Innovation with and within CCIs
Thematic Area 2

Context

The Thematic Area (TA) was developed between June and November 2023 by a core working group in which the participants defined the lines of work and shared their expertise in order to prepare an innovative and successful CWF24. In this TA2, the core working group consisted of:

- **Coordinating entity:** Innobasque Basque Agency for Innovation and Tecnalia Research Centre.

    - Gotzon Bernaola, General Coordinator of Business Innovation at Innobasque
    - Jorge García, Project Manager at Tecnalia
    - Ruben Otero, eServices Business Area Director at Tecnalia

- **Main speaker:** Jenny Kornmacher, Developer of Cultural and Creative Industries and International Relations at Region Skåne.

- **TA2 selected cases:**

    - Ristband – Anne McKinnon (Ireland)
    - Mediar – BlackRhino VR – Brian Afande(Kenya)
    - Resortecs – María Duque (Belgium)
    - Autofabricantes – Lidia Contreras (Spain)
    - Panodyssey – Alexandre Leforestier (France)
    - JetClay – Javier Pérez Contonente "Japi" (Spain)
    - Viroo: XR Made Easy - David Moreno (Basque Country)

Following the methodology or process explained in the previous section, the group followed a progression of steps. First, the group had a good discussion in order to contrast and select the final challenges for this TA2. In challenge 2, the final title was expanded to cover other topics so as to consider not only the environmental impact, but also the **social impact**. A focus was initially placed on Nature Based Solutions, biodesign, and biomaterials, but it was deemed important to also consider **behavioural changes**, in order to realize the potential societal impact of CCIs.

> **Challenge 1** Disruptive technologies and its impact on culture and creativity.
> **Challenge 2** CCIs as a catalyst for a green, sustainable future and societal impact.

Challenge 1 emphasized that when searching for future experiences or use cases to present, it is important to acknowledge immersive multi-user experiences allowing co-creation, as well as regulation and micro-royalty issues.

In addition to defining the challenges, the group members also defined the criteria for selecting the final experiences, and then conducted research to identify international experiences that addressed the challenges and met the agreed criteria, with emphasis on covering the widest geographic range possible. As a result of this TA, the promotion of sustainable digital transition criteria was detected and incorporated into all other groups as well.

TA2 received a total of 20 project proposals. The members then evaluated the projects (the ones in which they were not directly involved, for greater objectivity) using the evaluation matrix tool. The best-rated projects and the substitutes were shared with the entire working group and agreed upon. As part of the final selection process, an attempt was also made to consider whether cross-fertilization or collaboration between sectors was present in some cases, in order to emphasize how this can enhance innovation and efficiency. Besides, the coordinating team, along with the main leader, decided to select a project that was not included on the list in order to favour the criterion of geography, resulting in a very innovative project that had not been spotted at the time.

As a result, six international projects have been completed/launched, along with one from the Basque Country, as the host region. Four projects address the first challenge and three address the second challenge. Finally, an online meeting was held in which representatives presented their projects to the working group, confirming their willingness to attend the event in person as well as to collaborate, grow, and create synergies, which are the main outputs of the CWF24 organization.

Regarding the **expected outcomes** of the TA2 on Innovation with and within CCIs, were defined as follows:

Identify the needs the CCSIs sector has to achieve a larger and more relevant role towards innovation for a societal, green and digital transition in terms of:

- Knowledge and Capacity Building
- Funding Schemes
- Concrete Policies
- Legal Frameworks
- Ecosystems

1. Expected outcome 1

Knowledge and capacity building:
-Many of Europe's CCIs lack the capacities and competencies required to be able to fully take advantage of the many opportunities provided by the digital transition and avoid its pitfalls. What is the sectoral gap and how can it be addressed?

-**Green transition**: Provide new training opportunities to young citizens in creative industries as well as environmental sustainability education.
-**Lifelong learning**: Improving upskilling and reskilling systems in adult education.

Team 1

Current situation Analysis

Positive aspects:
- ICC's inner skills include creativity, flexibility, resilience and transversality.
- Knowledge synergies with a common goal.
- Local need, global solution.
- The sharing of knowledge leads to the improvement of results.
- The digital transition. The advancements in artificial intelligence, virtual reality… enable possibilities that were previously unimaginable: customer knowledge, content production, etc.
- Connections with other agents.
- Take a look at the European models that are creating opportunities and copy them.
- Ability to place the user at the center of the process.
- A number of steps are being taken, and this congress is evidence of this.
- Great opportunities.

Negative aspects:
- Technical skills.
- There is a lack of opportunities and follow-up for those who perform well.
- There is a lack of involvement and support from our closest environment as well as the administration and public bodies.
- Risk of "theft" of shared knowledge.
- The speed of technology requires a high level of knowledge. As a result, new possibilities (e.g. artificial intelligence) are frightened.
- Insufficient resources: They do not have an IT department and are forced to multitask in order to stay on top of everything.
- It is easy to share knowledge, but difficult to implement it.
- There is a lack of cooperation between agents.
- Big players (Google, Meta).

- Processes are usually long and expensive.
- A high level of specialization is required.

Proposals for the future

All proposals:
- Diverse artificial intelligences that are open source.
- Support initiatives for the green transition such as "Trimtecs".
- Foster and finance multidisciplinary projects.
- Multi-skilling training.
- Train hybrid skills (creative and technological).
- Open repositories of tools and knowledge.
- Opportunities for specific training (tools, apps, etc.)
- Accelerators, incubators, innovation, financing…
- Initiate cooperation programs between companies and educational institutions aimed at creating projects.
- The use of technology requires critical training. The black boxes should be opened.
- Create interdisciplinary workspaces with a real and concrete objective. Involvement in learning.
- Promoting creative and cooperative education. Less competitive.
- Taxation differentiated by sector.

TOP proposals

1. **Support for economic early access:** Make it easier for enterprises to develop CCI projects from the outset. Most of the ideas, most of the creativity, do not produce an income during the early stages of innovation or creativity. Consequently, for companies that have just been established, it is difficult to invest in creativity because they need a large amount of money in a short period of time. We believe that there is a lack of economic investment for these companies when they are at the beginning stages of their development to create this process and to be innovative.
2. **Multidisciplinary approach:** Both education (training) and companies (development) require multidisciplinary management. Bring together people with different approaches, different viewpoints, and different educational systems to make a better world, both in green and in digital transition.
3. **Technology as a facilitator:** The technology should be used as a tool, not as a substitute for creativity. AI has now become a major trend. We will not be prepared for the future if we use technology only to increase our creativity. We need people with creativity but also with technological skills working together.

Team 2

Current situation Analysis

Positive aspects:
- EIT as a catalyst of the sector. Awareness.
- Good examples of CCI. Inspiration. Building awareness.
- Teamwork.
- There is a great deal of free content available.
- International. Specialized. Transdisciplinary.
- AI provides opportunities for faster learning.
- We are great at storytelling and problem-solving.
- Entrepreneurial spirit to launch disruptive initiatives related to technology and sustainability.
- Awareness of the sustainability aspects of the CCIs.
- Willingness to learn.
- There is a sense of urgency (at least in some industries, such as fashion).

Negative aspects:
- Green transition is not sufficiently addressed in the educational system.
- Fragmented CCI industry wise, project wise and knowledge wise.
- Each domain requires a different set of skills for CCIs.
- No leader of the agenda; "stakeholders" in the green transition.
- Governments are taking small steps toward a green transition (in some countries).
- Too closed
- Lack of opportunities for adult education
- Small/individual context
- Lack of sustainable and alternative business models
- Passive learning methods are used.
- Isolation. Networks to learn from each other.
- It is necessary to facilitate co-action processes between technological professionals and creative individuals.
- CCI professionals are not able to connect and sell in "other languages".
- Self-esteem. Emotions. Knowledge.

Proposals for the future:

All proposals:
- Communication among specialized sub-sectors on an international level.
- Create P2P networks across national boundaries.
- Create a mandatory transition training.
- Agents of change: CCIs serve as catalysts for the transition to green habits and products.
- Involve in educational programs.
- Participatory design. Develop with and for stakeholders.
- The redefining of CCIs: Breaking down the silos of talent. Creativity.
- AI as a creative assistant.
- CCIs being listed in the stock exchange at an early stage to get treatment like a unicorn.
- Public and private support for entrepreneurial initiatives relating to innovation and alternative business models.

- Approaching academia to industry for funding.
- Accountability buddies. Encourage yourself to continue learning.

TOP proposals

1. **Interdisciplinarity in CCIs and other sectors:** Interdisciplinarity should be promoted by allowing industries to learn from one another. This could be accomplished in several ways:
   a. We could try to establish a mutual university where people from different industries can come together and share their knowledge. Workshops could be held jointly.
   b. We could create a sort of Erasmus program between industries, in which you work with another company in another industry for a month and learn from them.
   c. Testing cross-fertilization and co-creation processes between different industries in order to transfer knowledge in the areas of technology and sustainability.
   d. Promote interdisciplinary knowledge and capacity sharing.
   e. Creation of a multidisciplinary team. Find your team worldwide.

2. **Online knowledge platform within the CCIs:** This would be a forum for exchanging lessons on how to make this green or digital transition within the industries.
   a. Compilation of information
   b. Sharing of cross-sector knowledge within the CCI academy

3. **The power of storytelling:** It is important to share stories, not only success stories.
   a. Ensure that success stories and cases from CCIs are shared so that they can be replicated regionally and internationally.
   b. Talks about the ups and downs of projects.

2.Expected outcome 2

Funding schemes:
-How do we fund innovation? Risk sharing with other actors? how do we ensure the impact of public funding? And what About Social Investment in CCSIs?
-New formulas for seeking seed capital?
-Do you know platforms or networks to facilitate sharing investments?

Team 3

Current situation Analysis

Positive aspects:
- The ethical use of public funds. Social objectives.
- There are many positive examples that exist without funding.
- The promotion of sustainable projects.
- Vouchers for EU programmes. Hire a consultant to assist you in the preparation of your EU proposal.
- Transdisciplinary teams. All kind of sectors, institutions and agents.
- CCIs innovate by testing, failing, and testing again.
- The EU is opening up funding opportunities for innovation in the CCI sector (although it remains difficult).
- The promotion of ecosystems (real ecosystems).
- Private investment.
- EIT CCIs.
- Erasmus+ Cooperative projects (KAZ).
- Creative Europe Program.
- Horizon Europe (Cluster 2, EIC…).

Negative aspects:
- Traditional innovation fundings do not often target CCI.
- It is common for CCI stakeholders not to see themselves as entrepreneurs.
- The innovation funding is not aimed at CCI and its structure.
- CCI stakeholders do not always use or think about the concept of innovation.
- Research and Development do not exist in small structures and companies.
- Innovation is aimed at growth. We cannot simply grow anymore (we need new values)
- Clear indicators: gender, contribution to local actors…
- The sector does not have a place or platform where it can be informed about all types of funding available to CCIs.
- Difficulty to raise funds in the small companies.

Proposals for the future

All proposals:
- Tailor-made funding: Frameworks that are simpler, more tailored to small businesses, less bureaucracy, and standards for funnelling applicants are recommended.
- Communication: different wording, more targeted at the CCI, more targeted information from the EU/national/regional level.
- New values for innovation (not just for growth)
- Capacity building: Developing networks and contacts with investors, learning how to apply for funding, how to negotiate with investors, expertise in consortiums, and entrepreneurial skills.

TOP proposals

1. **Tailor made funding:** we propose more simple funding frameworks than the existing EU funds. It would be beneficial if they were more friendly to small businesses, with less bureaucracy and an easier application process.
   a. More simple frameworks.
   b. Also adapted for small businesses.
   c. Less bureaucracy.
   d. Standards for funneling applicants.
2. **Communication:** The communication vocabulary or wording should be more focused in CCI language.
   a. Different wording (language used by CCI).
   b. More targeted at the CCIs.
   c. More targeted information from the EU/national/regional level.
   d. A platform that informs the sector of all the funding opportunities available.
3. **Capacity building:**
   a. Empowerment of the sector.
   b. Network/contact with investors.
   c. Learning how to apply for funding.
   d. Negotiations with investors interested in investing in our projects.
   e. Expertise in consortium.
   f. Entrepreneurial skills.

Team 4

Current situation Analysis

Positive aspects:
- Partnerships tend to be prioritized in funding criteria.
- Trending topic in CCIs or at least included in the EU financial programs.
- Range of funds: infrastructure, innovation, skills, investment, equity.
- Creative people are becoming more aware of funding opportunities and seeking them out.
- Crowdfunding is a good opportunity.
- Initiatives to assist entrepreneurs in understanding all the options available to them.
- Funds associated with growth industries within CCIs.

- There are many levels of funding, including national, regional, and European.
- EU funding helps starting, open maker.
- The number of funding schemes is increasing.

Negative aspects:
- It is very difficult for small companies to participate in EU proposals.
- There is a lack of expertise in this specific topic.
- EU funding. There is not enough money to complete projects.
- Private rounds are very competitive, and several good ideas have emerged during the private rounds.
- The private sector might have limited access to funds.
- There is a lack of connectivity between possible partnerships.
- Too much bureaucracy.
- It is difficult to find all the information in one place.
- Lack of information.
- Heavy and difficult processes.
- Small businesses should be aware of funding opportunities across the ecosystem.
- Availability of advice/support if funds are identified.
- Crowdfunding ready; large previous investment.

Proposals for the future

All proposals:
- All existing supporting measures (one-to-one presentations/meetings) should be made more visible
- Provide companies with specific external resources and money in order to join EU programmes (Funding program to prepare proposals)
- A platform for project proposals to facilitate the gathering of potential partners.
- A private equity platform specifically designed for investors at CCI.
- A training program for future CCIs (bid writers)
- Access to CCI mentors and ambassadors
- Open a URL that contains all information together in the form of a "funding search engine".
- Organize information sessions with representatives from each company or institution seeking funding.
- Hybrid funding (cloud, public, private fundings)
- Coaching for the preparation of proposals
- Easier access to public funding. The creation of a public consultant.

TOP proposals

1. **Training courses:** Due to the bureaucracy and complexity, it is difficult to access the funds. It may be possible to organize courses to train companies in hunting for and applying for funding (organized by regional governments, town halls, or private companies).
2. **Ministry of the future:** Another issue is that when funding opportunities are announced, people or projects are competing for them. This makes some worthy projects be excluded. This ministry seeks to identify projects that are worthy of being founded, led by project hunters. It may be public or private.
3. **Pollination agents to get proper partnerships:** Looking for potential partnerships in a variety of sectors.

3. Expected outcome 3

Concrete Policies:
-Aspects that may tackle the significant differences across geographical and sectoral boundaries.
-Also, differences within the different sectors of CCI, as well as cross-sectoral issues.
-Actions aimed at strengthening the innovation capacity of cultural and creative industries.

Team 5

Current situation Analysis

Positive aspects:
- Strength: A cross-sectoral approach.
- A strong European vision powered by the European Commission.
- There are strong EU regions such as the Basque Country.
- The identity of the regions.

- Make public policies inclusive.
- The US Senate is inspired by the GDPR EU policies.
- Inspiring creativity for resolving society's challenges.
- EU regulation.
- New EU funding.
- Promote creative/cultural projects that are financially independent.
- A policy that promotes entrepreneurship.
- It is difficult to raise funds and obtain investment.

Negative aspects:
- The identity of the regions.
- GAFAM impact.
- Behind the uses of the people.
- Make public policies inclusive.
- Spaces for inclusive innovation.
- Lack of competitiveness.
- Psychological impact of technology #brain #addiction.
- Government regulations restricting companies' innovation.
- It is not easy to gain access to the EU level.
- Time to transcript new EU policies; 27 nations.

Proposals for the future

All proposals:
- A continent without borders. A new policy to promote and finance creative and cultural projects.
- Recognize the impacts of the CCIs (social, economic, environmental)
- Encourage the use of EU-centric tools.
- The development of a simple methodology for understanding policies, funding, and opportunities for people…
- Green. Generational diversity.
- A platform for sharing local (EU) creative contents: books, music, art, projects…
- Made in Europe first.
- No more barriers to content due to its digital nature.
- Community with a cool environment.
- The digital transition in relation to nature, humanity, and diversity.
- The end of the web far west (the leadership of large tech companies).

TOP proposals

1. **Simpler methodology:** An easy-to-use methodology for understanding policies, funding, and opportunities…
2. **Platform:** A platform for sharing local (EU) creative content. Books, music, art, projects…
3. **CCIs recognition:** Recognize the impacts of the CCIs (society, economy, environment).

Team 6

Current situation Analysis

Positive aspects:
- The EIT for culture and creativity.
- The Horizon Europe programme.
- The ongoing debates regarding the importance of culture and creativity.
- A framework that is suitable for all.
- Standardized or flexible when necessary.

Negative aspects:

- Lack of support that extends beyond a particular collaboration.
- Your organization's size gives you a voice.
- This only applies to some and gives them some advantages.
- Lack of flexibility; certain policies are outdated.
- The funding remains at the top of the chain.
- Dependency of them.
- Not always aligned at regional, national, and international levels, for example, supporting funding and clustering.

Proposals for the future

All proposals:
- More collaboration and skills.
- A policy that promotes the development of skills, networks, and clustering of CCIs within a particular location.
- More clusters collaborating and sharing learnings in the creative industry.
- Provide more flexibility to the creative industry (freelance)
- Career guidance and support.

TOP proposals

1. **More collaboration and skills:** We realized that clustering is necessary, and that it would be fantastic if each region incorporated this into its policy. Clusters that are actually federating the culture and creative industries, enabling them to access not only grants, but also upskilling and connecting opportunities. Artists can be creative, but we cannot expect them to accomplish everything on their own.
   a. A policy that promotes the development of skills, networks and clustering of CCIs within a location.
   b. More clusters collaborating and sharing learnings in the creative industry.

2. **Flexibility:** Provide more flexibility to the creative industry (freelancers). There are times when it is difficult to obtain funding simply because it is stated that the organization must be larger. However, this is absurd in a way, since a freelancer is capable of being creative, but he is unable

to obtain the grant. We need to be flexible there, since if this person is capable of performing the work, why should they not receive the funds?

3. **Career guidance and support:** After completing their studies, many people feel a lack of support. It is necessary for them to have someone who can advise them on how to pursue a career as a creative, advising them on the kind of process they should pursue. Having some form of support system at the university level would be very beneficial, telling them that you can starve as a creative, but you can also achieve great success.

4. Expected outcome 4

Legal frameworks:
- "Social" dimension of CCSI digitisation, data privacy and protection and GDPR.
- AI and Big Data and its social and ethical impact on human rights.
- The role that CCSIs play in the European Green Deal. What measures must be taken by national governments to achieve a societal, green, and digital transition?

Team 7

Current situation Analysis

Positive aspects:
- Sound GDPR framework.
- The ethical discussion regarding the use of artificial intelligence. Unbalanced frameworks.
- Transitioning to more open (source) models.
- There have been more sustainable companies in recent years.

Negative aspects:
- GDPR - disadvantage to SME (Small and medium enterprises) because of its strict policies.
- Artificial intelligence and big data. There is a lack of transparency regarding the use of data.
- Lack of cross-border regulations.

- Legal framework adoption is slow.
- Ethical dilemmas associated with AI decisions.
- There is no framework for valuing intangible intellectual property.

Proposals for the future

All proposals:
- An interoperable legal framework. Integrating a global legal framework around a digital platform that is harmonized across different countries and jurisdictions.
- A more detailed legal framework or an explanation of how AI can be trained using user data. It is stated in GDPR how the data is used after a user is deleted, but it does not address what will happen if a model has been trained on this data, and what will happen after the user has been deleted. Currently, it depends on the organization's ethical obligations, but the absence of these legal frameworks can be easily circumvented.
- Open source should be promoted and cared for.
- Create a framework for intangible intellectual property (introduce other values)

TOP proposals

1. **Interoperable legal framework:** Integrating a global legal framework for digital platforms that is harmonized across countries and jurisdictions.
2. **Legal framework:** GDPR specifies how users' personal data may be deleted or used, however it does not address what will happen if a model is trained on the data and what will happen after the user has been deleted. Currently, the decision depends on a company's ethical obligation and how they anonymize or pseudo-anonymize the data.
3. **Promote and care the Open Source:** taking care of the open source and promoting it without a legal framework.

5. Expected outcome 5

Ecosystems:
-The CCIs are characterized by a large and diverse number of small and micro enterprises. How can we bring together the voices and interests of all of them?
-How do we address the needs of small, micro, and large companies?
-Consider the cultural and creative industries holistically, in the context of an innovation ecosystem, as well as specific CCI sectors such as music, filmmaking and video games.
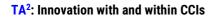
Team 8

Current situation Analysis

Positive aspects:
- Potential for collaboration.
- Safety in numbers.
- Interest in learning about other sectors and collaborating with them.
- Young people are ready and skilled.
- We have realized that we must adapt in order to catch up/remain competitive.
- Shared risk promotes innovation and entrepreneurship.
- The use of new technologies facilitates cooperation.
- Limitless areas of innovations.
- Tech has become more affordable for everyone.
- Supply chains.
- Share cooperation and resources between institutions.
- Raising funds.
- Regional ecosystems are working well.
- Popular circularity trends.

Negative aspects:
- Inequalities.
- Fear of cross-collaboration in some traditional cultural sectors.
- A feeling of mistrust.
- Legal gap in creative rights.
- The "we always have done it this way" syndrom.
- Silos among some cultural practices.
- Gap generation.
- The local policy (restrictions).
- It is difficult to bridge the gap between new industrial technologies and entertainment.

- Limitless areas of innovations.
- Competition versus collaboration.
- How can young talent be integrated?
- Limited sources for CCIs.
- Lack of political understanding (limited).
- Upscaling.
- Different semantics (with ICCs).
- Lack of knowledge.

Proposals for the future

All proposals:
- Sharing of labs/equipment between CCIs.
- Building a sense of community (sharing).
- Sharing and encouraging collaborative working.
- Workshops for CCIs. Bi-directional knowledge.
- Working on "wicked problems" and local challenges.
- Connection between education and CCIs.
- Microfinance models.

TOP proposals

1. Community building:
   a. Beyond EU, from global to local.
   b. Share labs, sources…among CCIs.
   c. Create an observatory.
   d. Cooperative models. Collaborations.
2. Local challenges: Connect Education and CCIs
3. Micro financing models:
   a. A micro venture capital fund
   b. Seed funding
   c. Upscaling
   d. Evergreen funds

Team 9

Current situation Analysis

Positive aspects:
- The positive attitude. Listen to them… Ask them….
- Clusters. Hubs.
- Social impact. Business mind.

Negative aspects:
- Scalability.
- Micro sides agents (isolated).
- Difficult to find a match.

- Institutions lack a sense of identity.
- Social impact. Business mind.

Proposals for the future

All proposals:
- Match funding support (for small and large companies)
- Collaborations between SMEs.
- Promote the expansion of micro-businesses and the self-employed to gain a more competitive position on the global market.
- To facilitate the match between organizations so that they can grow and have more opportunities together (funding, programs, etc.).
- International collaborations: Develop an effective cluster or body to facilitate interaction and enrichment within and outside of the Basque Country.
- Foster proper clusters that serve as a means of gathering the different fields within and between the CCIs.
- Cross-fertilization.
- Listening to one another. Hubs, meeting points.
- Create innovation hubs that incorporate various concepts and areas of innovation. A hub that gathers the different hubs within the CCIs.
- Empower the ecosystem.
- Incubators for social good.
- Programs aimed at commercializing socially minded projects.
- Business mentoring for creatives.
- Tiered grant schemes: Research and development, prototype, product/artwork, sales/distribution.
- Reports and surveys (policy).
- Participation of people in the development of policies.
- Design and establish specific forums to facilitate collaboration between public and private entities. The public and the industry.

TOP proposals:

1. **Collaborations with SMEs:** Programs that facilitate the connection between macro and micro-organizations. Provision of funding to small and medium-sized enterprises along with large organizations. In this way, SMEs provide value to large organizations and vice versa.
2. **International collaborations:** As many of the funding schemes are only focused locally, this is often a challenge. Nevertheless, this is very important, particularly for territories such as the Basque Country, where companies need to be matched and to be recognized internationally. The solution we came up with was to have bilateral funding around specific global challenges, and these are cohorts of smaller and larger companies working together.
3. **Hubs:** With this initiative, we intend to create cross-industry conversations. A central physical forum that includes equipment such as virtual reality technology, and maybe a recording studio, so that it acts as a resource for people to create, as well as for events that bring these people together.
   a. Creative and commercial innovation centres.
   b. Equipped with new hardware/software.
   c. Promote cross-industry change.

6. TOP3 main ideas Thematic Area 2.

1. Sustainability:
   a. A business model for artists that is financially sustainable.
   b. Environmentally sustainable future thanks to the use of creativity and technology. The aim of Innovation can not be only growth anymore.

2. **The power of technology and creativity:** To empower people and to promote democracy. Provide training and assistance to vulnerable groups and communities (ethnic minorities, disabled people...).

3. **Cross Innovation:** Interdisciplinarity, learning from others, and collaboration/innovation across organizational borders (for real). CCIs play a key role in the innovation processes of other sectors and society at large.