innovation and Technology Center Tuzla, Bulgarian Academy of Science, Startup Incubator Rijeka, Media and film company in Baden-Württemberg and Creative



Hub Nova Iskra. Some of them contain research institutes (technology park Villach, Business Innovation and Technology Centar Tuzla, Bulgarian Academy of Science). Some offer network opportunities and do consultations, like Business Innovation and Technology Centar Tuzla, Bulgarian Academy of Science, Startup Incubator Rijeka, Media and film company in Baden-Württemberg, Business clusters in Cahul and Soroca, Cross-border Association E(quilibrium) Environment (CBAEE), Creative Hub Nova Iskra, Center for Creative Industries Maribor.

In Szombathely in Hungary, a military heritage will be redefined as sustainable urban area. In the Ukraine, business angels are foreign investors for start-ups.

The radar diagram below (see Fig. 3) shows that the good practices for strengthening CCIs can be found on regional and local level, mainly:

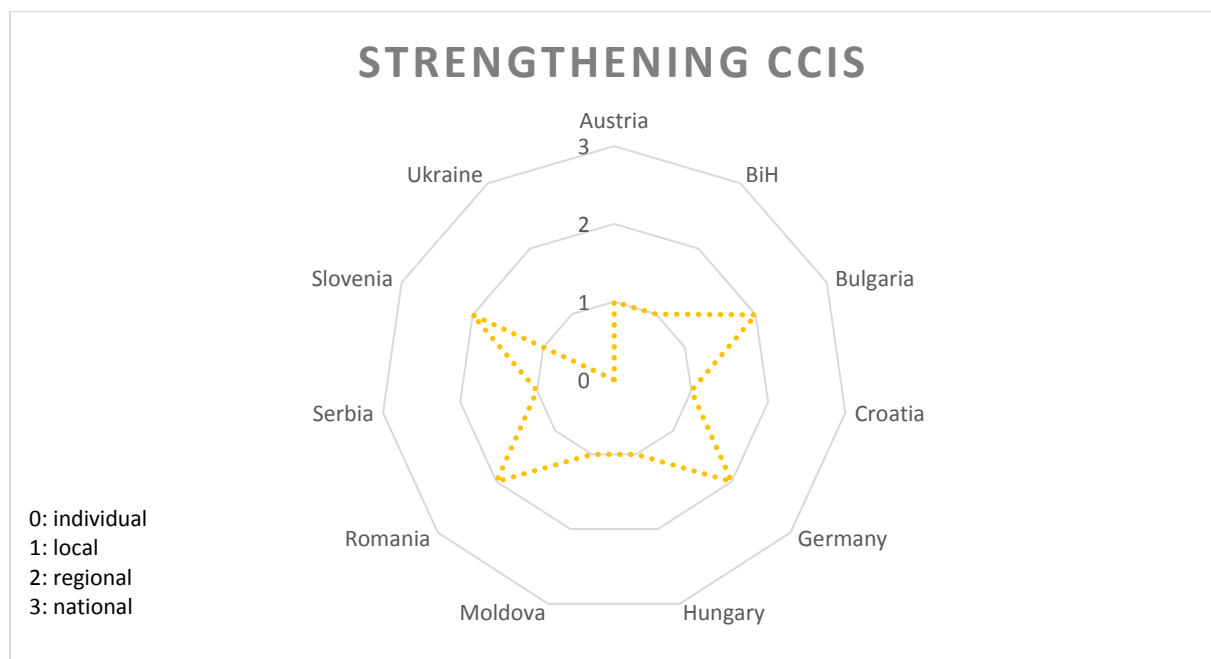


Figure 3 – Levels of good practices for strengthening CCIs

### 3.3. Creating spill over effects

The good practices for creating spill-over effects can also be defined as centers or associations, mainly. They are created on local or national level in the countries.

The first exception is Bulgaria, who established Muzeiko, a children’s museum in Sofia, which provokes the interest of children in science, technology, ecology and arts and is self-sustaining. The second exception is Nova Gorica in Slovenia, who will become the European capital of culture in 2025 cross-border with the Italian city Gorizia.



In many cases, the centers are built in former industrial areas, like the Gründergarage in Villach, the slaughterhouse in Karlsruhe, Green Óriszentpéter and the Innovation District IT Park in Lviv. They offer infrastructure, services, networks and educational programs.

The associations are Molekula in Croatia, Creative Industries Association in Moldova, Romanian Associations for Technology Transfer and Innovation (ARoTT) and Digital Serbia Initiative (DSI). Most of them are organized independent, except for the DSI. Their spill-over effects concern dialogue, network and collaboration projects.

The radar diagram below (see Fig. 4) shows that the spill-over effects are created on local or national level, as explained before:

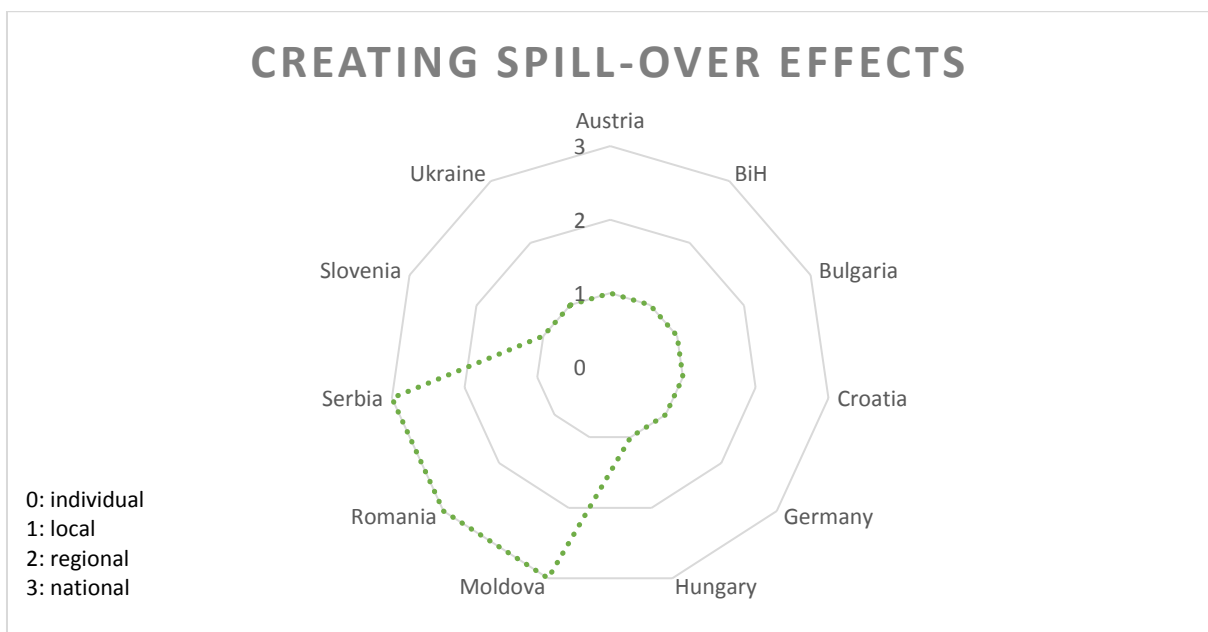


Figure 4 – Levels of good practices for creating spill-over effects