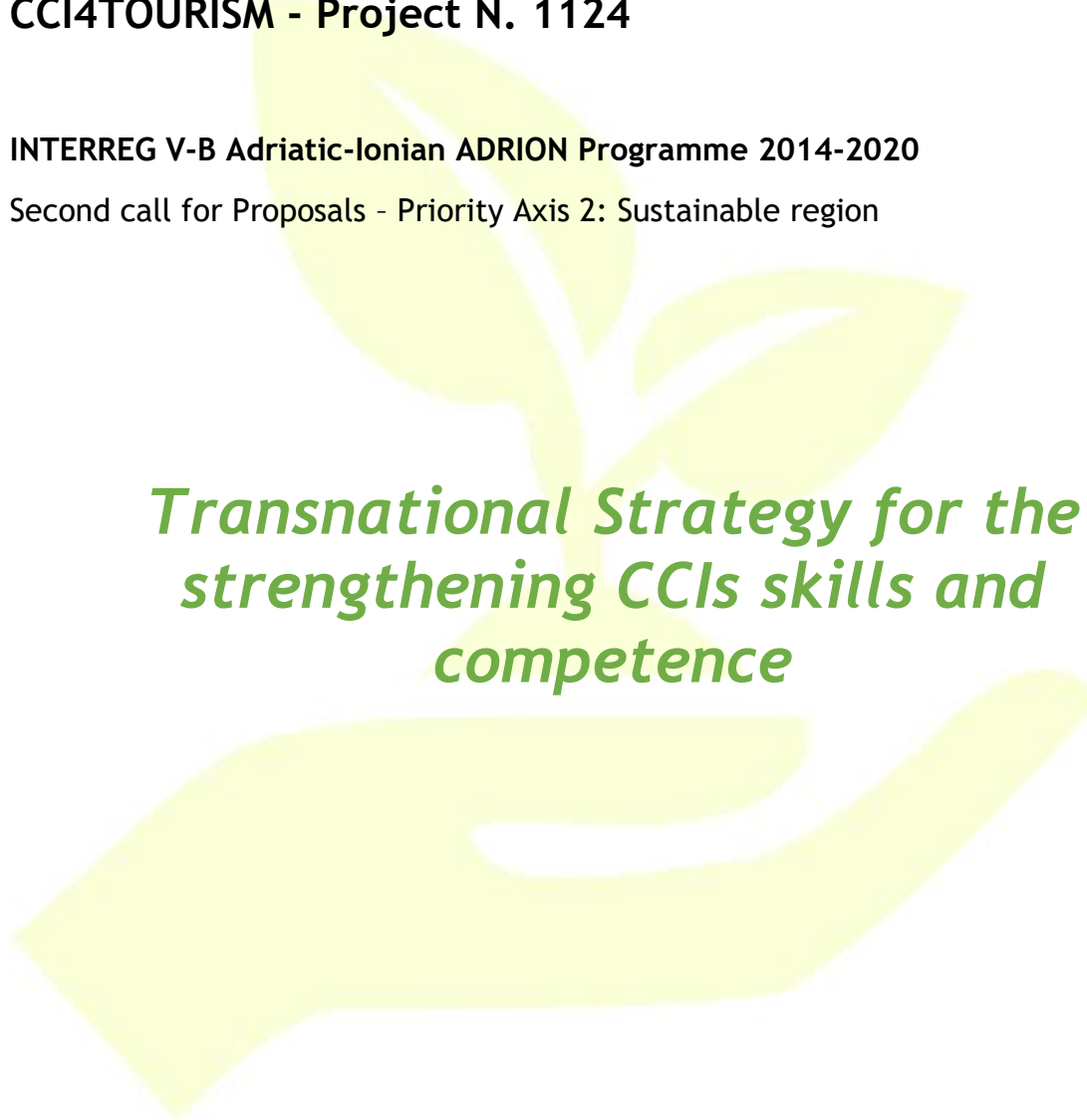


CCI4TOURISM - Project N. 1124

INTERREG V-B Adriatic-Ionian ADRION Programme 2014-2020

Second call for Proposals - Priority Axis 2: Sustainable region

Transnational Strategy for the strengthening CCI skills and competence



Project Details

Programme	Interreg V-B Adriatic-Ionian Cooperation Programme
Programme Priority	Priority Axis 2: Sustainable Region (Environment)
Programme priority specific objective	Promote the sustainable valorisation and preservation of natural and cultural heritage as growth assets in the Adriatic-Ionian area
Project title	Strengthen entrepreneurial skills of cultural and creative industries for the valorisation of cultural heritage and the development of sustainable tourism models in the Adriatic-Ionian region
Project acronym	CCI4TOURISM
Reference number	1124
Lead beneficiary	Tecnopolis Science and Technology Park
Total budget	
Time frame	01.02.2020 - 31.01.2023

Output Details

Work package	Implementation T1: Transnational action plan to empower CCIs in tourism as growth driver
Output Title	Transnational Strategy for the strengthening CCIs skills and competence
Program indicator to which the project main outputs contribute	OI_6c.1_2 Number of strategies and action plans developed in the field of natural and cultural heritage and tourism
Responsible Beneficiary	FRIULI INNOVAZIONE Claudia Baracchini
Involved Beneficiaries	All partners
Type of document	STRATEGY
Status	
Date of Delivery:	
Output Description	The Strategy will be addressed to National policy makers, aiming at strengthening CCI skills and competences. It will encourage a significant scale-up of the CCIs acting in the tourism market, by feeding them with managerial and operational skills
Availability	Public
Quantity (if printed)	n/a

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Executive Summary

This document presents a Strategy for making Creative and Cultural Industries (CCIs) a key player in the tourism sector in the Adriatic-Ionian macro-region. The Strategy includes a roadmap for strengthening the skills and competencies of CCIs, and aims to make them a distinctive factor of growth in the region. The CCI4Tourism project, which began in 2020, aimed to adopt the best business support services for the development of the creative and cultural sector, with a focus on entrepreneurship, talent mobilization, and the hybridization of cultural, creative, and tourist businesses. However, the implementation phase of the project was strongly impacted by the COVID-19 outbreak, resulting in a significant impact on the cultural and creative, and tourism sectors. As a result, topics such as sustainability and resilience have emerged as key drivers for emergency actions and are supported by the CCI4Tourism project and the ADRION Thematic Sub-cluster on Cultural and Creative Industries subcluster.

1 Initial contribution provided by the project CCI4T

CCI4TOURISM fixed a clear and ambitious objective: **making CCIs key players of the tourism sector and a distinctive factor of growth in the Adriatic – Ionian macro-region**. To achieve this new goal, there is a need for an unconventional approach and systems to tourism strategies.

The project was expected to adopt the best business support services for development of creative and cultural sector, starting from the **entrepreneurial discovery to the talent mobilization, empowerment of entrepreneurial skills, hybridization between cultural, creative and tourist businesses**, for the creation of new companies and for the design of new products.

The partnership involves **9 partners from 6 ADRION countries** (4 MS: Italy, Slovenia, Croatia, Greece and 2 IPA: Bosnia and Hercegovina, Serbia). This is a rather homogenous partnership, mainly composed of development or innovation agencies, science parks and incubators. The choice to build a partnership made by intermediaries' organizations dealing with entrepreneurship support schemes is driven by the project goals. Provided that the project adopts a strictly operational approach, aiming to strengthen the CCIs competencies for the enhancement of tourism products and services focused on best sustainable use of cultural heritage, the participation of PPs with specialized skills in supporting CCIs is functional to these purposes.

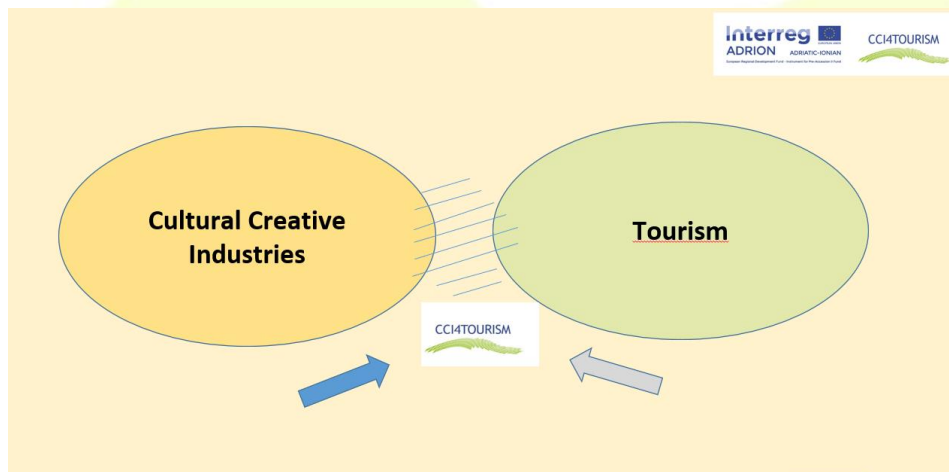
The diversity of partners represents a key strength of the project. With a wide range of partners contributing their expertise and experience in providing services to companies of all types and stages, including start-ups and mature businesses across various industries. Some partners act as incubators and offer acceleration services, while others are authorized by public authorities to run specific support programs. Furthermore, many of the partners are well-connected to regional, national, and international networks and hubs, providing a wealth of resources and opportunities.

1.1 Status of CCI and Tourism sectors

The CCI4Tourism project has analyzed the current state of the culture and creative industries, as well as the tourism sector, in the project area. These industries are rapidly expanding and contribute 3% to global GDP, according to UNESCO (2021). The CCI sector, which combines culture, creativity, and technology, employs over 7 million people in EU-27, representing 3.7% of total employment, according to Eurostat (2021).

Tourism is a significant sector globally and plays a crucial role in the European Union (EU) due to its economic and employment potential as well as its social and environmental implications. In 2018, more than one in ten enterprises in the European non-financial business economy belonged to the tourism industries. However, the COVID-19 crisis greatly impacted the tourism and cultural and creative sectors in 2020. Both industries suffered a significant decline, accounting for 70% of the fall in global GDP and a 21% decline in the global contribution of the CCIs to global GVA/GDP, respectively.

In the Adriatic-Ionian Region, tourism is already a rapidly growing economic activity and a major contributor to the area's GDP. However, the full potential of the region's rich natural, cultural, historical, and archaeological heritage has not yet been fully exploited in a sustainable and responsible way. Additionally, the European Union's Strategy for the Adriatic and Ionian Region (EUSAIR) Action Plan identifies sustainable tourism as one of its four pillars, emphasizing its central importance to the region. Therefore, there is a need to develop innovative, high-quality tourism products and services that exploit the potential of culture and creative industries, making the Adriatic-Ionian destination even more attractive.



1.2 Needs and Challenges of CCI and Tourism sectors

The CCI4TOURISM Project Partners conducted a needs analysis through focus groups to identify common needs and demands of the CCI sector collaborating with the tourism sector and other representatives of the regional ecosystem. The focus groups included stakeholders from various

sectors such as arts creators, travel agencies, museums, and tour operators. The goal was to explore the needs of the cultural and creative sector working in the regional tourism sector and to offer innovative solutions. The main areas explored during the focus group were:

- ✓ ECONOMIC SUSTAINABILITY /
- ✓ INNOVATION
- ✓ TECHNOLOGY AND DIGITIZATION
- ✓ NEW SKILLS OR EMERGING
- ✓ PROFESSIONALISM business and ENVIRONMENTAL SUSTAINABILITY
- ✓ NEW STRATEGY adopted and new needs identified in response to the pandemic.

The table below presents the top topics identified through focus groups and surveys conducted by the CCI4T partnership in 2021, as reported by local partners, on digital upskilling.

Topic	#	RDA SORA	AGGR A Zadar	IRI Centar	Tecno polis TNO	KEPA	CIDEA	CCI Tourism Vojvodina	RDA Green Karst	Friuli Innova zione
New financial investments	9	X	X	X	X	X	X	X	X	X
Digitalization (AR, VR, etc.)	9	X	X	X	X	X	X	X	X	X
Education	9	X	X	X	X	X	X	X	X	X
Dealing with the Covid-19 crisis	8	X	X	X	X	X	X	X	X	
Stakeholder collaboration	8	X	X	X	X	X	X	X		X
CCI and tourism connection	8	X	X	X	X	X		X	X	X
Hard-skills (business mgt, project mgt, etc.)	8	X	X		X	X	X	X	X	X
Innovation	8	X	X	X	X		X	X	X	X
Environmental sustainability	7		X	X	X	X	X	X	X	
Domestic tourism	7	X	X	X	X	X	X	X		
Strategic tourism management	7	X	X	X	X		X		X	X
Cultural heritage	7	X	X	X		X	X		X	X
Human resources	6	X		X	X	X		X		X
Social media marketing	6	X	X	X		X	X	X		
Hard-selling skills	6	X	X	X		X	X	X		

Experience development	6	X	X		X	X			X	X
Community building	6	X	X			X	X	X		X
Storytelling	4	X		X	X				X	
Data management	1				X					
Legal issues/Accounting	1			X						
		17	16	16	15	15	14	14	12	12

The Need Analysis overall indicates that cultural and creative businesses in the Adrion Region may encounter obstacles in both tourism and sustainable tourism. These difficulties include lack of access to funding, lack of knowledge, visibility, limited resources, lack of infrastructure, and competition, which can hinder their ability to attract tourists and generate income. Additionally, implementing sustainable practices and technologies may be delayed by limited access to information and resources, financial constraints, lack of infrastructure, limited market demand, and regulatory barriers.

(Post) Covid measures and recovery actions

The CCI4T Regional/National Analysis conducted by the CCI4T partnership confirmed that the culture and creative industries (CCI) and tourism sectors were among the most severely impacted by the COVID-19 crisis in the project area. Although the development of CCI branches varies among countries, it is generally acknowledged that entrepreneurs and micro-companies within these sectors were most affected. As the crisis began, individual countries implemented different measures to minimize the economic damage to companies, as described here below:

- During the pandemic and restrictions on movement, the Government determined a non-refundable aid of 90,000 dinars for more than 2,000 independent artists (RS)
- Delaying the payment of taxes and contributions (RS)
- Provision of 3 minimum wages for businesses that applied for this measure (RS)
- Exemption from taxes and contributions for the duration of the declared epidemic for self-employed and small businesses with a 70% drop in revenue (SI).
- Introduction of tourist vouchers for all adult citizens (SI and BiH).
- State aid Temporary Framework – exemption of public guarantees on loans with nominal loan amount of up to €800.000 with a goal to enable companies to continue their work, invest and maintain employees (CRO).
- Strategic support plan 2020 “We protect culture in Puglia” + fiscal and income support measures supports companies and workers in order to avoid losing investments in artistic production, digital innovation, public education, planned for the year 2021. Among these measures a money bonus for supporting the cultural and creative enterprises was provided (PUG, IT).

During the crisis, traditional tourism destinations have adapted their cultural and touristic offerings and new initiatives have emerged to address the new reality. For example, the Serbian platform "Serbia creates" launched a competition called "From Inspiration to Work of Art" to support professional

artists and creatives affected by the COVID-19 crisis. In Croatia, many cities transformed traditional tourist spaces into creative spaces with culture-motivated programs. These intensifications of urban cultural tourism program solutions raise the issue of the urban cultural tourism value chain. Similarly, in Greece and other countries, the COVID-19 pandemic has completely changed the landscape for cultural activities and consequently for the CCIs. Theatrical plays, concerts, and other cultural events were largely cancelled, while recordings of these events were widely viewed on TV and the internet. The public's need for cultural events will now have to be met through other means and forms of display and distribution, likely with the extensive use of ICT and dissemination channels. The changes in lifestyle and mindset resulting from the COVID-19 protection measures have created a demand for a change in the provision of art and culture.

The cultural and creative industries (CCIs) have an important opportunity to leverage new technologies in tourism promotion. This could include the development of tools and mechanisms for the digitalization of cultural and creative products, which can be capitalized on in the post-COVID era.

1.3 State of play and lessons learnt within CCI4TOURISM

The CCI4T Strategy is grounded in the following key capacity building outcomes of the funded project:

- a. Schemes: The CCI4T support scheme aims to provide assistance to CCIs within incubation and acceleration programs.
- b. Main topic areas and trends: The Strategy focuses on cultural and creative innovation, digital transformation, and sustainability, in alignment with EU Interreg programming priorities and capacity building strategies and methodologies for the CCs and tourism sector.
- c. Transnational added value: The implementation of the Creative HUB network (CCI4T HUBS) serves as a network of local nodes with physical and digital collaborative spaces to support local SMEs and start-ups in developing transnational business practices. The network acts as a conduit for support and enables the development of transnational business practice for local SMEs and **start-ups**.



The Creative Hub Network is the network of local nodes having both physical and digital collaborative spaces, acting as a support conduit for local SMEs and start-ups to develop transnational business practice.

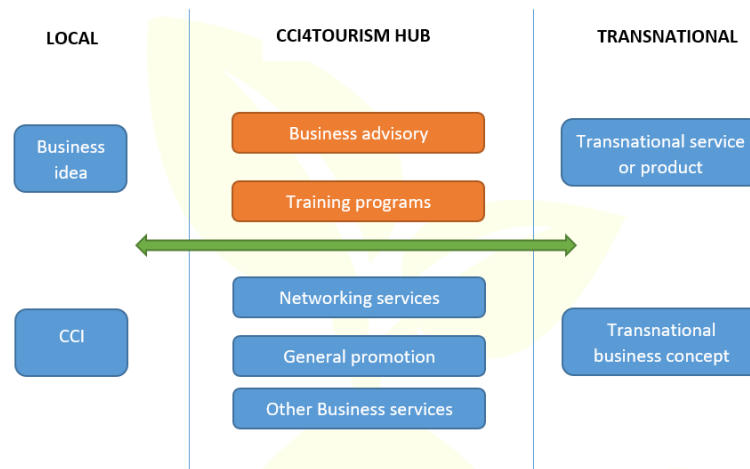
Creative Hub mission is:

- to support of local business ideas to gain traction and evolve to transnational ones,
- to support of local CCIs to connect into delivering transnational services or products.

Each HUB node, according to its physical set up characterisation (D.T2.2.1) and common communication Strategy (D.T2.2.2) is providing supporting services to the CCI's, that are listed and promoted in calendar of specific and periodical activities (D.T2.4.1).

The services are aligned with the specific goal of heritage valorisation, and exploitation of digital technologies in the CCI sector, renewing the tourism offer in the Adrion region and increasing the competitiveness and the resilience of the CCIs in the targeted area.

Diagram 1 - Creative HUB network support program diagram



The key takeaways from the project implementation were closely tied to the effects of COVID-19 on both the cultural and creative, and tourism sectors. Based on evidence and the firsthand experience of partner organizations, the following points are crucial to consider when creating a Transnational Strategy output:

- **Emphasis on sustainability:** The pandemic has led to a renewed emphasis on sustainability in the cultural and creative sectors, as well as in tourism. This includes reducing the environmental impact of travel and promoting sustainable tourism practices.
- **Importance of digitalization:** The pandemic has accelerated the need for digitalization in the cultural and creative sectors, as well as in tourism. This includes online ticketing, virtual tours, and digital content creation.
- **Need for innovation:** The pandemic has forced the cultural and creative sectors, as well as the tourism industry, to innovate and come up with new ways of engaging with audiences and visitors. This includes the use of virtual and augmented reality technology.
- **Importance of resilience and adaptability:** The pandemic has shown the importance of resilience and adaptability in the cultural and creative sectors, as well as in tourism. Businesses and organizations have had to quickly adapt to changing circumstances and find new ways to survive and thrive.
- **Diversification of revenue streams:** The pandemic has highlighted the need for diversification of revenue streams in the cultural and creative sectors, as well as in tourism. This includes developing new income sources, such as digital content creation, e-commerce, and online services.
- **Importance of community engagement:** The pandemic has shown the importance of community engagement in the cultural and creative sectors, as well as in tourism. This includes working closely with local communities and organizations to support their recovery and resilience.
- **The role of Governmental support:** The pandemic has highlighted the important role that government support plays in the cultural and creative sectors, as well as in tourism. This includes financial assistance, tax relief, and other measures to support businesses and organizations during the crisis.

1.3.1 A dynamic and interconnected support service ecosystem

It is important for participating countries to connect the regional and national levels and entities related to CCI and sustainable tourism. Both the national and regional levels play important roles in following and contributing to national strategies and development policies, as well as implementing project activities, engaging stakeholders in the CCI and tourism sector, and considering Regional development policies. The Regulatory Framework, which varies by country and can be at the national or regional level, serves as the basic framework for project implementation. It is important to create an environment where different stakeholders can interact and the CCI and tourism ecosystem can grow and develop.

Important are the existing interaction between employees in these sectors and initiatives in individual regions. In order to create and strengthen connections between CCI and traditional tourism sectors the transfer and exchange of experiences and skills between sectors must be promoted. To stimulate such exchanges certain actions and activities need to happen:

- setting up of networks between CCIs and enterprises from other sectors of the traditional economy for fostering the skills connection and abilities and for designing new investment plans;

- establishment of consultancy relationships between CCI and companies from traditional tourism sector;
- creation of spaces and places for events, meetings and networking are encouraged;
- comparison, exchange, collaboration and launch of innovative experimental ideas between CCIs and tourism sectors;
- the exploitation and promotion of the areas and sites of cultural and natural importance, in order to strengthen the validation of the area as a tourism destination and product.

The integration of the CCIs in this effort can provide additional value elements towards the achievement of this goal.

Regions have identified key entities to collaborate with in future project activities. These include government and regional establishments, as well as CCI clusters and national or regional tourism organizations. Additionally, there is a strategic relationship between the CCI and public and private funding organizations that provide economic support to the development of the CCI and tourism ecosystem in all participating regions.

1.3.2 Main upskilling tools and schemes implemented

CCI4T Support program implementation

The implementation of support program follows four implementation phases as described below.



Phase 1 - Entrepreneurial discovery

The implementation phase of the CCI4Tourism project focuses on identifying target groups, CCIs, and other stakeholders in the area of heritage valorization and exploitation of digital technologies in the CCI sector. The goal is to tailor HUB services to the local needs. The entrepreneurial discovery is carried out by CCI4Tourism supporting organizations through a survey of services available at the country and/or regional level, desk research and analysis of Creative HUB thematic documents, target group needs analysis, a call for business ideas in partners' territories, and building a local support network. Resources used include Creative HUB thematic documents, a template for a call for business ideas, and a common communication plan for organizations on-boarding the hub. Outputs include a list of

stakeholders, available training and support programs, business ideas, a support program specialization topic, and a support program budget draft.

Phase 2 – Program structuring

This implementation phase focuses on identifying potential target groups, Creative and Cultural Industries (CCIs), and other relevant stakeholders in the area of heritage valorization and exploitation of digital technologies. The goal is to tailor the HUB services to the local needs by surveying available services at the country and/or regional level for CCIs, conducting desk research and analysis of Creative HUB thematic documents, analyzing target group needs through online surveys and focus group interviews, and calling for business ideas from partners' territories to identify promising start-ups and business opportunities in the field of cooperation between CCIs and tourism operators at a transnational level. Additionally, a local support network will be built by involving local and national stakeholders to ensure program sustainability. Resources used include Creative HUB thematic documents, a template for a call for business ideas, and a common communication plan for organizations on-boarding the hub. Outputs include a list of stakeholders, available training and support programs, business ideas, a support program specialization topic, and a support program budget draft.

Phase 3 - Support program execution

The support program is executed using an agile organizational model that emphasizes collaboration and cooperation to deliver value for Creative and Cultural Industries (CCIs) developing transnational services or products or internationalizing their current business models. The support program is executed in accordance with the rules and joint management system established by the project partnership, with the Creative HUB network manager serving as a servant leader in the execution and evaluation of support programs. The agile business model enables ongoing improvement of service quality through a continuous cycle of service quality review and redesign, resulting in high-value services for end users. Activities include organizing and promoting support services such as coaching and mentoring, producing training materials and webinars, actively participating in the development of national and transnational business concepts, services and products using a customized business model canvas, promoting value propositions for local SMEs to join transnational consortiums and networks, supporting new business concepts related to sustainable and digital tourism, utilizing collaborative spaces and specialized equipment in support programs, addressing potential tensions and competition within the community, activating talent and networking both physically and digitally, promoting available local and international training programs, and evaluating the executed support programs and quality of service provided by third-party coaches. Resources used include the Creative HUB PR support service, community collaboration tools, business canvas templates, and HUB physical equipment. The results include an international list of local events, a catalogue of transnational business concepts, services, and products, an updated list of support services for SMEs, and an updated list of international experts and external service providers.

Phase 4 - Creative HUB network and virtual accelerator

The Creative Hubs Network (CHN) is a virtual platform for the exchange of ideas and best practices on cultural heritage valorization and sustainable tourism among the support organizations of the Adriatic-

Ionian region. The goal of this implementation phase is to support CHN members in developing local pilot incubation-acceleration programs and updating local support programs based on best practices. Activities include actively participating in the development and promotion of a virtual CHN accelerator program, organizing and participating in educational activities to strengthen the capacity of mentors and coaches within the CHN, selecting the best business concepts and supporting them to become internationally accepted business models and operations. This phase is crucial for adopting an agile management concept and achieving the long-term sustainability of the support network and developed support programs. Resources used include business development tools, e-learning subscriptions and licenses, a customized business model canvas for CCIs, the CHN mentor network, and the CHN project collaboration platform. Outputs include an analysis of support pilot programs, support programs for CCIs SMEs and start-ups, and an increased personal value proposition for all stakeholders involved in CHN operations.

Table 1 – Creative HUB support services categories and activities

Support service category	Service category description
Business advisory and coaching	Service category that includes business advising in the field of transnational product / service / concept development, but also can include direct CCIs advising in financial, accounting, fundraising, legal, marketing etc.
Training programs	This category includes all skill building activities in a form of traditional trainings and e-learning. Also, it includes educational programs as well if provided.
Networking services	This support category revolves around utilizing intangible assets of project partners like reputation and/or affiliation level in order to promote a certain concept and/or product/service to relevant stakeholders. i.e., Promoting or arranging a meeting for the CCIs for presenting innovative marketing concept to the regional tourist board. They also include a peer-to-peer interaction with CCIs, tourism operators, start up, etc. physically / digitally attending the same local hub and/or the transnational hubs network supporting the business cooperation, partnership creation and strengthening market potential.
General promotion	General promotion includes activity that have a result of increased visibility. This includes posting on social network, web promotion, printed promotion, and all other activities related to communication of transnational product / service / concept to general public. Supporting CCIs hosted in the hubs in acting best promotion strategies of their products and services.
Use of collaborative spaces and specialized equipment	According to their local specialization, Hubs provide professional equipment (3D printers, photographic equipment, laptop, desks, meeting rooms, etc.) that CCIs will be allowed to use according to specific functioning rules.
Other business services	Other business services are business services that HUBs are providing by themselves or by third party that are support for CCIs. These can be marketing services, digital photography services, 3D printing service and all other services that are supportive in SMEs action to transnationalize its business in the area of sustainable tourism.

Quality assurance

The CCI4T Support program (WPT1) includes a number of quality assurance measures to be jointly agreed and applied by project partners. These measures include guidelines for selecting coaches and experts based on three main areas of expertise (Business management, Digitalization, Digital marketing, Sustainable tourism), the use of a living list of selected coaches, and guidelines for the implementation of a common approach to the Call for Ideas. Additionally, monitoring tables are used to track the launch and selection of local Call for Ideas, as well as the implementation of the support program. Data collected includes the number of ideas/projects supported, coaching specializations, additional activities, start and end dates, and any difficulties encountered during the implementation phase. Guidelines for selecting the best ideas and a final results table are also used to evaluate the success of the program.

2 STRATEGY VISION

The impact of the COVID-19 pandemic on the cultural and creative industries (CCI) and the tourism sector has highlighted the need for **improved resilience and competitiveness**. The CCI4T Transnational Strategy aims to address this by **leveraging green and digital skills and competences, fostering innovation and sustainability** in businesses and organizations, and **providing advanced transnational support services** in the Adrion program area.

To develop green and digital skills and competences, the Strategy will offer training programs, workshops, and other capacity-building initiatives that focus on sustainable tourism practices and digitalization. This will help businesses reduce their environmental impact, increase efficiency and innovation, and improve competitiveness.

The Strategy also aims to support the development of innovative and sustainable businesses in the CCI 4 Tourism sector by providing access to funding, mentoring, and other resources. This will include support for the development of digital platforms and technologies that can help to increase the visibility and accessibility of CCI 4 Tourism businesses.

An advanced transnational support service ecosystem will be established to further support the resilience and competitiveness of the CCI 4 Tourism sector. This ecosystem will provide businesses and organizations with access to a wide range of services and resources, including funding, mentoring, networking opportunities, and other support services that will help businesses to grow and expand in the Adrion program area.

To ensure tangible growth in the CCI 4 Tourism sector, the Strategy aims to increase the number of visitors, boost tourism revenues, and create new jobs in the industry. This will be achieved by developing new products and services, improving the accessibility and visibility of CCI 4 Tourism businesses, and supporting the development of sustainable tourism practices.

Regular monitoring and evaluation will be conducted to ensure the effectiveness of the Strategy. This will include regular reporting on the progress of the initiative, identification of challenges and issues, and making necessary adjustments to the Strategy to achieve its objectives. Overall, the Strategy aims to support the recovery and growth of the cultural and creative industries and the tourism sector in the Adrion program area, through a focus on green and digital skills & competences, innovation and sustainability, and advanced transnational support services.

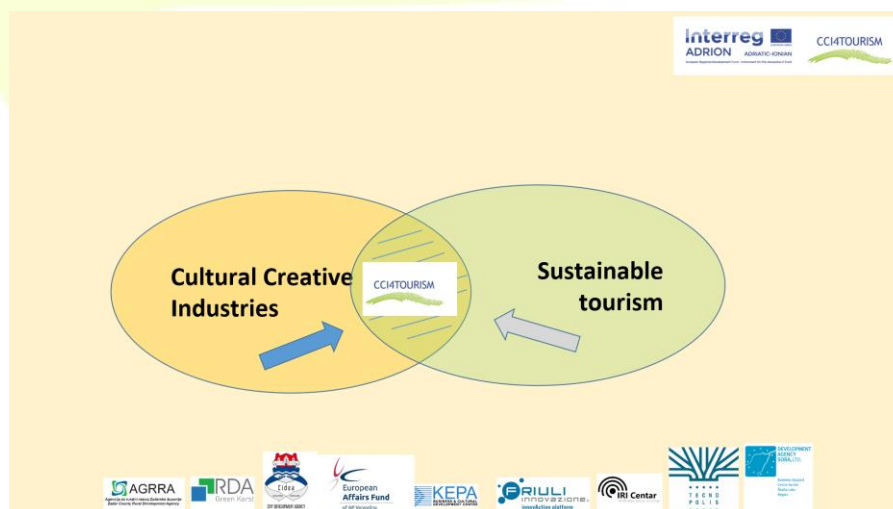
2.1 To whom: Cultural and creative industries for sustainable tourism

Cultural and creative industries for tourism (CCI4T) refer to the use of cultural and creative assets and activities to promote sustainable tourism practices. These industries include traditional and contemporary art, heritage, crafts, design, film, music, performing arts, and literature, and they can play a key role in promoting sustainable tourism. This concept is based on the idea that cultural and creative assets and activities can be used as a tool for sustainable tourism development, by highlighting the unique cultural, historical, and natural resources of a destination, and by promoting sustainable practices such as eco-friendly accommodations and responsible tourism activities.

One of the key elements of CCI for sustainable tourism is the use of creative and cultural assets to enhance the visitor experience and to promote a deeper understanding of a destination's cultural heritage and natural resources. This can include activities such as cultural tours, craft workshops, and performances that highlight the unique cultural and creative assets of a destination. Additionally, CCI for sustainable tourism can also play a role in promoting sustainable practices such as eco-friendly accommodations and responsible tourism activities.

CCIs for sustainable tourism can also help to create new jobs and economic opportunities in the cultural and creative sectors, as well as in the tourism industry. This can include the development of new tourism products and services, such as cultural and creative tours and workshops, as well as the creation of new jobs in the cultural and creative sectors and in the tourism industry. Additionally, CCIs for sustainable tourism can also help to support the conservation of cultural and natural heritage and promote sustainable development in the destination.

CCIs for sustainable tourism are using cultural and creative assets and activities to promote sustainable tourism practices, by highlighting the unique cultural, historical, and natural resources of a destination, and by promoting sustainable practices such as eco-friendly accommodations and responsible tourism activities that can lead to economic and social benefits while preserving the cultural and natural heritage of the destination.



The Adriatic region, which comprises of eight countries along the Adriatic coast, offers a rich cultural and natural heritage that can be leveraged through the cultural and creative industries (CCIs) to benefit tourism. The benefits of CCIs for tourism in the Adrion region include:

- Enhancing the visitor experience - CCIs can help to enhance the visitor experience by providing unique and authentic cultural and creative experiences that showcase the region's rich heritage and natural resources. This can include cultural tours, craft workshops, and performances that highlight the unique cultural and creative assets of the region.
- Promoting sustainable tourism: CCIs can play a key role in promoting sustainable tourism practices in the Adrion region. This can include the development of eco-friendly accommodations, responsible tourism activities, and other sustainable tourism products and services that highlight the region's natural and cultural heritage.
- Economic development: The development of CCIs can create new economic opportunities in the region. This can include the creation of new jobs in the cultural and creative sectors and in the tourism industry, as well as the development of new tourism products and services that can generate revenue for local communities.
- Cultural preservation: CCIs can help to preserve the cultural heritage of the Adrion region by highlighting the region's unique cultural and creative assets and encouraging their preservation. This can include the conservation of traditional crafts, the promotion of local art and music, and the preservation of historic sites and monuments.
- Branding and promotion: CCIs can also be used as a tool for branding and promotion of the Adrion region as a cultural and creative destination. This can include the development of marketing campaigns that highlight the region's unique cultural and creative assets, as well as the promotion of the region's cultural and creative events and activities.
- Encourage intercultural dialogue and exchange: CCIs can encourage intercultural dialogue and exchange among the different countries of Adrion region, promoting mutual understanding and cooperation among the countries of the region and encouraging the development of cross-border collaborations.

In summary, the cultural and creative industries can offer many benefits to tourism in the Adrion region by highlighting the region's unique cultural and natural heritage, promoting sustainable tourism practices, creating economic opportunities, and preserving cultural heritage, as well as promoting the Adrion region as a cultural and creative destination and encouraging intercultural dialogue and exchange.

2.2 What: the mission statement of the transnational CCI4T Strategy

Our mission is therefore to strengthen the cultural and creative industries for tourism (CCI4Tourism) in the Adrion program area by boosting and upgrading local support ecosystems, leveraging on transnational resources and networks. We aim to empower businesses and organizations in the CCI4Tourism sector to increase their competitiveness and resilience by providing access to resources, networking opportunities, and support services that will help them to grow and expand. By leveraging on the expertise and resources of transnational partners, we will work to create a more sustainable, innovative and competitive CCI4Tourism sector in the Adrion program area.

2.3 How: key elements for a successful Strategy implementation

The successful implementation of a Strategy is vital for achieving its objectives. Our Strategy leverages on crucial key points to ensure its success: generative learning, agile implementation, and measuring the impact of support actions. Generative learning allows us to learn from our experiences and continuously improve our Strategy. Agile implementation enables us to adapt to changes and challenges in a flexible manner. Measuring the impact of support actions allows us to assess the effectiveness of our support actions and ensure their success. By focusing on these key points, we aim to ensure the successful implementation of our Strategy.

1. **Generative Learning** applied to support training programs for CCI for tourism: Generative learning is a key component of our Strategy implementation. This approach emphasizes learning from experience and using that learning to continuously improve the Strategy. This will be achieved by regularly reviewing and analyzing the progress of the initiative and using that information to make adjustments and improvements.
2. **Agile Implementation** applied to support training programs and upskilling actions: Agile implementation is a key principle that will be leveraged in our Strategy implementation. This approach emphasizes flexibility and adaptability, allowing us to respond quickly to changes and challenges. This will be achieved by using a flexible and adaptive project management approach, which will allow us to make adjustments and improvements as needed.
3. **Measure Impact of Support Actions:** Measuring the impact of support actions is a key component of our Strategy implementation. This approach emphasizes the importance of assessing the effectiveness of the support actions taken to ensure the success of the initiative. This will be achieved by regularly monitoring and evaluating the progress of

3 The Strategy goals and roadmap for the strengthening CCIs skills and competences

In line with the new programming EU priorities¹, the overall objective of the CCI4T (Cultural and Creative Industries for Tourism) Strategy is to strengthen the skills and competencies of CCIs in the Adrion region by creating supportive framework conditions for broadening education, activating and attracting talents, promoting internationalization, mobilizing capital and exploiting the power of innovation with a focus on new technologies and green transition. This will be achieved by leveraging on the Creative Hub network implementation, which will provide a platform for CCIs in the Adrion region to connect, collaborate, and share resources.

To achieve this overall objective, the following goals will be established as part of the 7-year road map (2023-2030) for CCI4T partners organizations committed to implementing within their ecosystems and transnationally by means of cross-border partnerships:

- Develop capacity-building programs focusing on sustainable tourism practices and digitalization
- Develop a digital platform for CCI4Tourism businesses

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- Establish an advanced transnational support service ecosystem
- Increase the number of visitors, boost tourism revenues, and create new jobs in the CCI4Tourism sector
- Ensure that the goals align with the overall strategic vision of the initiative
- Yearly progress check-ins and adjustments to the Road Map to ensure that the initiative is on track to achieve its goals.

Table title : "SMART Strategy Goals: A Detailed Breakdown"

	Specific Strategy goals	Measurable	Achievable	Relevant	Time-bound
Green and Digital Skills & Competences: To improve the resilience and competitiveness of CCI 4 Tourism sectors, it is crucial to develop the green and digital skills & competences of businesses and organizations.	Develop training schemes, workshops, and other capacity-building initiatives that focus on sustainable tourism practices and digitalization.	Increase the number of participating businesses that adopt sustainable tourism practices by 20% within 7 years, and increase the number of participating businesses that adopt digitalization practices by 30% within 7 years.	Utilize existing resources and partnerships to develop the capacity-building programs and work with businesses to ensure they are able to effectively implement the practices learned.	Developing capacity-building programs focusing on sustainable tourism practices and digitalization is relevant to helping businesses reduce their environmental impact, increase efficiency and innovation, and improve their competitiveness.	Complete development of the capacity-building programs, and conduct at least 4 workshops by 2030
Innovation and Sustainability: The Strategy vision aims to support the development of innovative and sustainable businesses in the CCI 4 Tourism sector.	Develop a digital platform that allows CCI 4 Tourism businesses to create an online presence and showcase their offerings. The goal will be measured by the number of businesses with an online presence, and the platform will be developed using existing technology and resources and evaluated over 7 years.	Increase the number of CCI 4 Tourism businesses with an online presence by 50% within the next 7 years.	Utilize existing technology and resources to create the digital platform, and work with CCI 4 Tourism businesses to ensure they are able to effectively use the platform.	Developing a digital platform for CCI 4 Tourism businesses is relevant to increasing their visibility and accessibility, and ultimately helping them attract more customers and support sustainable practices.	Complete development of the digital platform and have it available for CCI 4 Tourism businesses to use within the next 6 months years, and regularly evaluate its effectiveness over the following 5 years.
Advanced Transnational Support Services: To further support the resilience and	Establish an advanced transnational support service ecosystem that	Increase the number of businesses and organizations utilizing the	Utilize existing resources and partnerships to establish the ecosystem, and	Establishing an advanced transnational support service ecosystem is	Complete the establishment of the support service ecosystem and

competitiveness of CCI 4 Tourism, the Strategy vision will establish an advanced transnational support service ecosystem.	provides businesses and organizations with access to a wide range of services and resources, including funding, mentoring, networking opportunities, cross-fertilization, new business model support, digital marketing, and other support services.	support service ecosystem by 30% within the next 7 years, and increase the number of businesses and organizations reporting positive impacts (e.g., increased revenue, expansion, improved efficiency) as a result of utilizing the ecosystem by 20% within the next 7 years.	work with businesses and organizations to ensure they are able to effectively utilize the services and resources provided.	relevant to supporting the resilience and competitiveness of CCI 4 Tourism businesses and organizations and helping them grow and expand in the Adrion program area.	conduct an evaluation of the ecosystem's effectiveness within 7 years of its establishment
Tangible Growth: To ensure tangible growth in the CCI 4 Tourism sector, the Strategy vision will aim to increase the number of visitors, boost tourism revenues, and create new jobs in the industry.	Increase the number of visitors to the CCI 4 Tourism sector, boost tourism revenues, and create new jobs in the industry by developing new products and services, improving the accessibility and visibility of CCI 4 Tourism businesses, and supporting the development of sustainable tourism practices.	Increase the number of visitors to the CCI 4 Tourism sector by 10%, Increase tourism revenues by 15%, and create at least 50 new jobs in the industry within the 7 next years the	Utilize existing resources and partnerships to develop new products and services, improve accessibility and visibility of CCI 4 Tourism businesses, and support sustainable tourism practices	Increasing the number of visitors, boosting tourism revenues, and creating new jobs in the CCI 4 Tourism sector is relevant to ensuring tangible growth in the industry	Achieve the visitor, revenue and job creation targets within the next 7 years
Agile Monitoring and Evaluation: To ensure the effectiveness of the Strategy vision, regular monitoring and evaluation will be conducted.	Clearly defined metrics for measuring progress, such as increase in sales or reduction in expenses. Innovative assessment approaches and technologies that can be used include data analytics and visualization tools, online surveys and feedback forms,	Establishing a way to track and measure progress against the specific metrics.	Setting realistic targets that can be realistically achieved within the given time frame.	Ensuring that the goals align with the overall strategic vision of the initiative.	Setting a specific deadline for achieving the goals.

	and machine learning algorithms to analyze large data sets and identify patterns and trends.				
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4 Conclusions

The CCI4Tourism project aims to develop a transnational Strategy for strengthening CCIs for sustainable tourism in the Adrion region, with a focus on creating a durable solution through the development of the Creative Hub network.

✓ Strengthening CCIs for Sustainable Tourism:

The transnational Strategy aims to strengthen CCIs for sustainable tourism in the Adrion region by providing access to resources, networking opportunities, and support services that will help businesses and organizations to grow and expand. This will include access to funding, mentoring, and other resources that will help businesses

✓ The Creative Hub Network:

The [Creative Hub network](#) is a key component of the transnational Strategy. It serves as a platform for businesses and organizations in the CCI4Tourism sector to connect, collaborate, and share resources. The network will be developed in a way that is inclusive and accessible to all stakeholders in the Adrion region, including small and medium-sized enterprises (SMEs), cultural and creative professionals, and other organizations.

✓ Durable solution:

The Transnational Strategy aims to provide a durable solution for strengthening CCIs for sustainable tourism in the Adrion region. This will be achieved by taking a long-term approach to the development of the Creative Hub network, which will be designed to be sustainable and adaptive to the changing needs of the region. The Transnational Strategy serves as the foundation for the Transnational Action Plan for an Adriatic-Ionian Cultural Tourism 4.0, which outlines specific actions for achieving the main and specific goals within the next 7 years as outlined in the Strategy. The Strategy leverages existing partnerships and resources to effectively implement these actions. The Transnational Action Plan for an Adriatic-Ionian Cultural Tourism 4.0 will be the operational plan for this Strategy, it will detail the specific steps that need to be taken by the partnership and other stakeholders in the region, and it will establish measurable targets and indicators to track progress and evaluate the results of the project. The focus of the action plan will be on developing innovative, high-quality tourism products and services that capitalize on the potential of culture and creative industries, making the Adriatic-Ionian destination more attractive and sustainable for visitors.

5 CCI4T Deliverables list and useful links

- M.5.1 Meetings organized at Sub-Cluster level by LPs of the involved projects
- M.5.4 Position Paper/Policy Paper about specific TC
- M.5.5 new project proposal to be funded under the EC 2021-2027 Programming period
- T1.1.1 survey on the services available at country level for acceleration and incubation
- T1.1.3 virtual incubation list of services
- T1.1.4 virtual acceleration list of services
- T1.1.5 guidelines to support CCIs for tourism market in the Adrion area
- T1.2.1 regional and transnational surveys
- T1.2.2 needs analysis of CCIs
- T1.2.5 booklet - best CCI ideas for cultural heritage valorization
- T1.3.2 design thinking workshop results (transnational)
- T2.1.1 creative hub network rules of functioning - visual map + paper
- T2.1.3 Local nodes identification, activation and specialization list
- T2.1.4 creative hub network joint management system
- T2.2.1 report on creative hubs physical set up
- T2.2.2 creative hub communication framework - communication Strategy
- T2.3.4 report on local digital training offer implemented
- T3.1.1 joint definition of a common methodological approach – paper
- T3.1.2 transnational study visit
- T3.2.4 report of the pilot actions results
- T3.3.4 report of the pilot actions results
- T3.4.1 review of bottom-up contents created during the CCI4TOURISM activities - report

Useful links

1. "Introduction to the topic EC" by Maciej Hofman - https://www.interregeurope.eu/sites/default/files/inline/Maciej_Hofman_Introduction_to_the_topic_EC.pdf
2. "About" - Creative Tourism Network - <http://www.creativetourismnetwork.org/about/>
3. "Coronavirus: How the EU responds to the outbreak in support of the cultural and creative sectors" - European Commission - https://ec.europa.eu/culture/news/coronavirus-how-eu-responds-outbreak-support-cultural-and-creative-sectors_en
4. "Tourism and Transport Package" - European Commission - https://ec.europa.eu/commission/presscorner/detail/en/QANDA_20_870
5. "Creatives UNITE" - <https://creativesunite.eu/>
6. "Europe's moment: Repair and prepare for the next generation (new EU recovery instrument and next MFF)" - European Commission - https://ec.europa.eu/commission/presscorner/detail/en/ip_20_940
7. "Protocol methodology for HC innovation in sustainable cultural tourism (v1)" - <https://becultour.eu/sites/default/files/2022-02/D3.1%20E2%80%93%20Protocol%20methodology%20for%20HC%20innovation%20in%20sustainable%20cultural%20tourism%20%28v1%29.pdf>

6 Annex I - Letter of intent signed by project partner organizations

»*Transnational Strategy for Strengthening Creative and Cultural Industries (CCIs) Skills and Competence*«

LETTER OF INTENT

As the representative of _____, (project partner in CCI4TOURISM project) I am writing to express our strong interest in the CCI4Tourism project and the development and implementation of the present **"Transnational Strategy for Strengthening Creative and Cultural Industries (CCIs) Skills and Competence"** (from now on :*Transnational Strategy*).

We understand the importance of developing skills and competence in a transnational context to enhance the competitiveness and sustainability of the creative and cultural industries for tourism.

We are fully committed to working together to achieve the objectives of developing and implementing a comprehensive transnational strategy, promoting best practices and knowledge sharing, fostering collaboration and networking among CCIs.

Furthermore, we acknowledge that the "*Transnational Strategy*" serves as the foundation for the "*Transnational Action Plan for an Adriatic-Ionian Cultural Tourism 4.0,*" which outlines specific actions for achieving the main and specific goals within the next 7 years.

We have the expertise required to make a meaningful contribution to the success of this project and are eager to discuss further opportunities for collaboration. This letter serves as a statement of intent and is not binding, nor does it demand any financial or personnel resources.

Organization name:

Legal representative name:

Place and date

Signature and stamp