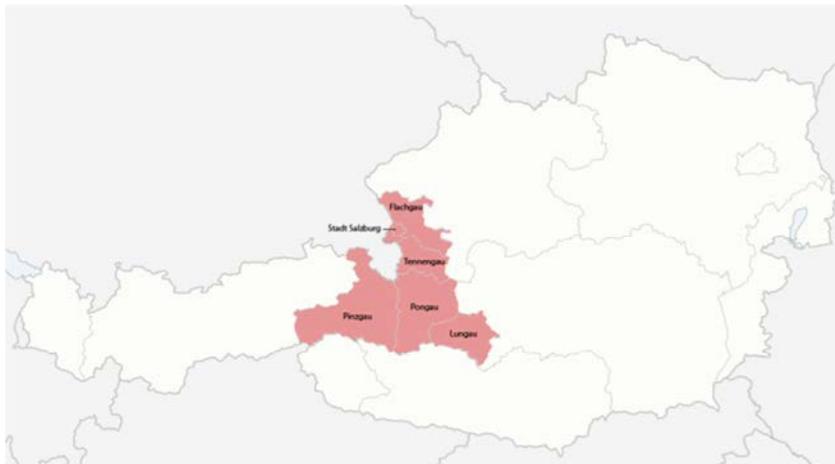




1. Short-Description of Salzburg (e.g. economic structure, inhabitants...)

Salzburg is a federal state of Austria, situated between Upper Austria, Styria, Carinthia, Tyrol, South Tyrol (Italy) and Bavaria (Germany). Running through the south are the main ranges of the Central Alps.



Statistical Profile (Landesstatistischer Dienst, 2012; Landesstatistischer Dienst, 2011; Land Salzburg, 2011)¹

¹ Available online at:
(https://service.salzburg.gv.at/landversand/Landversand.sf/de_AT/?ObjectPath=/Shops/Landversand/Product/s/20003-WirtschaftsundSozialelage-Aktuell)
(http://www.salzburg.gv.at/themen/se/statistik/statistik_daten-

Population		523 565 people 51,4 % women
Surface		7 156 km ² 6 political districts: Stadt Salzburg, Lungau, Pongau, Pinzgau, Flachgau, Tennengau
Economically active population Unemployment Rate		233 964 people 4,7%
Economic Structure	Primary Sector Secondary Sector Tertiary Sector	12%, 26.9% 71.9% in large part SME, big companies over 250+ employees 0.4 %
GDP		in billion EUR: 20.3 7.2% of Austrian GDP, 70.6 % services sector

Salzburg is regarded as one of the economically strongest regions in the EU-27. There is a sustainable economic development comparable to that of the Austrian-overall economy and although economic growth was decreasing through the years of recession, in 2010 economy was again growing faster than the EU average (Land Salzburg, 2011). The nominal GDP in 2010 was estimated at 20.3 billion euros. Out of 271 EU-27 regions Salzburg is ranked 17th comparing their GDP per capita. The neighboring region of Upper Bavaria is ranked 9th and the Austrian capital Vienna is ranked 8th. Two thirds of the economically active population is working in the city of Salzburg and its surrounding. This concentration causes high real estate prices for private households and entrepreneurs. The percentage of people employed by micro SMEs (1-9 employees) is significantly high with 82%. There is a strong service orientation within Salzburg's economy and an above-average growth of business-oriented and knowledge-based services. Salzburg is internationally well-known for its nature and arts & culture and therefore Tourism is a very important part of Salzburg's economy. The federal state of Salzburg is one of Europe's most dynamic economic regions. Rooted in small and medium enterprises, its economic structure has proven to be a crisis-resistant stability factor. Two-thirds of businesses are involved in trade, tourism and business services. Thanks to its location, Salzburg is also home to a number of national and multinational corporate headquarters.

allgemeinerveroeffentlichungen/europa_statistik_daten_oesterreich.htm)
(http://www.salzburgstandortzukunft.at/wp-content/uploads/Salzburg.-Standort-Zukunft-Wipro-2020_online.pdf)

2. Creative Industries in Salzburg

There is no quantitative analysis available specifically for the creative industries in Salzburg, but there is data about the creative industries in Austria (creativ wirtschaft austria 2010) and there are some specific figures about the situation in Salzburg.

Creative industries in Austria

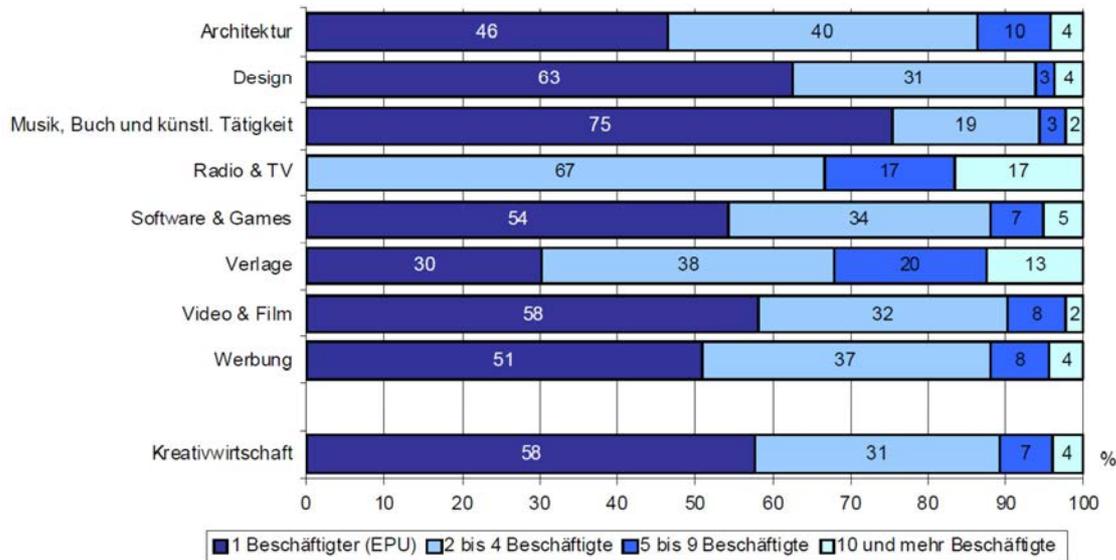
Austria's creative industries may be subdivided into nine areas, architecture, design, music, books & arts, radio & TV, software & games, publishing companies, video & film, advertising, libraries and museums as well as botanical and zoological gardens. In software and games, the games industry can be attributed to. The economic significance of the creative industries is ever growing – and with it, the awareness of its significance. Creative enterprises constitute an important field of growth in a modern, knowledge-based society.

The number of enterprises and employees in Austria's creative industries increased by more than ten percent between 2004 and 2008, while the turnover increased by as much as 25 percent. In the year 2008, one in ten enterprises in Austria belonged to the creative industries. More than 127 000 people (including self-employed persons) worked in the approximately 36 100 creative enterprises, 92 400 of which were gainfully employed. Vienna is the creative heartland of Austria. In 2008, almost 40 percent of all Austrian creative enterprises were located in Vienna. 15 % of the creative enterprises are located in Lower Austria, while only about ten percent are located in Upper Austria. The number of employees is higher in Upper Austria though.

With view to the employment rates in the cultural and creative sectors, Vienna and Salzburg, however, are among the leading locations in Europe. The development of the number of employees in the cultural and creative sectors in Austria is better than in any other European country.

In 2009, more than 8% of the Salzburg-based enterprises can be attributed to the creative industries. The nearly 2 400 companies in the creative industries located in Salzburg employed almost 7 900 persons. The companies in the creative industries are on average smaller than those of other fields - more than 60% are single-person companies.

Regional structure of Creative Industries in Salzburg, in size



In 2009 the Salzburg creative industry achieved sales of approximately € 833 million and a gross value of approximately € 357 million.

Regional structure of Creative Industries in Salzburg (2009)

	2009	Anteil an den Salzburger Unternehmen der Gesamtwirtschaft ² in %
Unternehmen	2.395	8,4
Beschäftigte	7.861	3,0
unselbstständig Beschäftigte	5.512	2,3
Umsatzerlöse in € Mio	833	1,6
Bruttowertschöpfung zu Faktorkosten in € Mio	357	2,6

A comparison of the creative industries with other sectors of the economy shows the importance of this sector for the economy of Salzburg. In 2009 there were more companies in Salzburg in the creative industries (about 2.400) than, for example, the hospitality or construction sector (2.500). A comparison with the Austrian creative industry shows that in 2009 7% of home-grown creative companies are based in Salzburg. The proportion of employees working in Salzburg, was also at 7%. This corresponds roughly to the proportion of the Salzburg Economy to those of Austria.

In 2009 Music, book and artistic activities and advertising were within the Salzburg Creative industries, the largest sector followed by the field of software and games. In terms of the number of companies dominates the field of music, written and artistic

activities with a share of one third the most. Most areas of the creative economy, are one person companies with approx. 75% of the field of music, books and artistic activities.

The publishing of computer games and other software, programming and IT consulting services are mapped in the sector of software and games. This sector (which is very much characterized by software companies) has a focus on the primary products and capital goods industries and in various knowledge-intensive services (telecommunications, banking & insurance, software & computers). Therefore it is hard to estimate actual figures for the game industry in Salzburg.

Regional structure of Creative Industries in branches (2009)

	Unternehmen	Beschäftigte	Umsatzerlöse in € Mio	Bruttowert- schöpfung zu Faktorkosten in € Mio
Architektur	390	1.040	100	60
Design	80	G	G	G
Musik, Buch und künstlerische Tätigkeit	670	2.370	240	110
Radio & TV	10	G	G	G
Software & Games	450	1.370	110	70
Verlage	60	580	90	40
Video & Film	90	200	20	10
Werbung	660	1.990	230	70

Though there is no in-depth analysis available on a regional level, there is data on the national level, which gives insight about the market conditions in Austria. The economic significance of the creative industries is ever growing – and with it, the awareness of this significance. An increasing number of studies deal with this topic, and political decision makers have come to understand its relevance. Creative enterprises constitute an important field of growth in a modern, knowledge-based society. In Austria, the increase in the number of employees in the creative industries between 2001 and 2006 was higher than that in the overall economy.

The creative industries report (creativ wirtschaft austria 2010) attributes the content industry and the field of software and games to be especially active in export, while architects, designers and publishers have low export quotas.

“Austria’s creative industries produce a turnover which is as large as that of tourism, their exports are strong, and they are important suppliers for other sectors. “

According to recent studies, the statement “Austria is a country of tourism” may well be amended by “Austria is a country of creative industries” – at least when overall revenues are considered. The creative industries clearly emerge as the winners from the comparison of tourism and creative industries. In 2008, the 36,000 creative enterprises recorded a turnover of EUR 18.5 billion, i.e. 2.6 percent of the overall economic turnover. The turnover in the area of the tourist accommodation and food service industries amounts to a share of 2.0 percent.

“Enterprises that belong to the creative industries are comparatively smaller; their number of cooperations with business partners, however, is above average.”

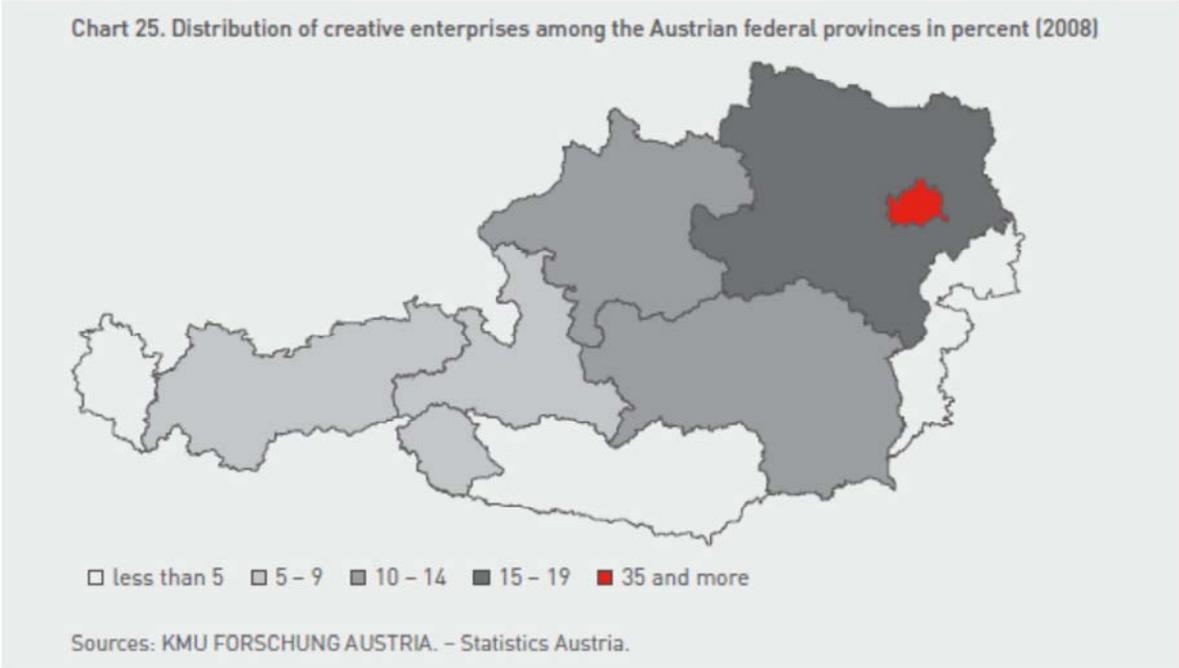
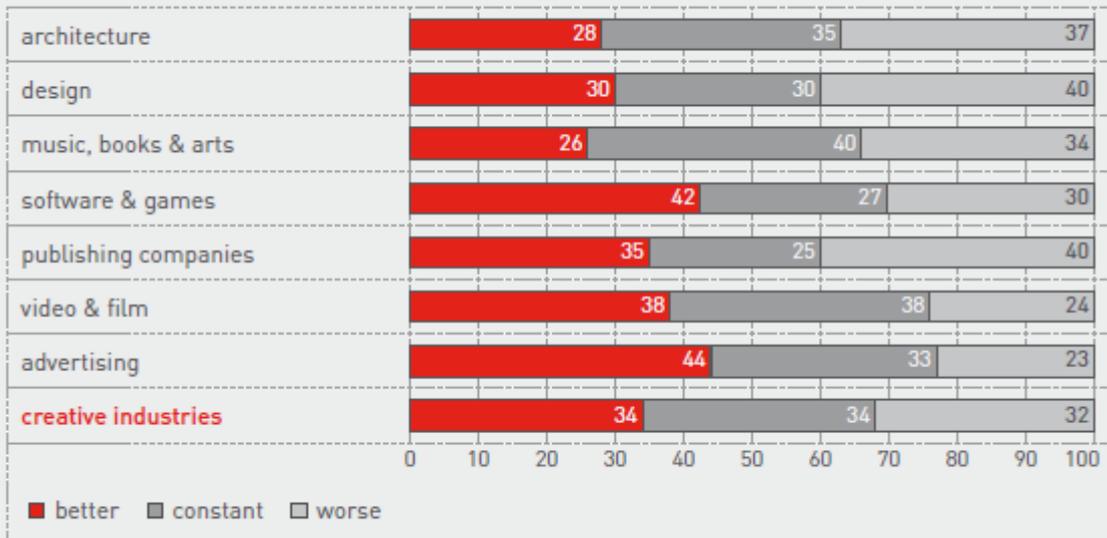


Chart 17. Order situation in the preceding twelve months compared to the twelve months before, share of creative enterprises according to areas in percent (2010)



Source: KMU FORSCHUNG AUSTRIA.

Knowledge is a prerequisite for creative services

Education is a key requirement for success in the creative industries. Companies especially need well trained creatives. The Design & Productmanagement, MultiMediaArt² and MultiMediaTechnology³ bachelor and master programmes at the Salzburg University of Applied Sciences provide their students with solid academic training and an up-to-date curriculum, which meets the demands of the industry.

Regional Educational and Research Organisations

Salzburg University of Applied Sciences

In the four disciplines of engineering, business and social sciences, design, media & arts and health studies, the Salzburg University of Applied Sciences offers three Creative Industry related Study Degree Programs (Bachelor and Master):

- MultiMediaArt focuses on creating high-quality, cross-media and creative-artistic innovation projects. The structure of the degree is oriented on the typical project phases – idea development, concept, design, implementation and publication – and helps your personality as a designer to mature, enabling you to design high-quality, well thought-out and highly professional media with your own personal touch.

² www.fh-salzburg.at/mma, www.multimediaart.at

³ www.fh-salzburg.at/mmt, www.multimediatechnology.at

MultiMediaArt links different disciplines. As well as the creative major subjects of media design, computer animation, film and audio, students can also decide to specialise in control.

- MultiMedia Technology is a media computer science course of studies that is tailored to the dawning conception age. As well as the hard skills in the area of computer science and media technology, creativity and innovative ability are recognised and promoted as key factors for the development of new digital products. The aim is to train developers who, in times of rapid technological progress, act flexibly and advance creative ideas for worthwhile applications.

- Design & Product Management trains graduates in cross-departmental skills that, because of their generalist qualification profile, fulfil on the job market the needs of medium and small businesses, as well as of industry and retail.

On the other hand, the course creates the basis for the consecutive-genuine model of the ensuing Master's degree in Design & Product Management. While the three-year Bachelor focuses on career-specific basic skills, the management content of the Master's degree is consolidated. Thus the demand for strategically-minded designers and creative managers is thus met. After all, designers and product managers have a key role in the company. They are strategists and visionaries in the innovation process and thus key persons in the company's future success. The entire implementation of a product idea from its realization to its production right up to its marketing is a multi-faceted process within the company and requires the skills of various experts.

Design & Product Management provides the skills and knowledge to be active in these areas. Graduates of the Master's degree programme coordinate the activities of individual specialists and optimize the overall result of the design and product management process within the company. The complexity of this task requires the acknowledgment of correlations as well as the coordination of the design, economic and technical aspects.

Salzburg Research

As the research technology organisation of Land Salzburg Salzburg Research specializes in applied research and development in the field of information and communication technologies (ICT) and New Media. Regional as well as national and international business partners benefit from their high-quality expertise.

With five fields of research, two competence centers, and two competence fields (e-Tourism, e-Health), Salzburg Research covers a vast area of scientific expertise. It's strength lies in a successful interdisciplinary combination of different fields ranging from technological research and development to socio-economic strategy and market research and target-group specific coaching and communication measures.

University of Salzburg / ICT&S Center

As a research center of the University of Salzburg innovation in and for cultural and creative institutions is being encouraged by researching and teaching the application of new information and communication technologies, as well as by studying the implications of innovation for society and democracy. Furthermore, the ICT&S research contributes to shape relationships between humans and technologies towards optimized experiences to solve individual, social as well as societal challenges.

The centre encourages innovation in and for cultural and creative institutions by researching and teaching the application of new information and communication technologies, as well as by studying the implications of innovation for society and democracy. Furthermore, the research contributes to shape relationships between humans and technologies towards optimized experiences to solve individual, social as well as societal challenges.

Enterprise Support Organisations

As the regional innovation agency of the region, ITG Salzburg has the mandate from the regional government (Land Salzburg) to develop and implement measures of the regional innovation programme in the field of creative industries. In these regards ITG coordinates the activities of the cross-regional Network Design & Media with Upper Austria, has strong experience in managing EU projects and leads a new regional innovation support service for SME's focusing on innovation and investment consultancy, coaching and technology/knowledge transfer based on a key-account approach. This service is being offered with

the support of Land Salzburg and the Chamber of Commerce Salzburg, whose active involvement in ITG's strengthens the regional network and ensures a dedicated implementation of activities in the field of Creative Industries, by binding a large spectrum of companies and structures for innovative services particularly for creative entrepreneurs and establishing a strong market access in traditional industries. As a regional development agency of the Land Salzburg ITG's associated stakeholders cover all relevant innovation related bodies in the region of Salzburg. Aiming on innovation and technology transfer ITG picks up trends and challenges and concentrates in it's work on further developing the region in major business fields of high economic importance and supports regional enterprises with a specific innovation service to successfully develop and implement innovative projects.

The Business Creation Center Salzburg has rich experience in special training programmes for young entrepreneurs/start-ups in the creative industries, in business angelling as well in the incubation process. These are valuable assets when time comes to create the necessary awareness and gain the commitment of the business sector for the strategy implementation. As an incubation centre The "Business Creation Centre Salzburg" (BCCS) supports innovative business ideas for academic start-ups (spin-offs), and supports as such, start-up projects within the field of creative industries by providing infrastructure, consulting services and monetary support.

The Network Design & Media (NDM) is the cooperation-competence center for design and media. In this sense, the network initiates, promotes and supports partnerships, knowledge transfer and networking. The aim is to strengthen the competitiveness and innovative power of companies.

3. Regulations, Policies, Funding for Creative Industries (national, regional)

Salzburg's new economic programme regards creative services in general as important drivers for innovation and economic change. Aiming on a stronger linkage between service providers from the creative industries and other business fields, specific support measures are in the stage of implementation and development, such as a creative voucher

model, co-working spaces, specific business support measures, an incubator programme, a design forum and related conferences, talks and exhibitions.

National level - Austrian government program – Evolve

In Austria, Impulse is a nation-wide operating promotion programme for the creative industry with multiple lines of funding available. Departure offers Viennese companies and company founders of the creative industries four funding programmes tailor-made to the various requirements of the applicants on both content and on an economic point of view. Starting in 2013, a new creative voucher model will start in Austria based on the experiences made in the pilot region of Salzburg. Small and medium enterprises will have the chance to receive a € 5,000 voucher for the implementation of innovation projects with partners from creative industries. By strengthening the cross-sectorial cooperation, creative services (such as from gaming) will be integrated in the innovation process of SMEs.

The national level policies are mainly shaped by the Austrian Government. As a cross-sectoral branch made up by mainly micro-enterprises, the creative industries are marked by a high degree of heterogeneity and highly differing needs. For that reason, the Ministry of Economy, Family and Youth decided in 2008 to create “Evolve” (bmwfj 2012), a scheme to promote innovation in and by means of the creative sector.

The goal of “Evolve” is to make the most of the high potential for innovation in the increasingly vital creative sector in order to secure and even improve Austria’s already excellent innovation performance. Evolve unites under a common roof the services made available at federal level to companies for the purpose of bolstering the creative economic sector and consolidates them into a comprehensive package.

Evolve’s mission is to support creative entrepreneurs on the basis of a package of measures tailor-made to their individual needs – in all branches, in all of Austria, and at all stages of development. In addition, Evolve’s offerings are available not only to creative but also traditional companies that have recognized the value of creative goods and services and wish to further develop themselves in this direction – whether alone or with partners in the branch. Besides the direct promotion of companies or projects in the creative sector, “Evolve” aims to raise the level of awareness for the concerns of the creative industries. “Evolve” takes measures to strengthen the public acceptance and awareness of creative goods and services and to raise the visibility of the creative industries on both the national and international level. Impulse, a funding program, and

Creativ Wirtschaft Austria, a platform and stakeholder for the creative industries, are part of the Evolve program.

Impulse – Creative Industries Funding

Impulse (impulse/aws 2012), offered by the Austria Economic Service (aws), is the first national promotion program for the creative industries in Austria. Impulse is part of "evolve," the innovation promotion program for the creative industry initiated by the Federal Ministry of Economy, Family and Youth. Impulse was tailor-made within the framework of evolve to meet the needs of the creative industries, and it supports innovations whose creation of value predominantly, or completely, is the result of products or services from the creative industries.

There are three lines of funding available, depending upon the maturity and type of project:

- impulse XS helps projects in the development phase to assess their viability in terms of content and commercial usability .
- impulse XL supports projects in stages of development, implementation and first market replication whose economic viability and market orientation can already be plausibly and concretely demonstrated.
- impulse LEAD sponsors pilot projects that go beyond just single companies and have a "best-practice character". Through their diffusing and disseminating effect, they contribute to increasing the view of the creative industries as value creators and thus to improving the international position of Austria as a creative location.

Federal Ministry of Economy, Family and Youth (BMWFJ)

The BMWFJ creates the best possible framework for enterprises and represents at international levels the interests of Austria as a business location. One of the main objectives is to accelerate structural change by actively supporting research, technology and innovation. A key economic policy objective is to reinforce Austria's position as an attractive business location. By enhancing the creative industrie's competitive and innovative capacity via the support program called "evolve") the ministry acknowledges the increasing significance of the creative industries.

Creativ Wirtschaft Austria

Creativ Wirtschaft Austria (CWA) holds as its remit the interests of the Austrian creative industries, both at a national, European and international level. CWA is an integral part of the Austrian chamber of commerce. It is committed to developing the creative industries in Austria and creating linkages with other sectors.

Activities:

- Skills Development - CWA supports the economic success of creative people, regardless of membership in the Chamber of Commerce, through tangible services and networking of companies and intermediaries.
- Representation of Interests - CWA acts as an advocate for the interests of the creative industries and is active in creating a supportive environment.
- Information and Awareness - CWA sees itself as a knowledge hub, commissioning studies into and increasing the visibility of the achievements of the creative sector.

Since 2008, CWA, together with the Impulse/Austria business service, has been the sponsor and promoter of Evolve. Evolve is an initiative of the Federal Ministry for Economy, Family and Youth (BMWFJ) to promote innovation in the creative economy. Evolve helps to develop creative ideas right at the start of the creative process and to guide them on to a commercially successful track. The aim is to exploit the high innovation potential of the increasingly important creative industries, not only to secure but also to expand the outstanding innovation development performance of Austria relative to Europe.

Regional level

As the regional innovation agency of the region, ITG Salzburg GmbH has the mandate from the regional government (Land Salzburg) to develop and implement measures of the regional innovation programme in the field of creative industries and is coordinating the cross-regional Network Design & Media with Upper Austria. In Salzburg, the "Business Creation Centre Salzburg" (BCCS) supports innovative business ideas for academic start-ups (spin-offs), and supports as such, start-up projects within the field of gaming by providing infrastructure, consulting services and monetary support. Also, WE-Workshops and C Hoch3 Coaching-Workshops for entrepreneurs are organised and a special innovation service is provided by ITG Salzburg. In Austria, national support instruments in coaching and training on entrepreneurship, including networking, are being implemented on a regional level, which work to meet regional needs.

Regional Government - Land Salzburg

“Salzburg. Standort Zukunft. Wirtschaftsprogramm Salzburg 2020“ (=Economic programme)

The regional government – Land Salzburg – is shaping the regional innovation and technology related policies and has recently developed a new economic framework program for future policy measures until 2020. By engaging all relevant stakeholders the Land Salzburg developed a new vision for Salzburg including new strategies and measures in the field of Creative Industries and Information and Communication Technologies (ICT).

In its economic programme the regional government and partners sketched and analyzed the current situation, stating new strategies and measures for the future of the Land Salzburg. Among them fields like Building, Wood Products and – Technologies and Life Sciences emphasizes is given to the importance of creative industries, ICT as well as digital interactive media and games industry .

As in most regions in Austria (except Vienna) there are no specific monetary funding instruments for the creative industries in Salzburg.

New funding/ financing instruments

Crowdsourcing is a new buzz-word in the creative industries industry, especially after well-known game studios raised millions of dollars for their games via the crowdsourcing platform Kickstarter⁴. For a successful fundraising you need a convincing presentation, good marketing and it makes it much easier if you are already well-known for your games. Startups usually lack most or all of this.

“Under-financing is a huge barrier to the development and implementation of new ideas and raises the risks involved. It is hard for start-ups in the games industry in Salzburg to acquire funding or venture capital.” (young entrepreneur in Salzburg)

Embedded in national and regional policy initiatives to promote the creative industries (CI), certain measures such as funding programs and networks have been developed in order to support the games industry as part of the CIs.

⁴ <http://www.kickstarter.com/>

As diverse as the creative branch is, the problems it is confronted with are just as diverse: in addition to problems of financing, issues like lack of networking, weaknesses in translating ideas into economic activities, insufficient legal and business knowledge, or management deficits play a big role.

4. Needs and expectations in the field of creative industries

Salzburg's ambition is to promote innovation in and by means of the creative sector (e.g. gaming). Therefore the biggest current need seems to be to raise awareness for the importance of creative services and to support cross-sectorial cooperation with traditional business fields and organise networking activities. In addition existing framework conditions (e.g. incubators) need to meet the needs of highly skilled and talented professionals from the games industry. Salzburg's challenge will be to raise awareness in traditional business fields (like health, tourism, trade and crafts) for the potential of applying creative services and to stimulate demand. Furthermore existing support measures (like incubators or funding instruments) need to meet the necessities of start-ups and young entrepreneurs in the field of creative industries. However, the high level of skilled regional workforce (coming from the University of Applied Sciences) provide favourable conditions to cope with the above mentioned challenges.

Salzburg's creative industries is emerging with a number of small sized enterprises and a few large international players. New Master programs at the University of Applied Sciences and awareness raising measures demonstrate Salzburg's ambition to make use of its high potential.

In Salzburg, the regional potential of cross-sectorial partnerships (e.g. in the fields of tourism, health and education) needs to be unlocked by further awareness raising and networking measures. Based upon the activities, experiences and possibilities need to be shared and creative companies, researchers and SME's from various branches shall be further connected.

In Salzburg, educational institutions have developed specific degree programmes meeting the needs of the creative industries and it is to be expected that in the upcoming years highly qualified talents and entrepreneurs will emerge and highly qualified researchers and research centres will continue to work on many innovation projects together with businesses.

SWOT Matrix

Salzburg currently has in development/implementation several support services (e.g. forum for design and media, co-working space, creative industry think-tank...) for the creative industries. For the time-being they focus on its strengths in design, digital and interactive media, but lack an overarching strategy, a holistic approach at regional level that meaningfully links all the measures and makes them visible to a large audience – with one final goal: to rejuvenate the regional economy based on traditional industries, increasing its performance by using the transformative power of service innovation and creative industries. This SWOT analysis of the Salzburg region should provide an overview of the status quo.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Salzburg is a region with high economic and innovative power, with excellent research infrastructure, especially in Information and Communication Technologies. • Strong Educational and Research institutions: Universities in the region offer special degree programmes relevant to creative industries. • Transregional conferences receiving growing interest. • Highly skilled human resources in Creative Industries, especially in design, digital interactive media/gaming. • Strong service orientation and knowledge-based economy. • Education targeted on design, digital interactive media and games. • R&D projects in related fields • Large design companies, Media companies such as Red Bull Mediahouse and distributors such as Sony DADC and Real-Networks. 	<ul style="list-style-type: none"> • Lack of collaboration between creative companies and other industries. • No national policies e.g. to cut “non-wage labor costs” & taxes. • No specific monetary and non-monetary support instruments for projects on a regional level. • Various small hubs but no regional coordination.. • No overarching strategy. • Few riskfinancing measures/Venture Capital support: Many companies struggle to have sufficient capital backing for their business. • Young Start-Ups and highly skilled professionals move to other regions.

Opportunities	Threats
<ul style="list-style-type: none"> • Matches the economic profile/ programme of the region -> to put creative industries – design, digital interactive media and gaming higher on the political agenda. • High potential for creative and technological innovation – the market is expanding • New business models. • Create favourable framework conditions for an eco-system for service innovation and the creative industries. • Bridging the traditional sectors with the creative ones. • Stronger visibility of regional ICT capacities. • Cross-sectoral focus: Able to strengthen regional economy connecting with other fields: <ul style="list-style-type: none"> ○ Trade ○ Health/Medicine ○ Education/Training ○ Tourism ○ Culture & Arts • Coworking Spaces and other platforms for creative people (design.forum) will be established in the region. 	<ul style="list-style-type: none"> • Raise awareness for the importance of creative services, digital interactive media for other sectors -> work against distrust towards the industry. • Talents move to other regions. To position the region of Salzburg, in the long term, as a creative district open to cooperation and as a creative hub attracting talents in the creative industries.

5. Positive Support Measures (Good Practices)

Salzburg is one of four pilot regions in the EU, which is testing innovative voucher models (€ 5.000.) - for interlinking SMEs of all branches with the innovation-driver creative industries. In the past few years intensive efforts have been made to demonstrate the meaning of creative services for innovative projects in all branches and to support such cooperation accordingly.

VINCI “Vouchers in Creative Industries” is a project financed by the EU as well as by the Austrian Federal Ministry of Economy, Family and Youth and is being implemented by Austria Wirtschaftsservice GmbH (aws). The VINCI project aims to promote the innovation

process of SMEs via integration of creative services and thus strengthening the cross-sectoral cooperation, which is important for innovations. VINCI supports and strengthens the cooperation between enterprises of creative industries and other branches and should serve as a best-practice model for the development and the implementation of a nationwide creative industries- voucher.

WE-Workshops for entrepreneurs

We-Workshops is a training programme for entrepreneurs in the creative industries. Under the guidance of successful experts, the participants will find everything they need to know to turn their ideas into successful products and services. The thematic focus is on the fields of media, design and architecture. The best of the creative industries will answer questions, discuss how an idea can be turned successfully into a business concept and give practical insights and talk about hits and misses.

"We" is organised by the Austria Wirtschaftsservice (aws) in various regions of Austria. In Salzburg it is implemented in cooperation with the Land Salzburg, BCCS and ITG Salzburg to be held on two consecutive weekends. The first module focuses on basic entrepreneurial knowledge and on how to successfully develop an idea to become a business concept. Furthermore the program deals with Legal and tax issues and potential marketing and distribution strategies. In the second module opinions successful entrepreneurs and industry experts are invited for talks and discussions..

C Hoch 3 - Coaching-Workshops for entrepreneurs

C Hoch 3 has been developed by the creativ wirtschaft austria and is being implemented with regional partners such as ITG in Salzburg.

For creative professionals, networks and entrepreneurship are a prerequisite for their business success. At C Hoch 3 20 creative professionals have the possibility to work in the group on their entrepreneurial personality and achieve necessary business skills.

Over several months, 6 workshop days will be held to develop self-selected cooperation projects. In addition, there are regular meetings and peer groups.

SchmiedeFESTIVAL

Schmiede in Salzburg is a producers festival and community, a playground where our ideas come to play. Schmiede is based on three simple Principles: NETWORK, CREATE, PRESENT. Since 2003 annually, Schmiede produces this focused collective experience in a saline (2000 m²) far off on an island close to the city of Salzburg. Schmiede provides space, time, basic tools, food, events, a heterogeneous group (150+) of participants (Smiths), guests and projects. Schmiede unites to work and connect - genre, origin, tribe, eating habits - it doesn't matter, motivation, quality and the will to work and engage with others are the core criteria. Depending on the needs and possibilities of its members the SmithNetwork moves along the borders of art, culture, handcraft and creative industries. Schmiede ends with the SchmiedeWorkshow, a grand public exhibition, where the Smith productions of the past ten days are presented to the public and media.

6. Ideas for new support measures (new initiatives in progress...)

Creative Services from Design, ICT, new media and creative industries in general are regarded as important drivers for innovation and economic change, aiming on a stronger linkage between the creative industries and other business fields. Measures that will be taken in relation to the creative industries are the creation of co-working spaces, a Fablab, support for business formation, an incubator program, a design forum and related conferences, talks and exhibitions.

As a result of the desk research and implemented talks with several stakeholders, the following recommendations can be mentioned:

- Develop awareness activities to promote cross sectorial cooperation with other traditional industries
- Apply existing policy instruments (e.g. creative voucher model, creative industry funding...) on the needs of the creative industries
- Promotion of networking activities and knowledge-sharing between industries, research and education
- Training Pitching methods and promoting Venture Capital and Business Angels Networks
- Adapt regional services and capacities of intermediary organisations to better promote CCIs taking into account their needs and better understanding their potentials – by improving the framework conditions
- Promoting and Supporting entrepreneurial competences and skills such as financial, commercial, managerial skills by entrepreneurs.

- Establish new innovative funding measures for the creative industries to be competitive. (e.g. Monetary and non-monetary measures like local events regarding the games industry regional grants or awards for creative industry projects.)
- Making use of crowdsourcing - supporting local creative industries in the process of fundraising via these new platforms.
- Develop an overarching strategy for Creative Industries - create a regional hub.
- New specific support measures for founders meeting needs of creative entrepreneurs
- Raise awareness and transregional visibility.
- Strengthen Linkages between enterprises and research, educational institutions