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CONCLUSIONS FROM THE FOUR PILOTING PHASES

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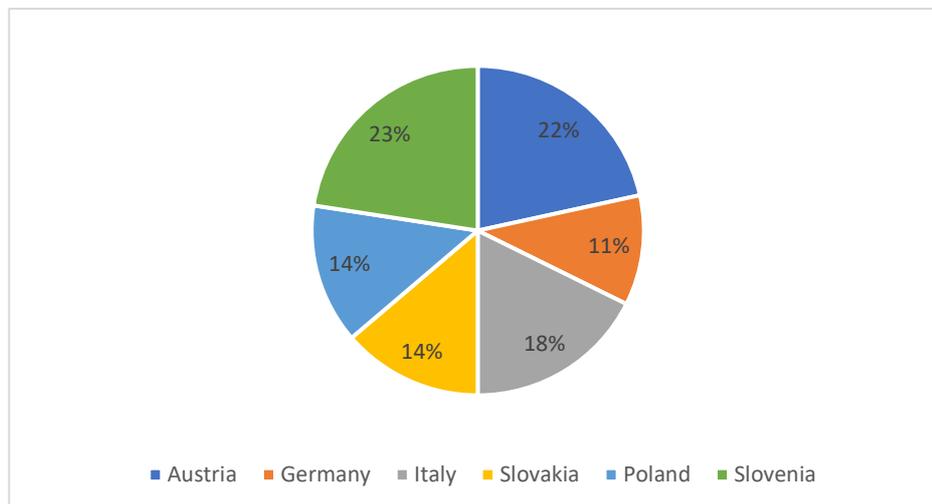
1. General Information

The aim of the 'Conclusions from four piloting phases' document is to give advice and guidance to the consortium and others who in the future will try to connect AVM with CCIs. Based on the structured feedback collected from partners and participants on the services, trainings and tools in the four piloting phases, the consortium made some conclusions on what can be improved and/or changed in future activities. Feedback was collected from participants via a survey questionnaire. Besides that, the lead partner made an in-depth interviews with tandem partners on what were their experience in linking AVMs and CCIs and what kind of feedback did they get on-site.

The Survey

Between July and December 2022, we have conducted a survey on satisfaction of the participants in the piloting phase of COCO4CCI project. The survey was conducted in 6 countries and translated in 5 languages (Italian, Slovak, German, Polish, Slovenian). All together 104 professionals of different fields participated.

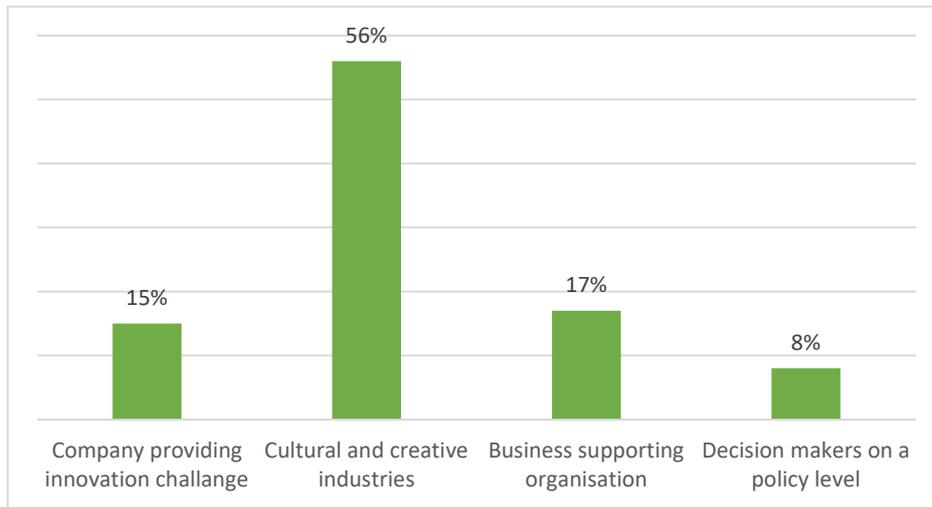
Graph 1: THE PARTICIPATING COUNTRIES



Representatives of various sectors participated in the pilot activities. Most of the participants were representatives of the cultural and creative sector as they were the main target group of COCO4CCI and the activities were targeted towards them. Based not only on this, but also on open answers, which are not included in the graphs, we can conclude that there is a large interest in cooperation on the part of the cultural and creative industries with other sectors.

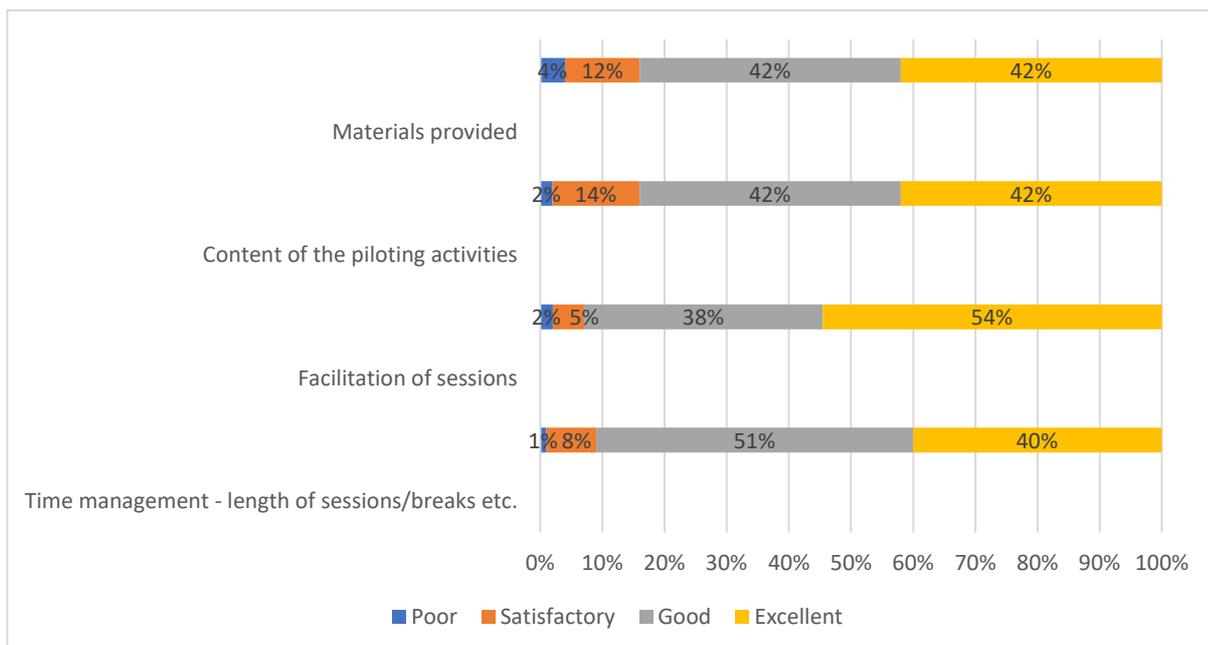


Graph 2: TYPE OF PARTICIPATING ORGANISATIONS



The participants were overall very satisfied with the piloting activities. We asked them to rate different aspects of their organisation. As can be seen from the graph 3, more than 80 % of participants for each of listed aspects stated that their service was good or excellent.

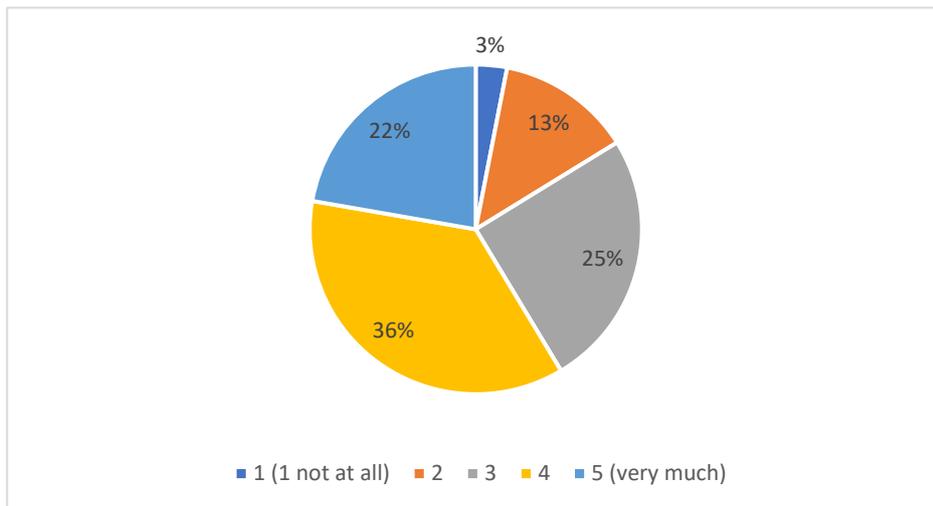
Graph 3: ASSESSMENT OF DIFFERENT ASPECTS OF THE PILOTING ACTIVITIES





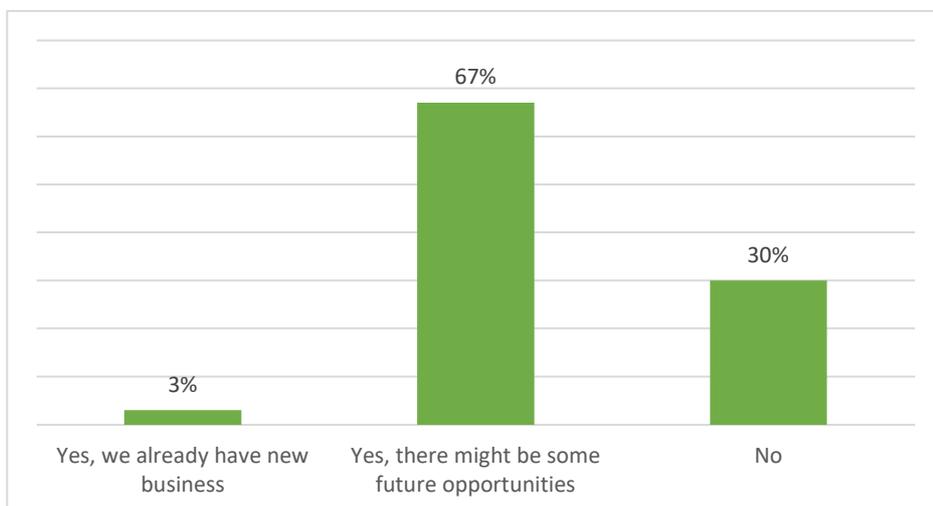
As it can be seen from the graph 4, 97 % of the participants stated that they gained new knowledge / skills through pilot activities, albeit to a different extent.

Graph 4: IMPACT OF PILOT ACTIVITIES ON KNOWLEDGE / SKILLS INCREASE



One of the main goals of the project was creating cross-sectoral links between culture and creative sector and AVM companies. Although not many new business collaborations emerged while the survey took place, a large number of participants confirmed that they could in the future.

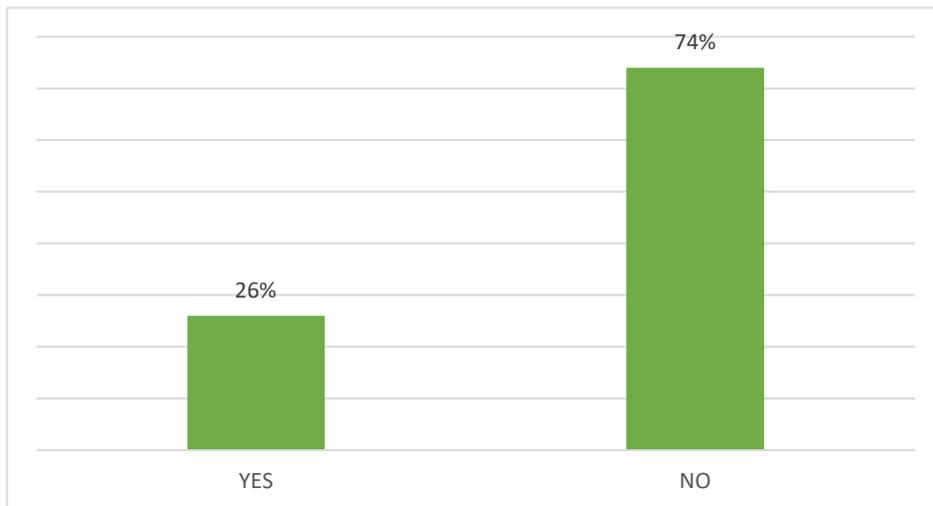
Graph 5: NEW BUSINESS OPPORTUNITIES INITIATED BY THE PILOTING ACTIVITIES





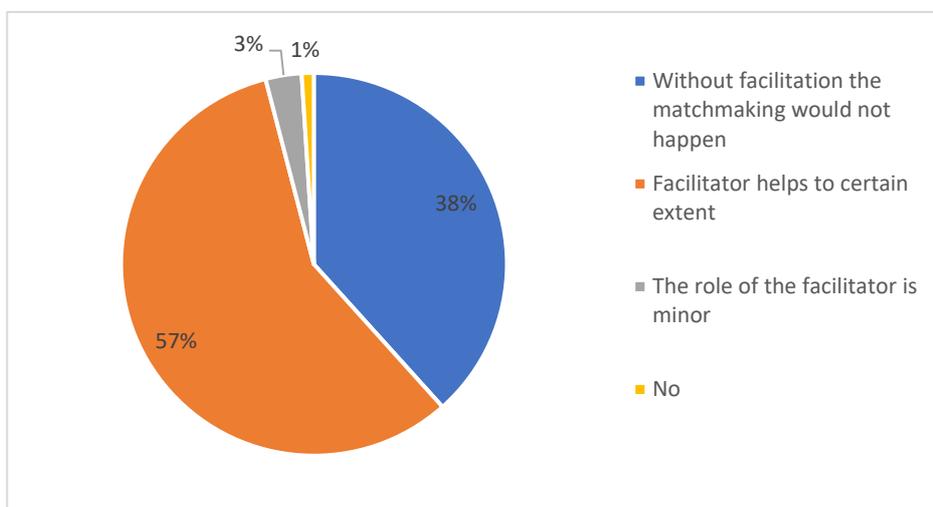
Most of the participants before these activities didn't participate in any similar ones. Given that most of them were satisfied with the activities (graph 3), a similar format should be considered in the future.

Graph 6: PARTICIPATION IN SIMILAR MATCHMAKING ACTIVITIES IN THE PAST



The role of facilitator has proven to be one of the key parts of the whole process. As we can see from the graph 7, as many as 85% of all participants confirmed that his role is at least partially, if not very important.

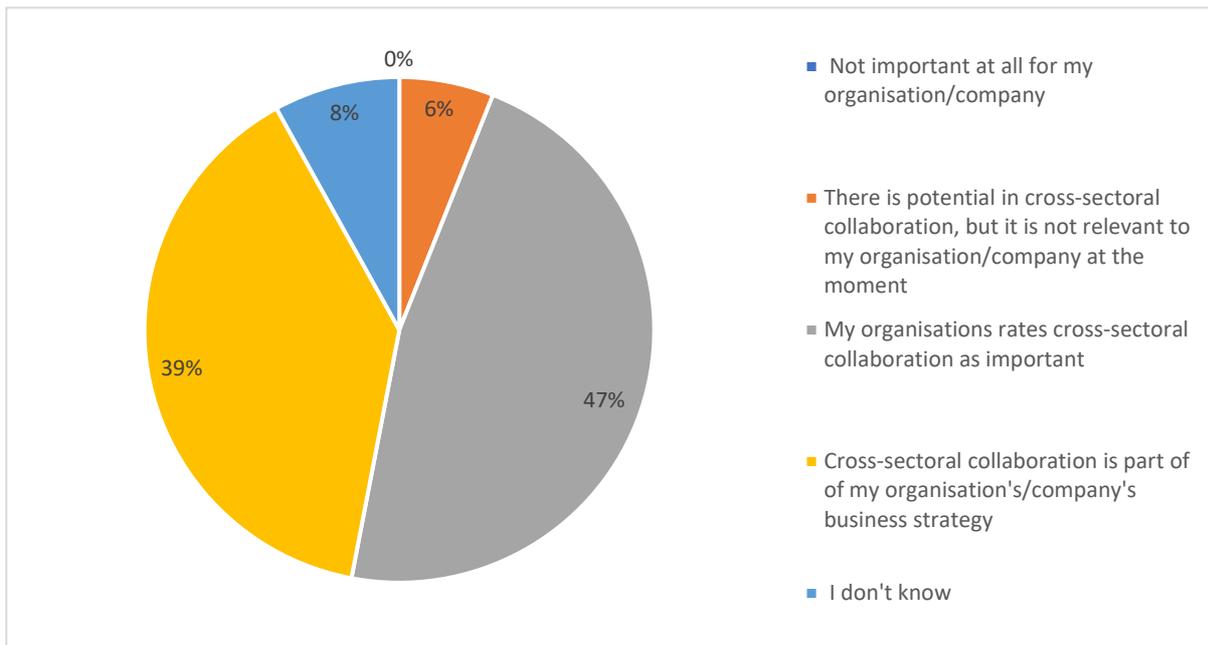
Graph 7: THE IMPORTANCE OF THE ROLE OF THE FACILITATOR





The view on cross-sectoral collaboration is overall very positive, 39 % of the participants claims that the cross-sectoral collaboration is already part of their organisation's/company's business strategy.

Graph 8: VIEW ON THE CROSS-SECTORAL COLLABORATION



Feedback from the participants:

Besides giving them closed-ended questions, we asked our participants also to share their thoughts about the piloting phase in an open-ended manner. This way we got a more detailed and personalized opinion about the matter. Below you can see some answers to the asked open-ended questions (some answers are translated in english):

What was your key learning from piloting activities? What could you take forward in your practice?

- Change is outside the company, you have to be open to what comes and break away from the routine.
- Interdisciplinary cooperation not only with the designer but also with an engineer, doctor, etc.
- Opening to change.
- Share in the company the inputs on the activities carried out and try to give concrete follow-up to any proposed activity.



- Take off the blinders - analyze other industries more consciously and consider how you can position your own product/service there. the ideathon showed me that it's not bad to look to the left and right from time to time.
- Experimenting, getting out of the comfort zone.

The answers to this question show that the participants are aware of the possibilities of progress they can achieve by implementing what they have learned within the project. Also, most of the participants realized the need to connect with people outside the established patterns.

What do you find most beneficiary of the whole piloting process?

- Establish good contacts.
- Networking.
- Getting to know new methods, idea generation process and getting to know foreign industries.
- Different points of view.
- New business opportunities.

Most of the participants gained new acquaintances and ideas from the project. Participants agreed that looking outside the box is positive and can bring new opportunities.

What was the biggest hurdle to create a cross-sectoral-collaboration?

- Communication difficulties and comprehension problems - creative minds and traditional minds from business do not speak the same language - interpreters (facilitators) are needed here.
- Engage with unfamiliar ideas and new approaches, leaving the familiar.
- No financial means, possibly fear of idea theft?!
- Different "bubbles" that have little contact with each other even from the study away.

Most of the participants agreed that the problems of this kind of matchmaking are in different approaches to problems and in a different language that they use. The lack of a common language due to the different worlds in which they live has been repeatedly highlighted as extremely problematic. That is why several participants highlighted the importance of a facilitator who can connect the two worlds by "translating" the languages. Some participants also highlighted the fear of stealing the idea, so they did not feel relaxed during the process.



Do you have any feedback on how we could improve future matchmaking as part of this project?

- Faster feedback during idea generation. At first, free thinking should be made possible, but then the ideas should be challenged immediately in order to arrive at realizable prototypes more quickly. Even if the ideathon tries to deviate from the hackathon, a combination of both would be ideal.
- More information, what the companies expect in advance.
- Build a network of contacts, connect people.
- Better target common intersections, e.g., hardware development, software development, communications, etc.
- Carry out such activities on a regular basis.

These responses show that there have been many proposals for future matchmaking. Some were more specific - how to organize the pilot phases - while others were more general. However, most participants pointed out that they would like to have a network or platform through which they could get in touch with professionals from other fields.



2. Feedback from Partners on the piloting process

Feedback from the tandem partners was collected twice with the tandem partners in each country, at least two interview sessions were conducted.

- The first round of sessions took place between January and March 2021 and reflected on the implementation of the piloting, the current challenges faced, the solutions found as well as best practices.
- The second round of interviews with tandem partners took place between December 2021 and January 2022. The sessions reflected of the entire piloting process. The results of the sessions were presented and discussed in a transnational partner meeting in January 2022.

In each session both country partners and the lead partner were present. All sessions were online and lasted between one and two hours. All meetings were documented by the lead partner.

2.1 Challenges faced during the piloting

We had changed the piloting process from one long piloting to more shorter piloting cycles. All partners confirmed that this approach was better.

The challenges mentioned most were:

- The COVID restriction and having no possibility to organise f2f activities
- The planning process is much harder as one cannot know, if physical meetings will be possible or what will be the restriction in the next month. Planned f2f events had to be changed to online formats.
- The distance and the communication problems caused by online meetings - it is harder to build trust
- Getting AVMs interested in the project activities
- Defining challenges with the AVM for initialising a project with CCI
- Keeping the AVM interested in the project
- AVM committing to implementation and making a budget available
- Changes in the market due to the pandemic, CCIs have a hard time surviving. AVM have other priorities at the moment.
- Lack of time on both sides

The solutions that were discussed during the meetings were

- Clear messages, what is needed and expected, what can be delivered, what needs to be invested, what will be gained
- More experience sharing at project level
- Involving experts at local level

Experience sharing at transnational level and smaller groups was organised regularly and the partners had felt that this was very beneficial for their work.



2.2 Reflection on the piloting process

The second round of in-depth interviews with the tandem partners in each country was a more general reflection at the end of the piloting and a view in the future.

General feedback on the piloting process

The partners mostly agreed that all phases of the piloting process (awareness, training, match-making) were necessary and that the CCIs need to go through all of them. The partners had implemented various piloting cycles, with each one being more successful / designed better to the needs of CCI and AVM. All felt they had gone through a good learning.

In some countries, the partners stated that the piloting cycle could have been even shorter, for instance combining awareness raising with short and open cooperation formats or capacity building with match-making formats. The ideal case is to go through all phases of the piloting, but the companies do not have enough time.

All partner agreed that networking and facilitation is the key to bringing both worlds together and create the trust necessary for a cooperation. It is important to be transparent and manage the expectations of both sides. Both sides need to get to know each other; learn about the other sector.

The pandemic made the process much harder. Meeting physically would have been really important to establish a good dialogue between the two sectors. Many partners were convinced that the piloting process could have been more successful, if we would have been able to organize more face2face meetings and activities.

What went well

Almost all partners found it easy to get CCIs interested in the project activities. CCIs were open to learn more about AVM and work with this sector, the AVM companies and the challenges they have. Cooperation was especially attractive if the AVM company had a known brand or an interesting person representing the company. CCIs were further interested in technological and digital challenges, challenges contributing to sustainability and resource-efficiency and in service design. A CCI representing partner stated that CCIs were surprised on how interesting projects and people were in AVM. They liked the technology workshops and the visits to the AVMs (when they were actually physical visits). Especially for young CCIs (Have time but not yet many jobs) it was also important to get new business partners and new contracts.

„The AVM didn't know what they want. They were surprised by the variety of creatives and what they can offer.“

The awareness raising activities went very well and all found it easy to get an initial interest from bot sides. In general, CCIs were perceived as the more flexible organisations, easy to work with, and ready to put in efforts and time.

Many partners stated that an individual approach to match-making worked very well.

What were the challenges



The biggest challenge was the Corona pandemic and the restrictions. The planning of the piloting process was difficult, as restrictions changed quickly during the time and the partners needed to adapt accordingly. Tools planned f2f had to be transferred into online formats. Facilitation, dialogue, and trust building was very difficult. Despite corona and the restrictions were perceived as the biggest hurdle, all partner managed well with the online format of the piloting process.

Many partners were able to implement the final piloting rounds in a face2face setting, which led to very good results in terms of collaborations and cooperations initiated. This was perceived as a very good and inspiring experience, especially for the future of the COCO4CCI collider.

In the reflection process, we wanted to focus on other difficulties that those caused by the pandemic. One of the main challenges mentioned by most partners was expectation management and facilitation. The facilitator team had to know both sides (mindset) very well and speak both “languages”. The facilitation was very important to create the necessary trust on both sides.

The AVM needed to build trust in the ability of CCI to contribute actually something new and innovative. They believed that without their technological knowhow, innovation would not be possible or that CCI could come up with solution they had not thought of themselves.

CCIs were concerned with protecting their ideas. From their side, much more effort was needed. We tried hard that CCI and AVM could meet at eye-level. But in reality, the AVM gave the challenge, the CCI prepared the idea or solution pitches, AVM made the decision (in cooperation with the facilitators), if and with whom to start a cooperation. So, eye-level was difficult.

The COCO4CCI project was designed to benefit CCI. All partners felt a lack of activities directed towards AVM, to prepare them for the process. Effort was needed to define a challenge or expected outcome with AVM companies that CCI could understand and relate to. In general, the onboarding of the AVMs was difficult and time-consuming. As there were no activities for AVM, it was also more difficult to maintain communication and keep their commitment to the project.

We all made the experience that AVMs dropped out from the process, many of them without feedback, so we cannot tell what did not work from their side.

„It is difficult to raise the interest of the AVMs nowadays. There are so many opportunities and events for them. You really need to know what they need/want.“

What was missing / what should be do different next time?

Clearly missing were activities designed to the needs of AVMs, make them aware of the potential of CCIs, understand their mindset and to prepare them for collaboration.

All partners stated that a financial incentive like a voucher would have been very beneficial to initiate a first collaboration.

„The AVM approached the project to explore its potential. They came to test some ideas, but with no budget in mind for the realization.“



AVM and CCI would test a new idea or approach together, had more time to adapt to each other. The chances of a long-lasting collaboration would be better. Without a voucher or financial incentive, the financing decision depended wholly on the AVM. Eye-level contact was more difficult.

The role of the facilitator should be strengthened in the future. The facilitator (who needs to be a “wholebrainer”) needs to understand both worlds and speaks and can align their languages, knows also how to align the speeds of both sectors and can manage expectations on both sides. He or she can clearly show the benefits of collaboration for both sides. Of course, this is an ideal scenario, but for the future, more activities need to be directed towards building the facilitator, developing a language of cooperation and creating structure for facilitation of cross-sectoral collaboration.

„Maybe we must go through the misunderstanding and non-trusting, talk about the challenges for both sides.“

Another issue was, when to leave the match-making or the facilitation process. Looking back, some partners felt that they had left too early, and that more or longer follow-up activities would have been beneficial.

Conclusions and Future

The last part of the interview was dedicated to assessment and outlook to the future. All partners stated that it was an important learning experience for them, from which they benefited themselves and their organisations. A great experiment with new services, new methods, and a good communication.

The respective partners had learned more about the pains and problems of the opposite sectors. Many of them had not been in contact with them before. COCO4CCI had led to a better understanding of the opposite sector. The partners appreciated the deep insights into the work of AVM and CCI, which is not possible in usual day-today work.

The university partners recognized that one cannot start early enough to encourage cross-sectoral collaboration (already during study).

All consider cross-sectoral collaboration with CCI as a huge potential for the future. Sectors mentioned were: tourism, agriculture, urban development, architecture etc. As recognized in our roadmap, technology, software development, AI, automation, digitalization, digital communication & marketing are extremely suitable field for cross-sectoral collaboration with CCI. In general, it can be said that CCI can contribute to any topic in an open innovation format.

„The greatest innovations come when two completely different individual/organisations meet. If you can implement the potential of CCI into the field of technology, you can really foster innovation. But this is not easy.“