

New business models for CCI: How do we incorporate creativity and innovation?

How should the business models of CCI change to develop stable lines of creativity and innovation by 2030? Proposals to transcend the classic business models of CCI

Global Challenge 2

We all encounter the word “**innovation**” in our work ecosystems at least a handful of times per week. Although the term may seem simple, it is a long-term process that requires the convergence of ideas, expectations, and people. In other words, innovation provides vital short- and long-term prosperity to an organization, but achieving that prosperity requires tremendous **ingenuity and a healthy and supportive work environment** — an environment in which the unknown is embraced holistically rather than partially.

Traditionally, industries such as manufacturing, healthcare, and education have been slow to innovate. By incorporating creative approaches into their innovation strategies, these industries stand to benefit significantly; **by leveraging cross-disciplinary teams, encouraging divergent thinking, and adopting a more flexible organizational structure.**

Considering creativity is the foundation of innovation, it is surprising how frequently it is overlooked and not actively pursued from the outset of the desire to innovate. Hence, this challenge seeks to strengthen and develop business models that **promote the interaction of culture and creativity in other industrial sectors through innovative solutions, not only technological ones**, and to stimulate the industry to adopt more creative and human-centric approaches.

Participants have shared ideas and good practices for bridging the gap between culture, creativity, and other sectors. **This challenge has proven to be valuable, since cultural and creative districts play a central role in integrating and infusing creativity and culture into businesses across a variety of industry, economic, and social landscapes.** As a result of such integration, the economy is brought closer to society and can address societal challenges and needs holistically.

1. Expected outcomes

1. **Identify how CCI can become more innovative to make them more competitive in the near future.**
 - a. Determine the factors that hinder you from innovating (resources, lack of founding, skills, etc)
 - b. What specific innovation trends are currently shaping the Cultural and Creative Industries (CCIs), and how can these trends be leveraged by organizations within these sectors?
 - c. How can CCI use data analytics and market research to inform creative decisions and innovate within their business models?
 - d. Have you identified any other sectors with which you could collaborate?
 - e. Have you identified opportunities for cross-sector collaboration and interaction?

2. **Identify potential cross-fertilization collaboration opportunities between CCSIs and other sectors.**
 - a. Determine the factors that hinder you from operating or using cross-fertilization when innovating (resources, lack of funding, skills, etc)
 - b. How can cross-sector collaborations be structured to ensure mutual benefit and long-term sustainability?
 - c. How can CCSIs leverage the strengths and resources of other industries to foster innovation and growth?
 - d. How can collaborations between CCSIs and other sectors contribute to broader social, economic, or environmental goals?

3. **Uncover prospective businesses and services within the Cultural and Creative Sectors and Industries (CCSI) that could be beneficial to other industries.**
 - a. What unique services or products do CCSIs offer that can be adapted or integrated into non-creative sectors in order to promote innovation and growth?
 - b. How can the design thinking and creative problem-solving approaches prevalent in CCSIs be applied to other industries to address complex challenges?
 - c. What are the emerging trends within CCSIs that have the potential to create new business opportunities in traditional sectors?

Joseph Hurtado's REFLECTION

Both the cultural and creative industries and the traditional industries have faced challenges that go beyond the lack of resources, often funding, and the constant need to upskill as we move towards a society where technological disruptions and climate change are a reality.

Hence, as we move forward and try our best to tackle these challenges, we hear the word innovation in our working environment. Since innovation is known to be the driving force behind property, how can industries overlook this fact?

Consequently, it can be stated that the CCIIs and the traditional industries have an interest in collaborating on:

. The exchange of knowledge for the purpose of addressing common and pressing issues.

. Finding ways to collaborate in order to create an appropriate transition where innovation and culture come together to develop human-centred solutions.

. The necessity to return to basics, to being connected to nature and humanity.

As industries cannot overlook innovation, it is important for industries to keep in mind that innovation is about people and ideas, and only about people and ideas.



2. Expected outcome 1

"Identify how CCSIs can become more innovative to make them more competitive in the near future. a) Determine the factors that hinder you from innovating (resources, lack of funding, skills, etc)".

Team 1

Hindering factors

Access to information:

- Information skills.
- Considering innovation as a fast and revolutionary process.
- Lack of cross-sectorial training opportunities.
- An old-fashioned mindset (academic and governance).
- The lack of digitalization of traditional manual labor.
- Cross-pollination mindset.
- Lack of information (cross-sector/department/business).
- Lack of effective communication regarding topics, goals and vision.

Well-being, mental and emotional health:

- It is exhausting to be continuously innovating.
- Mental barriers that differentiate us: age, gender, politics...
- Physical and idiomatic barriers that prevent the connection with other experiences.
- Loneliness: lack of interdisciplinarity and connected nests of innovation across borders.
- Loneliness: no collective intelligence.

Management:

- Lack of common values as a small organization.
- Lack of time in our daily tasks.
- Passive participation, non-proactivity.
- Lack of updating on the last evolutions.
- No meetings dynamics and inspiration to know our way on innovation.

Finance:

- Lack of capacity for a small business to hire people to innovate (labour cost).
- Lack of funding or hard access to it for small companies.
- Context facilitates connections between money and projects.

Top proposals

1. **Well-being:** Well-being begins by redefining work-life balance, creating networks with other like-minded individuals and also companies we can work with. This may also be a way to overcome mental and physical barriers by fostering collective intelligence practices. Many artists share similar feelings such as loneliness while working in this field, imposter syndrome and grief syndrome, all of which emerge from the creative practice.
2. **Access to funding and information:** A place to share all the options for finding information about funding in a transparent way. A glossary of innovation in CCI is also necessary, particularly in an international context, since some words have slightly different meanings since the same words may have slightly different meanings.
3. **Management among entrepreneurial members:** The idea is to save time for thinking and working on innovation by holding fewer meetings. This is the way to improve and implement plans by shifting the paradigm from a project-based to a planning-based approach. The final step is to change our mindset from a passive participation approach to an innovative mindset that may result in a co-authorship approach.

Team 2

Hindering factors

- Time to be creative, to explore new techniques, and to be organized.
- Small businesses do not have the time to stop thinking.
- Lack of focus on a common goal.
- Contacts, networks, communication and language.
- Cultural differences: how can we come together? (people, values, time...).
- The world changed too quickly, and there is a fear of not understanding the technology.
- Lack of knowledge of new technologies.
- The fear of stealing ideas.
- The distance from green processes.
- Explain the benefits in a way that the companies and institutions can understand.

Proposals identification

- Learning a language.
- Using artificial intelligence to support and win time.
- Establishing a connection with development institutions.
- Participating in European Union programs.
- Searching for public and private services that may be of interest.
- Contacts with professionals in this sector.
- Developing a strategic plan.
- Safe space for gaining courage to create.
- Secured rights to your Innovations.
- The development of policies from the perspective of young people, combining new and old technologies.

Top proposals

- 1. Clear strategic plans:** It is necessary for small companies to develop a strategic plan so that they can focus on certain areas. Sometimes they are looking at several places and not focussing on important topics.
- 2. EU programs and international events:** It is necessary to have more participation in EU programs or international events in our own regions. These events and international networks can assist in inspiring and empowering members of the sector.
- 3. Online international platform:** It is necessary to establish contacts in order to connect ideas to funding sources. An international online platform can facilitate communication with other sectors, institutions, and companies. This platform should be a safe space because sometimes the fear prevents people from sharing authentic ideas.



3. Expected outcome 2

"Identify potential cross-fertilization collaboration opportunities CCSIs and other sectors; a) Identify the factors that hinder you from operating or using cross-fertilization when innovating (resources, lack of funding, skills, etc) "

Team 3

Hindering factors

- Ego power.
- Lack of openness.
- Lack of accessibility.
- A silo mentality.
- Legal barriers.
- The self-perception of arts and culture.
- Leadership exclusively

Proposals identification

- Shaping and conducting conditions.
- Creation of a shared ecosystem.
- Democratization of cross-collaboration.
- Envisioning a common knowledge.
- Conditions for mutual knowledge.
- Role-playing to empathize and understand.
- Cross-fertilization from education.
- Enhancing awareness of the common benefits.

Top proposals

1. **Empathize and understand:** Role-playing can assist in creating conditions for mutual knowledge, by putting yourself in the other person's shoes.
2. **Building a cross-sectoral coherence:** Cross-connections but with a coherent approach. Building an ecosystem to support a shared vision and a common benefit awareness and goals. It is crucial to boost and improve this cross-facilitation.
3. **Fertilization through education:** Education always takes place and appears. The cross-disciplinary skills for managing and communicating have been identified. It is not only about management but also about communication. The ideas will remain in the box if they are not communicated.

Team 4

Hindering factors

- Who is the main initiator of the cross-collaboration?
- Lack of collaboration, lack of resources and lack of training.
- Lack of time and having a small team.
- Having an entrepreneurial mindset: from problems to opportunities.
- CCIs are not considered a profitable sector.
- CCI is seen as an endogamous sector.
- People from different sectors do not meet together.
- People are afraid of sharing ideas and experiences.
- Lack of financing for cross-sector collaboration in CCIs.

Proposals identification

- Promote the exchange of expertise and knowledge within institutions.
- Creation of small teams to discuss future challenges.
- Technological and scientific parks for Cultural and Creative Industries.
- Ideation festival for companies and CCIs.
- Make it mandatory for public institutions to cross-collaborate with CCIs.
- Organization of events and programs.
- New narratives.
- Long-term policies.
- Use the CCIs' perspective for business but be patient (do not set short-term goals)
- Promote transversal areas platforms to get funding.
- Microfunds for cross-sectoral collaboration.
- Shadow day for adults.
- Cross-sectoral education programs.
- Economic and financial education.
- Put the humanities at the centre of technological and industrial processes.
- Include a rationale for the collaboration of CCIs in education and learning.

Top proposals

- 1. Collaboration:** Collaboration refers to all kinds of events, such as hackathons, which bring people from other sectors and CCI sectors together, to create ties between technological and scientific parts, as well as creative industries, organizations or incubators; and to find possibilities to boost this collaboration.
- 2. Funding and new policies:** Long-term policies and new glossaries are required, perhaps by presenting creative industries to the technology sector in a better manner and vice versa. Furthermore, funding ideas are also required, starting with minor funding and ending with compulsory cooperation or mandatory cooperation for the public sector in order to work cross-sectorally.
- 3. Education:** Cross-sectoral education programs, involving economic and financial education as well as shadow days, so that people can visit each other's workplaces and see what they do.



4. Expected outcome 3

Explore prospective businesses and services within the Cultural and Creative Sectors and Industries (CCSI) that may be beneficial to other industries.

Team 5

Proposals identification

- Finding new ways of communication for this traditional industry.
- Horizontal leadership.
- Collective intelligence.
- Co-creation.
- Medium and big size companies could set up a CCIs department to gather and implement new ideas.
- The creation of interdisciplinary teams for sharing knowledge.
- Introduce young and creative people to the teams.
- Facilitate the connection between people and projects.
- Making people from various departments work together using artistic methods.
- Invest in training employees on CCIs.
- Research-based action.
- Agile methodology.
- Establish vocational training centers and policies.
- Promote knowledge.
- Develop more sustainable practices.
- Creation of new standards.
- Interoperability.
- A new digital music area designed to inspire.
- A transparent value chain.
- The creation of a trusted digital space.
- Management of intellectual property protection.
- The creation of well-defined value in the digital space.
- Help to find new projects using creative methods.
- Getting together with other sectors with similar objectives (internationalization).
- Creating new local clusters between CCIs and traditional Industries.
- Systematizing a method for innovation: creating a process, involving people...
- Lift the brakes.
- Working together to connect companies and people.
- Changing the industries: investment research, raising awareness, new digital standards and safe digital spaces.
- Conduct a research: create local clusters that bring together different sectors and provide them with assistance from the government.

Top proposals

1. **Working together:** It focuses on finding new ways to connect people from different departments or from different companies so they can work together. In addition, CCI departments should be established in different businesses in order to engage young people and develop new ideas.
2. **Research and training:** Research is crucial in order to keep innovating and to create new ideas. Additionally, it is essential to develop new digital standards and to implement new digital ideas and innovations.
3. **Act local, think global:** The purpose is to connect traditional businesses with people from the CCI sector. To provide new training courses and tools to workers in local businesses in order to generate new business ideas or to improve existing ones.

Team 6

Proposals identification

- Strategic alliances with a stem.
- Promoting educational collaboration.
- Combination of institutions.
- Funding opportunities.
- Cultural services as a starting point for CCI labs in the industry in order to become more attractive to young talent.
- Creating a playground and environment that will allow long-term open discussions and challenges.
- Research residences in industrial sectors to uncover new possible projects and opportunities.
- Resident programs in companies to challenge the status quo.
- Facilitators to understand each other.
- Connectors
- Attendance at other sectors, events and gatherings, as if they were strangers.
- New narratives, new ways of explaining ourselves.

Top proposals

1. **Playgrounds:** The need of an army of undercover agents, facilitators, in the industries, in the companies, who could help the sector to create new, safe spaces for creativity and culture. In the beginning, it may be something easy, something for entertainment, such as cultural services and spaces where artists can perform theatre or singing. This could be beneficial for the industry, since it would make them more attractive for young talent, as they are retaining talent in Europe and bringing it back home. In the long run, this could be taken more seriously and start doing serious business and cross-festivaling.
2. **Creative in-residence program:** This creative in-residence program would allow companies in other industries to host a creative, an artist, or a member of one of the CCIs for a number of days per month in their company. The individual could simply ask challenging questions, provide innovative solutions, use ugly words, perhaps overused, but add a new perspective by being present a few days each month. It is also related to the previous idea, in a way similar to the playground environment.
3. **Event participation in other sector:** It can be interesting to participate in events that are not common for the creative sector people. In order to accomplish this, some assistance will be needed, either from some hostesses or from some people who will be attending us. Our participation will assist in better understanding what they are discussing, what their issues are, and what they wish to accomplish, rather than merely doing something for us, for us, with our own sectors.

