

WP3 – DEVELOPMENT OF TRIPLE-HELIX CREATIVE-TRADITIONAL BUSINESS PARTNERSHIP PLATFORM

CTCC – CREATIVE TRADITIONAL COMPANIES COOPERATION

within the frame of the South Baltic Programme 2014–2020 (ERDF part-financed), 3rd Call

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Task Leaders:	3.7 - PP3
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	working document		WP and task leaders
	to be reviewed		internal use only (direct partners only), distribution RESTRICTED
	proposal		entire project partnership (direct + associated partners)
X	final	X	target groups (key target – 200 SMEs from the blue and green targeted sectors)
X	released	X	public in large, public distribution

Global Innovation Index

1. Included regions:	worldwide divided in countries
2. Triple Helix target groups	SMEs research institutions policy institutions
3. Short description	The Global Innovation Index provides detailed metrics about the innovation performance of 127 countries and economies around the world. Its 81 indicators explore a broad vision of innovation, including political environment, education, infrastructure and business sophistication.
4. Relevant indicators CTCC (3.8)	
5. Details	<p>The Global Innovation Index (GII) is an evolving project that builds on its previous editions while incorporating newly available data and that is inspired by the latest research on the measurement of innovation. The GII relies on two sub-indices—the Innovation Input Sub-Index and the Innovation Output Sub-Index—each built around key pillars.</p> <p>Five input pillars capture elements of the national economy that enable innovative activities: (1) Institutions, (2) Human capital and research, (3) Infrastructure, (4) Market sophistication, and (5) Business sophistication. Two output pillars capture actual evidence of innovation outputs: (6) Knowledge and technology outputs and (7) Creative outputs.</p> <p>Each pillar is divided into sub-pillars and each sub-pillar is composed of individual indicators (81 in total in 2017). Sub-pillar scores are calculated as the weighted average of individual indicators; pillar scores are calculated as the weighted average of sub-pillar scores.</p> <p>Four measures are then calculated:</p> <p style="padding-left: 40px;">Innovation Input Sub-Index: is the simple average of the first five pillar scores</p> <p style="padding-left: 40px;">Innovation Output Sub-Index is the simple average of the last two pillar scores</p>

	<p>The overall GII score is the simple average of the Input and Output Sub-Indices</p> <p>The Innovation Efficiency Ratio is the ratio of the Output Sub-Index over the Input Sub-Index</p> <p>The GII gathers data from more than 30 sources, covering a large spectrum of innovation drivers and results; privileging hard data over qualitative assessments (only five survey questions were included in the GII 2017)</p> <p>The framework is revised every year in a transparent exercise to improve the way innovation is measured. For more on the latest updates to the framework, see Annex 2 of the GII 2016.</p>
6. outputs	<p>annual paper report</p> <p>interactive online tool</p>
7. further information	<p>https://www.globalinnovationindex.org/home</p>

Global Competitiveness Index	
1. Included regions:	worldwide divided in countries
2. Triple Helix target groups	SMEs research institutions policy institutions
3. short description	The Global Competitiveness Index (GCI) tracks the performance of close to 140 countries on 12 pillars of competitiveness. It assesses the factors and institutions identified by empirical and theoretical research as determining improvements in productivity, which in turn is the main determinant of long-term growth and an essential factor in economic growth and prosperity. The Global Competitiveness Report hence seeks to help decision makers understand the complex and multifaceted nature of the development challenge; to design better policies, based on public-private collaboration; and to take action to restore confidence in the possibilities of continued economic progress.
4. relevant indicators CTCC (3.8)	
5. details	The Global Competitiveness Index is based on twelve main pillars, which lead differently weighted to the ranking of a country. The twelve pillars are: 1 – insitutions 2 – infrastructure 3 – macroeconomic environment 4 – health and primary education 5 – higher education and training 6 – goods market efficiency 7 – labor market efficiency 8 – financial market development 9 – technological readiness 10 – market size 11 – business sophistication 12 – innovation
6. outputs	annual paper report interactive online tool
7. further information	http://reports.weforum.org/global-competitiveness-index-2017-2018/

EU regional competitiveness scoreboard

Competitors map

1. Included regions:	Europe divided in districts/regions
2. Triple Helix target groups	SMEs research institutions policy institutions
3. short description	The revealed competition map shows which region competes internationally with whom, on what and where.
4. relevant indicators CTCC (3.8)	
5. details	<p>Competition is traditionally related to the contest between firms for customer goodwill, either from consumers or other industries, and a firm is considered to have a good competitive position if it succeeds in improving or maintaining its market share. Revealed competition is therefore determined here as the degree of trade networks overlapping with those of their competitors. By investigating market overlap, we learn which markets are most important for firms, and from which regions there is strongest competition. We do not look at individual firms but at economic sectors, and investigate to what extent a sector in a region has competition from the same sector in other regions. Although we often talk about competition between regions; this, in fact, is a short way of saying that firms within a region compete with firms located in another region.</p> <p>The major international competitors differ per region and within each region even per sector. This is caused by the differences in market overlap per region and per sector. This calls for a careful evaluation of place- based policies of regional, national and European governments based on revealed competition benchmarking. In revealed competition benchmarking these (sectors in) regions are only compared with their actual competing regions. Knowing the 'right' competitors for industries, means that more focused and targeted benchmarks can be constructed and used in these policies. Locational or network characteristics of these competing regions may provide clues for improvement of</p>

	one's own region based on intuitive learning opportunities.
6. outputs	interactive online tool
7. further information	http://themasites.pbl.nl/eu-trade/index2.html (choose tool on top right)
Regional Exports/Imports	
1. Included regions:	Europe divided in districts/regions
2. Triple Helix target groups	SMEs research institutions policy institutions
3. short description	The tool shows European regional trade relations. It shows stronger relations and indicates weaknesses in imports and exports. It is possible to choose a specific region and view all its trade relations.
4. relevant indicators CTCC (3.8)	
5. details	In the visualization you find the trade between 256 European Nuts2 regions and the trade of these Nuts2 regions with the rest of the world. The lines in the diagram represent the value of the flow of goods between the exporter region and the destination region. Only exports and imports with a value larger than 1 million euros are shown in the visualization. In the visualization we distinguish between international trade of a region with regions from other countries and intranational trade of a region with regions from the same country. In the visualisation total production is traded. Thus, international and intranational trade add up to total production.
6. outputs	interactive online tool
7. further information	http://themasites.pbl.nl/eu-trade/index2.html

	(choose tool on top right)
Competitiveness scores	
1. Included regions:	Europe divided in districts/regions
2. Triple Helix target groups	SMEs research institutions policy institutions
3. short description	The tool shows the peculiarity of 16 indicators that accomplish to the competitiveness of a region.
4. relevant indicators CTCC (3.8)	
5. details	<p>The presented competitiveness scores are based on revealed competition benchmarking. In revealed competition benchmarking the (sectors in) regions are only compared with their actual competing regions; those regions that export to the same markets. Knowing the 'right' competitors for industries, means that more focused and targeted benchmarks can be constructed and used in policies. Locational or network characteristics of these competing regions may provide clues for improvement of one's own region based on intuitive learning opportunities on the geographical markets where a region's firms are active.</p> <p>The distinguished locational factors (see below) are supposed to affect a region's competitiveness and form the basis of a number of policies aimed at attracting and retaining mobile resources, such as physical and human capital. Among many, we focus here on locational factors that may create an optimal environment for business to flourish, increase the level of amenities the region offers, and the creation or fostering of clusters such as incentives for firms to group together and collaborations with local universities.</p>
6. outputs	interactive online tool
7. further information	http://themasites.pbl.nl/eu-trade/index2.html (choose tool on top right)

Trade Network Scores	
1. Included regions:	Europe divided in districts/regions
2. Triple Helix target groups	SMEs research institutions policy institutions
3. short description	The tool shows strength of regions in four indicators: Export Degree, Export Strength, Weighted Degree and Trade Clustering. The indicators can be applied on 10 different economy sectors.
4. relevant indicators CTCC (3.8)	
5. details	<p>This visualisation shows the position of a region in the inter-regional network of trade relationships by displaying several quantitative indicators each of which captures a specific dimension of trade performance.</p> <p>The methodology builds on network analysis techniques adapted to the study of place-based development and smart specialisation and to the analysis of the importance of inter-regional trade linkages.</p> <p>There is broad agreement around the idea that a thorough assessment of the regional economic context underpinning the decision-making process is a key feature of smart specialisation. A region's position within the network of inter-regional economic relations is crucial in possible future developments paths and therefore an inherent part of a smart specialization strategy. The importance of outward aspects for smart specialisation is clear. In order for a region to expand its markets through innovation, to stimulate economic development, to attract private investment and the attention of international investors, it is important to position and brand regional expertise in a specific knowledge sector or niche market and to provide solid, integrated support to continuously strengthen this specialisation. To do this, it is crucial to have access to data on what the other regions are doing and how they are positioned relative to the focus region.</p>
6. outputs	interactive online tool
7. further information	http://themasites.pbl.nl/eu-trade/index2.html (choose tool on top right)

European Cluster Observatory

European Cluster Panorama

1. Included regions:	Europe divided in regions
2. Triple Helix target groups	SMEs research institutions policy institutions
3. short description	a biannual 'European Cluster Panorama' (cluster mapping) providing an update of and extension to the statistical mapping of clusters in Europe, including for ten related sectors (i.e. crosssectoral) and a correlation analysis with key competitiveness indicators
4. relevant indicators CTCC (3.8)	
5. details	<p>The main objective of the cluster mapping in the new phase of the European Cluster Observatory is to put the updated cluster data for Europe, based on the latest cluster definitions, into a broader context of other cluster- and location-specific data relevant for the competitiveness of the clusters. This is a reaction to the difficulties that many decision-makers, especially at regional and cluster levels, have had in the past in relating the narrow sectoral data on cluster specialisation to their policy challenges. The broader context and data now being developed will make this relation much more obvious, enhancing the impact cluster data will have on actual policy.</p> <p>The toolkit will cover data across the following dimensions:</p> <ul style="list-style-type: none"> • Specialisation and size measures forming the core of the existing cluster mapping • Performance measures based on wages and other productivity indicators as well as new business formation • Regional context covering both the general competitiveness landscape of a region and the presence of related clusters • Collaboration represented by the presence and strength of cluster initiatives

	<p>and regional social capital</p> <ul style="list-style-type: none"> • Other structural factors such as the structure of firms in clusters <p>The results of the cluster mapping will make a crucial contribution to help decision-makers across Europe to make more effective use of cluster data when (re)designing their cluster policies for growth through a strategy that sets priorities in areas of existing areas of related capabilities.</p>
6. outputs	<p>interactive online tool</p> <p>paper report</p>
7. further information	<p>http://ec.europa.eu/growth/industry/policy/cluster/observatory/cluster-mapping-services_de</p>
<p>European Cluster Trends</p>	
1. Included regions:	<p>Europe divided in regions</p>
2. Triple Helix target groups	<p>SMEs research institutions policy institutions</p>
3. short description	<p>The European Cluster Trends report will identify and analyse where and how clusters of related industries are transforming themselves and where new specialisation patterns give rise to the emergence or renewal of industries.</p>
4. relevant indicators CTCC (3.8)	
5. details	<p>The report focuses on three specific aspects, namely 1) internationalisation of clusters 2) cross-sectoral transformations and 3) foresight analysis. It shall support policy-makers, cluster practitioners and companies to spot transformation trends at an early stage and facilitate further policy efforts in this regard. The analysis will contribute to improving the implementation of regional smart specialisation strategies and will, moreover, help European regions to identify potential collaboration areas where industrial trends do not only cut across sectors, but also cross borders.</p> <p>The key questions of the European Cluster Trends report are the following:</p> <p>What are the global mega trends in industrial transformation?</p> <p>What are the opportunities for cluster organisations to collaborate globally, and in</p>

	<p>which areas can SME internationalisation be fostered through cluster policy?</p> <p>What are the dynamics of industrial reconfigurations that can lead to the emergence of new industries and new patterns of geographical clustering?</p> <p>How will the identified industrial transformation trends across industries and across borders (globally) affect future industrial structures and the emergence of new industries by 2020? What policy implications do the identified trends have?</p>
6. outputs	<p>paper report</p> <p>trend reports</p> <p>case studies</p>
7. further information	<p>https://ec.europa.eu/growth/industry/policy/cluster/observatory/european-cluster-trend-report_en</p>
Regional Ecosystem Scoreboard	
1. Included regions:	<p>Europe divided in regions</p>
2. Triple Helix target groups	<p>policy institutions</p>
3. short description	<p>The objective of the Regional Ecosystem Scoreboard is to capture the quality of conditions in the regional ecosystem that can foster or hinder innovation and entrepreneurship. The emphasis of the Scoreboard is on the dynamics and on the conditions that characterise the quality and nature of the regional ecosystem but it is not about measuring performance.</p>
4. relevant indicators CTCC (3.8)	
5. details	<p>The Regional Ecosystem Scoreboard is designed primarily for policy-makers responsible for regional, industrial and cluster policies as a tool to identify the bottlenecks of the wider regional eco-system that could be targeted through policies as they may hold back overall performance. It further gives regions an idea how their regional ecosystem is positioned compared to other regions and businesses an idea in which regional ecosystem to locate best their operations.</p> <p>The Regional Ecosystem Scoreboard comprises six key dimensions that consist of 60 indicators and composite indicators have been calculated for each of the six</p>

	<p>dimensions and seventeen sub-dimensions. The Scoreboard covers NUTS2 regions in all EU Member States, except for Belgium, Germany and the United Kingdom where it covers NUTS 1 regions.</p> <p>Please start the tool by selecting a country and region of your interest and identifying any peer regions or selecting the suggested default peer regions options to which results will be compared to. The results are then presented in three parts/tabs: overall results, detailed results and the scorecard and policy dashboard indicating areas in which policy actions could focus upon.</p> <p>The analysis of the Regional Ecosystem Scoreboard is presented using several spider graphs in several levels: dimensions, sub-dimensions and components. These spider charts show the value for the selected region (represented by a solid line and shaded area) in comparison with the average of the group of the selected peer regions. The minimum and maximum values among the peer group are also represented in the graph. All the indicators and composite indices are scaled between 1 (best value) and 0 (worst value). Hence, the closer your region is positioned with respect to the outer border and the larger the shaded area with regard to the scores of your region, the better positioned your region is.</p>
6. outputs	<p>interactive online tool with:</p> <ul style="list-style-type: none"> • overall results • detailed results per sub-dimension • scorecard • policy dashboard
7. further information	<p>https://ec.europa.eu/growth/industry/policy/cluster/observatory/european-cluster-trend-report_en</p>
<p>Cluster Services</p>	
1. Included regions:	Europe divided in regions
2. Triple Helix target groups	SMEs
3. short description	The report on cluster collaboration and business support tools to facilitate entrepreneurship, cross-sectoral collaboration and growth is mainly addressed to cluster managers interested in providing tailor-made and demand-oriented support services to cluster participants, notably SMEs.

4. relevant indicators CTCC (3.8)	
5. details	<p>Industrial transformation and the development of emerging industries are key challenges for these enterprises. The nature of innovations and how they are emerging is continuously changing. Cluster organisations can play a decisive role for the development of new industrial value chains. The report pays particular attention to clusters operating in emerging industries where traditional cluster services alone may not be sufficient anymore. New, innovative cluster services are needed to support SMEs operating in emerging industries. Time has changed and cluster organisations have to cope with new innovation challenges. Today, cluster services can be a key to succeed.</p> <p>The report provides many examples of cluster services that can be used or adapted by interested cluster organisations. Of course, these services cannot just be copied as are, and the report shall not be understood as a recipe book. However, the process, starting with a strategy definition and ending with specific business services provided by cluster organisations, is always quite similar and can be replicated by cluster organisations.</p> <p>The report is also relevant for policy-makers and local stakeholders interested in seeing 'their' clusters playing a stronger role in promoting regional structural change and industrial modernisation. By gaining a better understanding of what kind of services and addedvalue cluster organisations can provide to their clients, policy-makers can encourage cluster organisations to become more active and innovative when it comes to implementing new business services, and to contributing to suitable framework conditions.</p>
6. outputs	<p>paper report handbook best practices</p>
7. further information	<p>https://ec.europa.eu/growth/industry/policy/cluster/observatory/european-cluster-trend-report_en</p>
<p>Cluster Policy</p>	

1. Included regions:	Europe divided in regions
2. Triple Helix target groups	SMEs Policy Institutions
3. short description	This section provides information on the current and planned cluster policy support initiatives that will be developed through the European Cluster Observatory: model demonstrator regions pilot projects, the cluster stress test tool, conceptual outlines and descriptions of what modern cluster policy comprises, notably with regard to facilitating regional structural change and the development of emerging industries.
4. relevant indicators CTCC (3.8)	
5. details	<p>The European Cluster Observatory is facilitating practical cluster policy-making that makes better use of the transformative power of innovation, by applying the so-called 'demonstrator approach' (The Smart Guide to Service Innovation describes the demonstrator approach in more detail and provides practical examples of tools and instruments.). This approach follows a recommendation of the Expert Panel on Service Innovation in the EU (2 MB), which suggests starting from a specific challenge, problem or opportunity of an individual region, metropolitan area or Member State, and then working back towards finding, testing and 'demonstrating' potential solutions in practice, using innovation as a key driver to stimulate entrepreneurial opportunities.</p> <p>The European Cluster Stress Test</p> <p>The objective of the European Stress Test for Cluster Policy is to provide policy-makers with a preliminary analysis of whether cluster policies are geared towards improving framework conditions and supporting cross-sectoral collaboration with a view to facilitating structural change.</p> <p>As such, the European Stress Test for Cluster Policy constitutes a light and quick first testing that can be used as a starting point for policy discussions on how to design better cluster policy that is anchored in the specific regional context. The results of the test do not represent a complete assessment in its own right, but sets the agenda for an exercise that requires further input, elaboration and validation.</p> <p>The Stress Test is an online self-assessment tool that analyses whether the policy priorities of an existing cluster policy are addressing the most pertinent weaknesses of a regional eco-system that may hold back overall performance. By</p>

	<p>also incorporating the results of the "Regional Eco-System Scoreboard" the stress test will provide a focus for discussions on whether the orientations and types of policies are addressing the bottlenecks of a regional eco-system and whether they foster cross-sectoral collaboration.</p> <p>The Cluster Policy Guide</p> <p>The new Smart Guide to Cluster Policy is a practical guide targeting regional authorities and stakeholders interested in "how to make better use of clusters for promoting regional industrial modernisation, supporting the growth of SMEs and encouraging smart specialisation". It explains what cluster and cluster policies are and what they are not, what makes them successful and why they matter. It presents eight Do's and Don'ts and showcases four Smart Cluster Stories, several cluster programme examples and practical instruments implemented by regions as part of modern cluster policies.</p> <p>This Guidebook is the result of the collaboration of the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and the Directorate-General for Regional and Urban Policy and was prepared with the support of the experts of the European Cluster Observatory. The Guide was presented at the Smart Regions conference on 2 June 2016, and is the latest publication in the series of Guidebooks on supporting SME policy through structural funds. It provides input and guidance for the discussions and actions to be taken in the context of the launch of the Smart Specialisation Platform on Industrial Modernisation.</p>
6. outputs	<p>paper report</p> <p>handbook</p> <p>online assessment (beta version)</p> <p>best practices</p>
7. further information	<p>https://ec.europa.eu/growth/industry/policy/cluster/observatory/cluster-policy_en</p>

Creative City Challenge (2009 – 2012)

SWOT analysis

1. Included regions:	Germany (Hamburg), Netherlands (Groningen), Belgium (Howest), Denmark (Hoje-Taastrup), UK (Newcastle), Sweden (Tillt)
2. Triple Helix target groups	SMEs research institutions Policy Institutions
3. short description	The SWOT analysis is carried out in Activity 2 of Work Package 6 on Research-based Strategy Development. On the one hand, it should provide a background and an overview of the differences between partner cities and regions with respect to the creative production and consumption milieu. As such, it also provides a basis for the transnational learning process of Activity 6.5. On the other hand, the SWOT results in a number of policy options for each partner city and region, which enables partners to position their current activities and projects and, even more, the way these are being further developed.
4. relevant indicators CTCC (3.8)	
5. details	<p>The main objectives of the SWOT analysis then are:</p> <ul style="list-style-type: none"> to provide a systematic picture of the present state of the creative economy in all partner cities, in order to have a base situation from which to assess the results of the project; to identify promising (and less promising) fields for policy intervention, in order to know where resources can best be targeted at, at which scale and with which actors being involved; to identify promising fields for transnational learning (Activity 6.5): what are a city's strengths that other cities may learn from, and what are its weak points where it may benefit from other cities' experiences; to gain insight in the extent to which the projects analysed in WP 3-5 connect to the strengths and weaknesses, opportunities and threats of the respective cities; this is important to assess both their chances for success and their possible contribution to the local economy. <p>The SWOT analysis is carried out in close relation to Activity 6.1, the Framework Report (Romein and Trip, 2010). In particular, the SWOT analysis is an operationalisation of the framework of analysis that has been elaborated in the</p>

	Framework Report. Both activities have also been carried out, for a large part, simultaneously in time. Nevertheless, the current SWOT Analysis Report and the Framework Report can also be read independently from each other.
6. outputs	paper best practices report
7. further information	http://results.northsearegion.eu/en/projects/Creative-City-Challenge.107/
Toolkit: Policy Measures	
1. Included regions:	Germany (Hamburg), Netherlands (Groningen), Belgium (Howest), Denmark (Hoje-Taastrup), UK (Newcastle), Sweden (Tillt)
2. Triple Helix target groups	Policy Institutions
3. short description	This 'Toolkit' presents the outcomes of the North Sea Region INTERREG IVB project Creative City Challenge (CCC). Its main target group are local and regional policy-makers. It therefore aims <ul style="list-style-type: none"> • to identify levers that policy-makers can pull in order to stimulate creative city development or the creative economy in a focused (rather than generic) way; • to indicate constraints and points of attention policy-makers should take into account.
4. relevant indicators CTCC (3.8)	
5. details	The Toolkit presents, in a structured way, a number of practical 'tools' for policy-makers. These tools are inferred, in a bottom-up way, from pilot projects that are being carried out by partners in the CCC project, and have been based on the principle of transferability to other cities or regions. Many of these projects could be either started or take a big step forward by the CCC project. The toolkit also includes some 'manuals' about the use of these tools, to emphasize the nuances and complexities involved in creative city development. Finally, we want to show, and make use of, the broad scope of the project.
6. outputs	paper report best practices
7. further information	http://results.northsearegion.eu/en/projects/Creative-City-Challenge.107/ document: CCC - Toolkit: Policy measures and applications for local and regional policy-makers

iCREATE - Creativity Development & Innovation for SMEs

Creativity Audit

1. Included regions:	Austria, Bulgaria, Slovakia, Spain, Ireland
2. Triple Helix target groups	SMEs
3. short description	The creativity audit has analytic role and it constitutes one of the first steps an organisation has to follow before launching a policy supporting creativity. The uniqueness of each organization (business or not) and the peculiarities of its organizational culture impose the needs of customizing the knowledge audit to address all these particular characteristics each organization has. Thus, the specifications that are given in this text constitute a general frame of sequence of steps should be followed rather than a set of explicit and detailed guidelines.
4. relevant indicators CTCC (3.8)	
5. details	<p>Studies in modern literature have showed that there is not a widely acceptable creativity audit model and there are objective reasons for this. It is known that the complexity of an organisation, the nature of its business operations and of its activities differ to a large extent. Thus, there is not a unique, detailed model of creativity audit that could be applied with the same effectiveness for a broad range of organisations. Having as a starting point the above, priority was given in describing only the main stages of the methodology.</p> <ol style="list-style-type: none"> 1. Planning the creativity audit 2. data collection 3. data analysis 4. results (report) <p>Those stages are explained and filled with helpful guidelines, questionnaires and analysis tools.</p>
6. outputs	questionnaires with interpretation matrixes handbook

7. further information	http://icreate-project.eu/index.php?t=81
Creativity Development and Innovation Handbook for SMEs	
1. Included regions:	Austria, Bulgaria, Slovakia, Spain, Ireland
2. Triple Helix target groups	SMEs research institutions
3. short description	Creativity & Innovation management is critical for all organizations and companies where knowledge creation and use is part of their everyday activities. Many studies suggest that European enterprises are 'reinventing the wheel' and they should boost their creativity in order to be innovate and competitive in the research community.
4. relevant indicators CTCC (3.8)	
5. details	<p>The quality of the people is the distinguished feature of successful organisations. This is the reason recently emerged management disciplines such as knowledge management, organisational learning are committed to improve the contribution people make to business performance. In contrast, the continuous knowledge acquisition from the individual employee doesn't imply that the whole department, company or organisation is creative and innovative. This reflects the great need for companies and organisations to develop new practices to systematically manage their potential for creativity and innovation.</p> <p>Main aims and objectives of the project</p> <ul style="list-style-type: none"> - To provide small and medium-size enterprises with a fully documented training material in creativity & innovation management in order to better develop abilities to identify their obstacles to creativity & innovation and take necessary actions. - To increase the competitiveness and the innovation capacity by providing SMEs with the necessary creativity tools and practices for their every day activities. - To increase the European business and vocational training community awareness and to cultivate a common consciousness about creativity management in order to create the necessary supporting culture for creativity in Europe.
6. outputs	web presentation handbook
7. further information	http://icreate-project.eu/index.php?t=97

CrossInnovation	
Cross Innovation Matrix	
1. Included regions:	Amsterdam, Birmingham, Rome, Berlin, Tallinn, Warsaw, Vilnius, Stockholm, Linz, Lisbon, Pilsen
2. Triple Helix target groups	SMEs research institutions
3. short description	The Cross Innovation Matrix shows crossovers between creative industry sectors and other growth sectors. It provides a snapshot of current activity in the 11 cross innovation cities, on a scale from 0 to 6. The hot spots demonstrate which sectors have shared information and collaborated, the hotter the colour, the more likely the relationship is to be found across our partnership.
4. relevant indicators CTCC (3.8)	
5. details	methodology is not yet published – contact: Birmingham City University University House, 15 Bartholomew Row, Birmingham B5 5JU, Birmingham UNITED KINGDOM • Contact Person: Dr. Steve Harding Phone: 0044 (0)121 3315606 Fax: 0044 (0) 121 3315256
6. outputs	matrix showing cross-sectoral relations
7. further information	http://www.cross-innovation.eu/practices/matrix/
Cross Innovation Toolkit	
1. Included regions:	Amsterdam, Birmingham, Rome, Berlin, Tallinn, Warsaw, Vilnius, Stockholm, Linz, Lisbon, Pilsen

2. Triple Helix target groups	policy institutions
3. short description	The Cross Innovation Toolkit takes insights generated during our Policy Clinics to provide practical guidance on how to introduce interdisciplinary working to your organisation, city and region.
4. relevant indicators CTCC (3.8)	
5. details	<p>Cross Innovation derives from an Ecosystem. Innovation involves cooperation. Working in isolation will not work.</p> <p>Establishing an ecosystem open to scientists, policy makers, creatives, citizens, entrepreneurs is key for cities to trigger new encounters and unlock innovation potential (Cross Innovation Manifesto, www.cross-innovation.eu).</p> <p>With Study Visits, Good Practice experience exchanges and Policy Clinic Workshops the Cross Innovation cities have explored ways to design policies and support measures for a cross-sectoral approach towards innovation.</p> <p>Key “ingredients” and interfaces for successful ecosystems have been identified across the four sub-themes Brokerage, Spatial Cross-Collaboration, Culture-Based Innovation and Smart Incentives.</p> <p>Harnessing the power of interconnected thinking is the way forward. Cross Innovation policies can be light touch and quick wins can be made. The very nature of Cross Innovation is to combine sectors and clusters.</p> <p>Policy agendas can be designed to link existing strategies and support measures. They will trigger new combinations, facilitate encounters and help policy makers and practitioners to catalyse new thinking.</p>
6. outputs	paper report
7. further information	http://www.cross-innovation.eu/practices/cross-innovation-toolkit/

NESTA – Innovation Foundation

Creative Enterprise Toolkit

1. Included regions:	Europe
2. Triple Helix target groups	SMEs
3. short description	In the Creative Enterprise Toolkit handbooks you will find information and advice together with a series of exercises and activities that we have developed to help you explore and develop your business idea, describe the 'story' of your business, and develop your business plan.
4. relevant indicators CTCC (3.8)	
5. details	<p>Business planning can seem alienating, because it tends to use a rigid linear process to define and describe your business. We've tackled this differently. In the Creative Enterprise Toolkit we've brought together a variety of approaches to business planning that draw on your creative skills to help you design your business. There are four main elements:</p> <p>01 Practical Handbooks</p> <p>In addition to this introductory handbook, there are three practical handbooks to help you describe your business, explore how it works and to develop a business model that suits your aspirations.</p> <p>02 Worksheets</p> <p>Each handbook contains two or three worksheets to help you explore the key issues about your business through modelling.</p> <p>03 Case Studies</p> <p>Case studies of real entrepreneurs who have used the worksheets and exercises to successfully shape their business are included.</p> <p>04 Tutor Notes</p> <p>Tutors Notes are provided for those who might use the materials as an</p>

	educational tool with students and graduates.
6. outputs	handbook
7. further information	https://www.nesta.org.uk/toolkit/creative-enterprise-toolkit/
Landscape of Innovation Approaches	
1. Included regions:	Europe
2. Triple Helix target groups	SMEs policy institutions
3. short description	The landscape gives an overview of a rich diversity of creativity approaches attributed to four different dimensions (talent space, intelligence space, solution space, technology space).
4. relevant indicators CTCC (3.8)	
5. details	<p>Through our work in the Innovation Skills team, we often find ourselves being asked by governments and civil servants which innovation tools and techniques they should use. So what innovation approaches are there that can be applied in the public sector? And how are they related to each other?</p> <p>With these questions in mind, over the last couple of years we've been mapping out the various innovation methods and approaches we've come across from studying innovation practice and our many conversations with different lab practitioners, colleagues and other innovation experts.</p>
6. outputs	illustration
7. further information	https://www.nesta.org.uk/documents/721/Nesta_Landscape_of_Innovation_Approaches_Jan2018.pdf