COMMON EXPLOITATION AND

DISSEMINATION PLAN

Project CCAlps

Project Title:	CCAlps - Creative Companies in Alpine Space
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TABLE OF CONTENTS

LIST OF ABBREVIATIONS

A	Austria
CCIs	Creative and Cultural Companies
CCAlps	Creative Companies in Alpine Space
CCI de Lyon	Lyon Chamber of Commerce and Industry
CCI NCA	French Riviera Chamber of Commerce and Industry
CH	Switzerland
D	Germany
FR	France
ICT	Information and Communication Technology
IT	Italy
ITG Salzburg	Innovation and Technology Transfer Salzburg Ltd.
MFG	Medien- und Filmgesellschaft
R&D	Research and Development
RDA LUR	Regional Development Agency of Ljubljana Urban Region
SL	Slovenia
SMEs	Small and Medium Enterprises
SUPSI	Scuola Universitia Professionale della Svizera Italiana / University of Applied Sciences and Arts of Southern Switzerland
UHA	University of Haute Alsace

1 SCOPE AND PURPOSE

The CCAlps project has defined the goal to contribute to the regional and transnational economic development of the Alpine Space area by promoting and fostering the Cultural and Creative sector through the creation of a real and virtual network where collaborative partnerships between Cultural and Creative Companies, SMEs and R&D actors can take place. In such, the project CCAlps seeks to unlock the full potential of the cultural and creative industries and emphasize their importance within an economy. To achieve that goal, each project partner has been assigned a role and a set of activities paired with specific objectives in the frame of a well-defined project plan for a duration of 3 years (October 2011– July 2014).

In line with its overall goal, CCAlps primarily targeted creative companies and has identified companies from the following areas of expertise. The following list is not exhaustive, but is intended to show a broader prospective considered within this plan and the project itself.

Creative companies *(Cultural and Creative Industries)*	
Architecture	Video games
Performing Arts	Visual Experience
Heritage	Visual Arts
Music	Design
TV and Radio	Advertising
Books and Press	Multimedia (Film, Video, Audio-visual)

Table 1. The Cultural and Creative Sector

We would like to point out that all those fields of expertise are not present in each region because of the different regional specifications and economic interests.

Partner/Region	Priority sector and target groups
Regione Lombardia (IT) **Politecnico di Milano (IT)**	Multimedia and Communication, Fashion, Service Design
Regione Piemonte (IT) **Fondazione CRT (IT)**	SMEs and start-ups in the field of cultural, creative and related industries as defined by the publication "The economy of culture in

Partner/Region	Priority sector and target groups
	Europe" (KEA, Oct. 2006)
MFG Baden-Württemberg (D)	Creative companies, startups with focus in the field of game, visual experience, mobile application development
CCI de Lyon (FR)	SMEs and start-ups in the field of cultural, creative and related industries as defined by the publication "The economy of culture in Europe" (KEA, Oct. 2006).
ITG Salzburg (A)	Creative businesses in Design and Media (e.g. Graphic Designer, Product Designer, Software Engineer, Developer..,) with their innovative ideas, take a decisive role in helping other SMEs to grow
CCI NCA (FR)	Audio-visual and image industry
RDA LUR (SL)	Creative companies especially in the field of design
SUPSI (CH)	Film industry professionals, media companies and start-up, video-makers and directors, storytellers, game interaction and communication designers, communication strategist

Table 2: Regional priority sector and target groups

This dissemination and exploitation plan is a significant part of the deliverables of the project documentation as it is elaborated for the project partners and other interested parties as a guide highlighting the undertaken dissemination activities during the project from which future ones could be derived as well as exploitation strategy for a sustainable continuation of the projects results. Furthermore, MFG elaborates this document in order to ensure that all the direct stakeholders reap the maximum profit from the activities of the CCAlps projects during the project while long-term impact covering a wider scope and future potential beneficiaries is planned in advance.

1.1 OBJECTIVES

The overall objectives, in line with the established goal of the project, targeted by this dissemination and exploitation plan are the following:

- The virtual platform is sustainable and dynamic and can be further exploited after the end of the project;
- The real (physical) network of Hubs remains functional and dynamic even after the end of the funded period;

- The methodology used within the Creative Camps can be reused in the future to test new services of the Hubs;
- The competencies and skills (networking, collaborating, sharing, transfer and exchange of knowledge) acquired by the project partners and CCIs and other stakeholders involved in the activities of the project are developed, fostered and explored beyond the project duration;
- The products, services, processes or technologies developed by CCIs, SMEs, and R&D through collaborative methods can be developed and nurtured and offered by the Hubs beyond the project duration to benefit a wider audience.

In addition, this document provides a description of the dissemination actions realized and the exploitation opportunities (dissemination forecast effort) of the results and findings obtained through the activities carried out in the frame of the project with special attention to the Creative Camps.

1.2   TARGET GROUPS

This exploitation plan intends to guarantee sustainability, continuing visibility, accessibility and spread of the project results during and beyond the project life, within other contexts and benefiting a larger audience, therefore we have identified the following target groups:

- Students, talents, young professionals and start-ups, which are willing to or are already working in the cultural and creative field;
- Public authorities and regional decision makers, whom the policy recommendations emerging from the final results of the activities of the project are addressed;
- Traditional companies and industries: these have been involved in the activities of the project (activities of the Hub and Creative Camps), which allowed an exchange/transfer of knowledge and expertise as well as the fostering of cross-fertilization among the creative field and the traditional ones;
- CCIs: With regard to CCIs group in particular, each project partner has identified several specific related fields in their respective region and addressed the potential participants by means of different dissemination activities that will be mentioned further on this document. Those target groups also represent the users who can be interested and involved in the further exploitation of CCAlps results after the end of the project.

2 ACTIVITIES

Before describing the concrete actions and measures undertaken for the dissemination purpose of the project's activities and results, we would like to start by defining some products or services that can be disseminated and/or exploited for a long term perspective. Then we will draw a holistic view of current dissemination and exploitation activities carried out by the project and each partner. Finally, we will draw some scenarios that present possible future situations or possible ways the project might develop. Obviously, this exploitation plan does not predict the "real" future of the project. But since all partners have agreed by the project contracting on making effort concerning the sustainable continuation and exploitation of the project's results after its initial duration, we assume that they will all be committed to it. Therefore, the scenarios herein are intended to be a simple and useful tool that will help focus on the most relevant factors and help explore different and concrete ways of exploitation strategy for the future.

2.1 CCALPS' PRODUCTS AND SERVICES TO BE DISSEMINATED/EXPLOITED

This part lists some of the publications, products and services developed during the project lifetime that could be exploited in the future by the project partners themselves, other institutions, companies, organisations or projects to ensure a sustainable continuity as defined by the project. They can also be used as basis to explore new possibilities to foster the Cultural and Creative Sector in Europe.

- Analysis on creative and cultural industries in the partner regions;
- Study on copyright management for CCIs in the partner regions;
- Guidelines for the start-up of the Hub;
- Guidelines for the identification of CCIs in the Alpine region;
- The online networking platform;
- Methodologies used by and services created during the creative camps;
- Prototypes and collaborative projects developed during the creative camps;
- Pool of local and regional expertise;
- Project reports (progress, annual, final).

2.2 DISSEMINATION ACTIVITIES

In order to provide the stakeholders sufficient information about the project CCAlps, its activities and the achieved results, thus guarantee a broad impact, several actions have been developed and implemented during the project lifetime to address the direct stakeholders and the prospective parties as well as to the raise potential future users' awareness and interest that are likely to adopt and further develop the obtained results for a long term perspective. The table below shows quantitatively the numbers of awareness raising and promotional actions undertaken by the project partners. The detailed activities and

references are collected from each project partner and are provided in the annexed excel table (Compiled Activities_all partners).

Activities	Description/Number
Conduction of a regional needs analysis on creative and cultural industries in which relevant stakeholders and potential end-users have been involved to identify their needs and concerns in relation to the further activities of the project.	**12 regional needs analysis**
Organisation of workshops and meetings with the regional stakeholders to better understand the issues of creative as well as traditional companies within the Alpine space region.	**23 meetings and workshops**
Organisation of regional promotional events, the so called Creative Zone, to raise awareness on the project and its activities.	**27 promotional events in form of creative zone, creative camp, thematic workshops, symposium, exhibition, conference**
Production and distribution of different kind of communication materials to raise awareness on the project and its activities.	**Posters used at events: 60; CCAlps brochures distributed: over 2500; Newsletter sent: 16 for an audience over 10.000; Roll-up/banner: 8; radio ads: 1; Videos: 16, Facebook posts: 372: Tweets: 407; 1 project website; 9 project partner websites; Postcard of Cross Creativity Event: 1.500; Poster of Cross Creativity: 15; Newsletter and press release for over 10.000 reach**
Dissemination of the project report during national and international conference	**21 regional and transnational events**
Dissemination of the project report by publishing articles/post on social media	**59 online articles (via websites, press release) about the Creative Camps and the Cross Creativity Event**
Other activities	**12 awareness raising and subsidiary activities related to the Creative Camps and the project in general**

Table 3: Number of dissemination activities

All those dissemination activities have laid down a good foundation to raise awareness among concerned CCI and other companies, private and public organisations, different institutional and educational bodies as well as the public in general on the existence of the projects, its significance, its objectives and activities and the results obtained thus far. This constitutes a substantial starting point in terms of development of future exploitation strategy to ensure that the projects outcomes will be sustained beyond its initial duration to benefit a larger public.

2.2.1 DISSEMINATION CHANNELS OF THE PROJECT

The project partners have used various channels and media tools for the dissemination purpose of the project activities, results and findings in particular those of the creative camps. The choice of each channel was based on the audience targeted. Below is a list summarizing the main media channels used by CCAlps.

- Website of the CCAlps project: www.ccalps.eu
- Website of each partner institutions as listed below:

Partner institution	Website
Lombardy Region – General Directorate for Culture	www.regione.lombardia.it
Piedmont Region	www.regione.pemonte.it
University of Haute Alsace – Intelligence Process Modelling System	www.uha.fr
MFG Public Innovation Agency for ICT and Media	www.innovation.mfg.de
Lyon Chamber of Commerce and Industry	www.lyon.cci.fr
Innovation and Technology Transfer Salzburg Ltd.	www.itg-salzburg.at
French Riviera Chamber of Commerce and Industry	www.ccinice-cote-azur.com
Regional Development Agency of Ljubljana Urban Region	www.rralu.si
University of Applied Sciences and Arts of Southern Switzerland	www.supsi.ch

Table 4: CCAlps Partners' websites

- Articles and ads on local print publications
- Social media channels of each partner institution (Facebook and twitter)
- Conferences and events at local and regional level

To guarantee a uniform and consistent appearance of the project in order to give an overall image in the minds of the stakeholders and the general public as well as prospective users, the project built its visual identity by developing a project logo that is used prominently in all communication and promotion materials and tool in addition to the logo of each partner and that of the Alpine Space Programme.

2.2.2 DISSEMINATION CHANNELS OF THE CREATIVE CAMPS

The following communication channels have been used and put in place in order to position the project and disseminate the activities of the Creative Camps continuously and ensure a dynamic flow of information and communication:

- Communication material (e.g. flyers, brochures, roll-ups, banners, posters)

- CCAlps website, project partners and other partners website
- Social media (Facebook, Twitter)
- Press conference
- Press release and Newsletter
- Events (local, regional, international)

2.3 EXPLOITATION ACTIVITIES

The table below displays altogether quantitatively the undertaken exploitation activities during the project from which prospective ones could be explored and derived for future actions. The details and references can be found in the annexed table that compiles all partners' activities.

Activities	Description (only quantitative)
Development of prototype and/or collaborative projects	**69 collaborative projects**
Dissemination of the project results during national and international conference for best practice and/or benchmark purpose	**11 events**
Dissemination of the project results by publishing articles/post on social media for best practice and/or benchmark purpose	**9 online articles/posts**
Identification of target groups involved in the cultural and creative sector or others that are interested in partial project results or whole results (knowledge created) and willing to spread and exploit them	**10 potential interested**
Identification of other projects (public or private) that are interested in partial project results or whole results (knowledge created) and willing to spread and exploit them	**5 potential interested**
Development of a set of knowledge and skills	**9**
Lobbying activities in order to foster a more conducive environment to the creative and cultural industry	**7**
Other activities	**3**

Table 5: Number of exploitation activities

2.4 FORECASTED SCENARIO

The design and implementation of the dissemination and exploitation plan requires to take account several possible scenarios within which the project's activities and results can fit in after its finalisation. At this point, we would like to consider 2 main parameters which are budget and collaboration. We have to acknowledge the fact that those 2 parameters very often represent the hindrance of the sustainable continuation of a multidimensional project after its end, regardless of the level of interest, involvement and dedication of the partners and stakeholders.

We sketched the following schema to picture out those parameters and explain afterwards each option according to them.

		Follow-up Budget	
		High	**Low**
Degree of Collaboration	**High**	Best option *Unlikely*	Intermediate option 1 *Possible*
	Low	Intermediate option 2 *Possible*	Worst option *Unlikely*

2.4.1 BEST OPTION

- *Budget is available:* it is gathered through sponsorship deal with companies in the field of creative industry or further funding for the project or through dedicated budget from each partner.

- *Collaboration:* There are several collaborative projects and prototypes among the project partners and external stakeholders (target groups), so the ideas, services, products, technology developed through the program (e.g. Creative Camps) are shared and exploited easily. There are very few IP issues.

- *Possible dissemination and exploitation activities:* the aim here is to continue as much as possible all dissemination and exploitation activities realized during the project. This situation will foster more collaboration and further induces growth and innovation in the sector.

2.4.2 INTERMEDIATE OPTION 1

- *Budget is not available or very low:* the project was unable to find other source of funding and relies solely on contribution from partners, CC participants, HUB members or any interested stakeholders if any.

- *Collaboration:* There are several collaborative projects and prototypes among the project partners and external stakeholders (target groups), so the ideas, services, products, technology developed through the program (e.g. Creative Camps) are shared and exploited easily. There are very few IP issues.

- *Possible dissemination and exploitation activities:* the dissemination and exploitation plan will only include activities that can be implemented without any financial requirement, such as :

- Dissemination of the project report by publishing articles in in-house publications/post on social media
- Dissemination of the project results by publishing articles/post on social media for best practice or benchmark purpose
- Dissemination of projects inputs on future legislation or government policy after the project lifetime.
- Follow-up on prototypes and collaborative projects developed during the project lifetime (for example periodic update to interested stakeholders, communication on further success, etc.)
- If possible: continued management of CCAlps website with development of new content, which can be curated by the Hub, one or several partners or supporting organizations; the Hub or the network organizes periodical gathering on their own initiative to foster new project development, share ideas and develop the community spirit.

2.4.3   INTERMEDIATE OPTION 2

- *Budget is available:* it was gathered through sponsorship deal with companies in the field of creative industry and/or further funding for the project and/or through dedicated budget from each partner.
- *Collaboration:* there are a number of collaborative projects and prototypes among the project partners and external stakeholders (target groups), so the ideas, services, products, technology developed through the program (e.g. Creative Camps) are shared and exploited with a certain limitation. There are also numerous IP issues.
- *Possible dissemination and exploitation activities:* activities will focus mainly on communication about the project results and reports. It belongs to each partner involved in collaborative project and prototype to develop appropriate plans to disseminate and exploit it further. Anyway, the availability of a budget permits the development of several activities such as:
  - Dissemination of the project report during national and international conferences
  - Dissemination of the project report by publishing articles/post on social media
  - Dissemination of the project results during national and international conferences for best practice or benchmark purposes
  - Dissemination of the project results by publishing articles/post on social media for best practice or benchmark purposes

o Lobbying activities in order to foster a more conducive environment to the creative and cultural industry

o If possible: continued management of CCAlps website with development of new content, which can be curated by the Hub, one or several partners or supporting organizations; the Hub or the network organizes periodical gathering to foster new project development, share ideas and develop the community spirit.

2.4.4 WORST OPTION

▪ *Budget is not available or very low:* the project was unable to find other source of funding and relies solely on contribution from partners, CC participants, HUB members or any interested stakeholders

▪ *Collaboration:* there are few collaborative projects and prototypes among the project partners and external stakeholders (target groups), so the ideas, services, products, technology developed through the program (e.g. Creative Camps) are shared and exploited with a certain limitation. There are also numerous IP issues.

▪ *Possible dissemination and exploitation activities:* there are few options left to be carried on after the project life time, however, if possible at least continue the management of CCAlps website with development of new content, which can be curated by the Hub, one or several partners or supporting organizations; the Hub or the network organize periodical gathering to foster new project development, share ideas and develop the community spirit.

2.4.5 RISK MANAGEMENT

There are few risks that need to be managed in order for this dissemination and exploitation plan to be carried out in an effective manner.

Risks	Degree
Failure of the exploitation of the project's results	Low
Indifference of partners	Low

In order to minimize the failure of the exploitation of the project's results, the following activities have been developed throughout:

▪ Needs analysis of various stakeholders

▪ Development of network and hub to develop the idea and project among partners, CCIs and other stakeholders

- Large dissemination of project reports and results using CCAlps communication and media tools as well as each partner's
- Development of collaborative projects during the regional and international creative camps
- Establishment of a pool of expertise during the regional and international Creative Camp

3 CONCLUDING REMARKS

First of all, we would to emphasize the multidimensionality of the CCAlps project; the fact that 9 partners from 6 countries were involved in this CCAlps project made it in a way complex but interestingly challenging and rewarding. Each of them has planned and organized a wide range of activities in their respective region according to their needs and local reality, whilst keeping in mind the main goal and priority of the project (strengthening of the competitiveness and attractiveness of the Alpine Space area by promoting and supporting the Cultural and Creative Companies). Due to the individual (regional) disparities of interest and economic sector of the project partners and the resulting heterogeneity of the executed activities, this document also puts emphasis on aspects of the individual exploitation plans of the different partners. Therefore, each had to contribute to the creation of this deliverable; actually inputs from each of the partners gathered in the annexe "Compiled activities_all partners" were compiled to create this document. Finally, this document is elaborated informatively and in such a way that also third parties have the opportunity to contribute to its final objective.

As showed in the annexe "Compiled activities_all partners", a great number of dissemination and exploitation activities have been carried out at local and transnational level during the project. The table is not exhaustive since the project has not ended yet, hence further activities are still carried out to promote the project and its outcomes. Based on the inputs collected from the project partners in the annexed table, in the following are described some concrete results that could be or have already been explored in order for the project to increase its long term impact and ensure the transferability of the achieved outcomes.

The identified needs of the creative companies build a basis to channel the efforts of support in terms of policies and financing opportunities and to create the right frameworks and conditions needed for things to happen.

The Creative Camp is a training format that can be used to foster CCI entrepreurship and support CCI start-ups and young companies in conjunction with other existing programmes to create synergies and achieve more impact. It also allows networking between different stakeholders and stimulates collaborative projects. The format can be adapted according to the objectives, needs and specificity of the exploiting entities.

The established format of the creative camp will be used by some partners in partnership with other

regional hubs and interested parties to foster the cultural and creative sector.

A local and transnational network of main target groups and stakeholders (CCI, business experts, coaches, mentors, speakers, investors) has been established during the creative camp and will be nurtured and developed to ensure the exploration of potential collaboration.

The pool of knowledge and skills established during the Creative Camp will be developed and used for other context in the frame of CCI development and other sector development. Possible partnerships can arise from that.

The collaborative projects developed amongst CCI participants in the creative camp can be further supported and experimented to develop innovative solutions for specific problems in the economy and the general society.

The online networking platform of CCAlps will be further managed and promoted to connect more CCI and to raise awareness about the importance of the sector. It will be further developed to become a virtual place where CCI can present themselves and their expertise and encourage collaboration amongst them.

Partial project results and services are used as inputs into other project proposals in order to be exploited and ensure the transferability into other sector and businesses. This represents another form of dissemination.

The project reports and official documentation are basis of identification of fostering and supporting programmes for policy decision makers.

The network developed by the project partners and by the CCI during the Cross Creativity Event can be exploited to continue collaboration or explore news ways of cooperation to foster the creative sector at Alpine level.

The legacy of the current project should be used as a stepping stone for future actions to support the cultural and creative sector.

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