



ekip

EUROPEAN CULTURAL
AND CREATIVE INDUSTRIES
INNOVATION POLICY PLATFORM

Facilitator's Guide

A GUIDE FOR HOW TO FACILITATE
POLICY ASSESSMENT IN CITY ECOSYSTEMS.

FOR AND WITH THE CULTURAL
AND CREATIVE INDUSTRIES.

VERSION 2.0 | FEBRUARY 2025



Funded by
the European Union

ekip has received funding from the
European Union's Horizon (2021-2027)
Research and Innovation programme
under grant agreement No. 101112111



The reuse of this document is authorised
under the Creative Commons Attribution 4.0
International (CC BY 4.0) licence
(<https://creativecommons.org/licenses/by/4.0/>).
This means that reuse is allowed, provided that
appropriate credit is given and any changes
are indicated.

Contents

1

INTRODUCTION

Purpose of doing policy assessment in city ecosystems
Who is it for and how do participants benefit?
The cultural and creative industries and innovation

2

THE WORKSHOP

Expected outcomes of the workshop
Tracking changes beyond the workshop with LIEPT
Duration of the workshop and number of participants
Material and equipment needed for the workshop
Overview of the workshop steps
Introduction by the facilitator
The 7 workshop steps:

STEP 1: The Policy Area

STEP 2: The Context

STEP 3: Inventory

STEP 4: Setting the Scope and Ambition

STEP 5: The Portfolio Case and Innovation Support System

STEP 6: Summarizing with the group (conclusion)

STEP 7: Reflecting on the Process (Insights)

3

AFTER THE WORKSHOP

4

KEYWORDS AND REFERENCES



INTRODUCTION

Welcome to the Facilitator's Guide!

The purpose of this Guide is to support your work with facilitating policy assessment in city ecosystems. In this guide you find a step-by-step instruction of the processes with a couple of examples. As with all types of facilitation, every situation is unique, and it takes training to craft questions that makes the participants think from new perspectives. It is also a matter of timing and listening carefully to the group.

*Note that this version of Facilitator's Guide 2.0 reflects the method developed and used by **ekip** partners for assessing the policy areas prioritised by ekip in a local context during 2024–2025. A future updated version will be published at the end of 2025.*

• Purpose of Doing Policy Assessment in City Ecosystems

The main purpose of the policy assessment is to test innovation policies for the cultural and creative industries by simulating their potential outcome in a local context. Together with local stakeholders we explore what the policy recommendation could stimulate in terms of innovation. This leads to building the outlines of an innovation portfolio case and analyzing what this would mean in terms of resources and support on a local level. The outcomes of the policy assessments are a series of case descriptions that bring unique perspectives from local contexts across Europe.

ekip's approach of bringing policy areas on EU-level to a local level and simulate what they would mean in urban contexts across Europe is quite unique. We are convinced that policy development is well informed by testing what it would mean to implement it. This is an invitation and a support to cities to start that journey with the purpose of building and developing more open innovation ecosystems.

• Who is it for and How Do Participants Benefit?

The target group for the workshop process are potential future innovation portfolio coordinators. These participants are drawn from various sectors depending on the chosen policy area, including government, municipal executives, innovation hubs, universities, CCIS sector representatives, businesses, NGOs, and regional/national institutions.

There are several benefits for the participants: the insights coming from analysing the ecosystem with its actors and resources in combination with gained knowledge of upcoming policies and trends that affects the cultural and creative industries. This enables the participants to better prepare their local innovation ecosystem for the future.

• The Cultural and Creative Sectors and Industries

What do we mean by cultural and creative sectors (CCS) and cultural and creative industries (CCI)? The two terms are often used as synonyms. However, the cultural and creative industries focus more on the business aspects of creative activities as drivers of economic growth, innovation and employment. The term cultural and creative sectors on the other hand include publicly funded cultural services such as libraries, public broadcasting and national opera.

Definitions of these terms differ between different countries and institutions. Therefore, the categorisation of which sectors are included or not also differ. Based on the definitions and categorisation by EU institutions like EIT, the Creative Europe programme 2021-2027, Eurostat and several EU projects, ekip include the following sectors: Advertising & Marketing, Architecture, Audiovisual (film and recorded music), Performing Arts (theatre, dance, music, circus), Visual Arts (design, fashion, arts&crafts), Cultural Heritage (archives, museums, libraries), Books & Publishing, Gaming & IT and Education.

Generally speaking, what companies and organisations in the cultural and creative industries have in common is that they have cultural creation, art, culture or creative processes at the core of their production and/or business idea. Their value creation is depending on artistic, cultural or aesthetic competence.



2

THE WORKSHOP STEPS

Each workshop has a focus on a specific policy area that is relevant for the cultural and creative industries. The chosen policy area – whether it is Immersive Tech or New European Bauhaus – shapes the content and profile of the participants are. However, the workshop process and method are the same. If you would carry out several assessment workshops in your local context on different policy areas, you will probably get a pretty good mapping of your innovation ecosystem over time. You will become more familiar with the different actors and available resources around you and more aware of the strengths and flaws of the local innovation ecosystem. In the best-case scenario, you will also have supported the birth of new innovation portfolios. What we learned from doing the first assessment workshops in Košice, Bratislava, Lund, Saint-Etienne and Rotterdam in 2024 was that at the end of the workshops, participants got eager to realize the portfolios and do changes in the innovation support system.

In this chapter we take you through the main steps of the workshop. But let us first clarify what the expected outcomes of an assessment workshop are and the preparations needed.

• **Expected Outcomes of the Workshop**

The facilitator works to achieve the following outcomes:

AN ORAL SUMMARY TO THE GROUP

The facilitator summarizes the group discussion at the end by describing:

- *the innovation portfolio (with its scope, stakeholders, coordinators, key areas)*
- *what needs to change or be strengthened in the innovation support system*
- *pointing out the potential and local relevance*
- *possible next steps*
- *insights and reflections from the participants*

The facilitator shares this orally with the group at the end of the session and asks if the group recognizes the description (we call this 'mirroring') and if there is anything someone wants to add.

CASE DESCRIPTION TEMPLATE

After the session, the facilitator fills in the Case Description Template using the oral summary as well as the Workshop Canvas filled in by the participants on Miro or on paper.



• *Tracking Changes Beyond the Workshop with LIEPT*

- The assessment workshop has a big potential for sparking new innovation portfolios
- in your local context. But how do you track changes in your local innovation
- ecosystem related to a portfolio when so many different actors are involved?
- The Lund Innovation Ecosystem Portfolio Tracking (LIEPT) model is a strategic
- framework to support and track innovation within complex, collaborative
- ecosystems. The *ekip* team has adopted and further developed the LIEPT model
- to accommodate the needs of the cultural and creative industries and
- cross-innovation. The LIEPT model was originally developed by Lund University
- and Future by Lund in 2023.
- The more details and specific data of actors, resources etc in the local ecosystem
- that is inserted by the participants during the workshop, the better your baseline
- for a LIEPT model tracking will be. That is, if you wish to follow and analyse changes
- in your innovation ecosystem related to one or several innovation portfolios, the
- assessment workshop is a good place to start. Read more about how the LIEPT
- model works in the Knowledge Bank.

• *Duration of the Workshop and Number of Participants*

- The workshop can either be done as a physical event or online. It can be done as a full-day workshop or as two separate events a few days apart. If you do it as a full day, we strongly recommend a long break in the middle and the opportunity to do some individual work with the inventory.
- There is no limit to how many participants you can have, as long as people work in smaller teams of max 3-4 people around a canvas. For example, the policy introduction, **1. Policy Area**, can be done for all participants jointly and then they can work from **2. The Context** in smaller groups and then come together at the end and present to each other. However, the exercise is mainly thought to be done with one small team.
- We recommend you consider having a sidekick when you facilitate. There is a lot to pay attention to and it can offload you as facilitator if you have help to cater to the needs of the participants and make sure that you reach the goals of the workshop.

• *Material and Equipment Needed for the Workshop*

- To carry out the assessment, use the templates developed by ekip for the workshop. Whether the event is physical or online using Miro, participants will need:
 - **THE INNOVATION PORTFOLIO POLICY CANVAS** (2 pages)
 - **THE OPSI MODEL** (2 pages)
 - **A START-KIT WITH BACKGROUND INFORMATION** on the policy area, emerging trends and introduction of key concepts such as open innovation, portfolios etc.
- Examples of how to use the templates are described below. You can download the templates from the Knowledge Bank.



• Overview of the Workshop Steps

- Besides the preparation and introduction, there are 7 steps of the workshop. You find them all in the Innovation Portfolio Policy Canvas:
- **1. THE POLICY AREA:**
 - the participants identify what is relevant and what evokes curiosity.
- **2. THE CONTEXT:**
 - identifying the relevance of the policy area in the local context
- **3. INVENTORY:**
 - understanding your ecosystem in relation to the policy area.
- **4. SETTING THE SCOPE AND AMBITION:**
 - summing up the idea and ambition of the portfolio
- **5. THE PORTFOLIO CASE AND INNOVATION SUPPORT SYSTEM:**
 - summarize the scope and identify how it can be supported
- **6. CONCLUSION:** the facilitator summarize the main parts of the workshop to the group
- **7. INSIGHTS:** the group reflects on the process and what they have picked up



• Introduction by the Facilitator

As facilitator we suggest that you ensure the following:

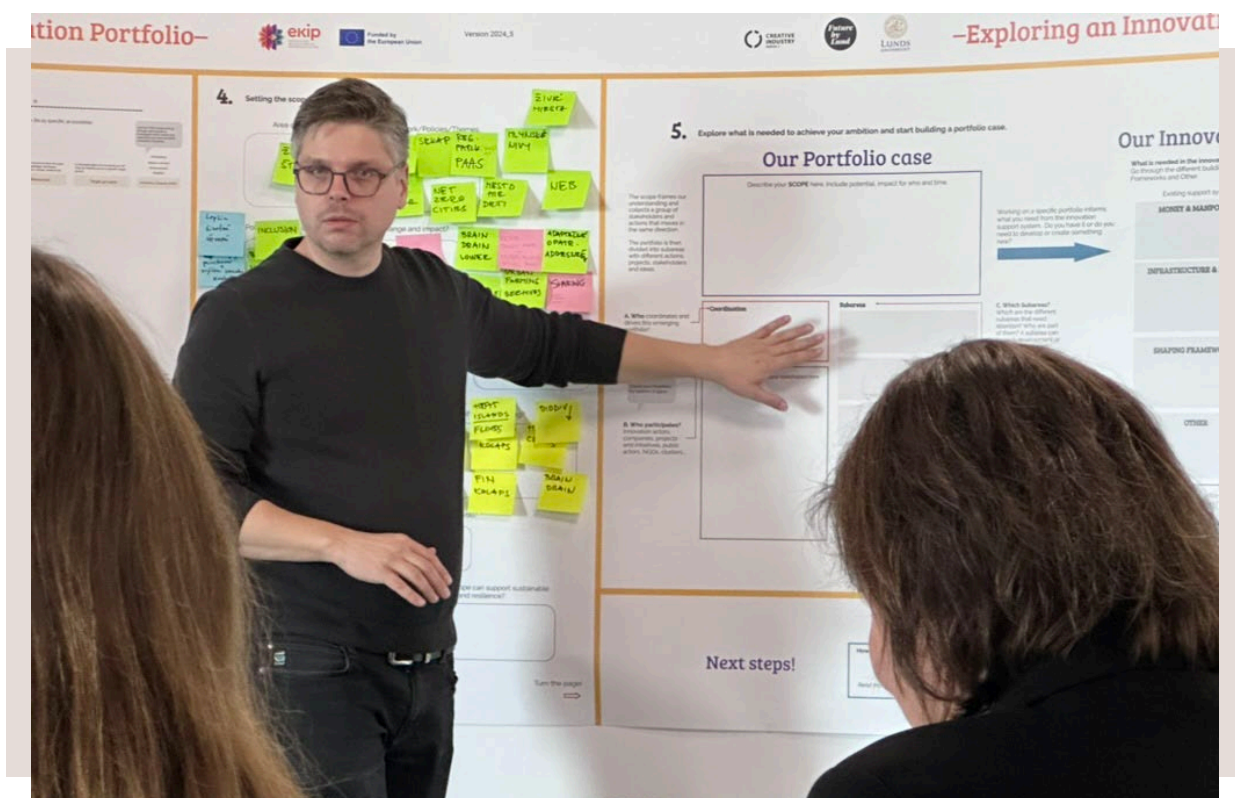
WELCOME! Make sure everybody is welcomed and introduced to each other. Maybe you want to start with a warmup or check in with the participants? There are many warm-up games and exercises available on the internet.

Suggestion: <https://hyperisland.com/en>

PRACTICAL DETAILS: Inform about practical details such as how long the workshop lasts, breaks, how to ask questions etc. Also go through how to use Miro, the toolbar and how to make notes digitally.

PURPOSE AND OUTCOMES: Explain the purpose of the exercise and what outcomes are expected.

OVERVIEW: Give an overview of the process and show the board. Make sure to explain that you will facilitate them to craft a draft portfolio. In the second phase they will analyze their support system based on what that draft portfolio would need. The aim is to capture their insights and stories. This will be a benefit both for them and for *ekip*.



The 7 Workshop Steps

• Step 1: The Policy Area

Presentation of the policy area and its relevance to CCSI. Either you or an invited ekip expert gives a short (10-15 min + 5 Q&A) intro to the subject based on the scoping paper in the start-kit. This can also be a recorded film by an ekip expert. Make sure that you as facilitator are familiar with the policy area and have a basic understanding of the city context you are working with.

Q&A: Allow for clarifying questions but steer the group away from discussion about if the policy is good or bad.

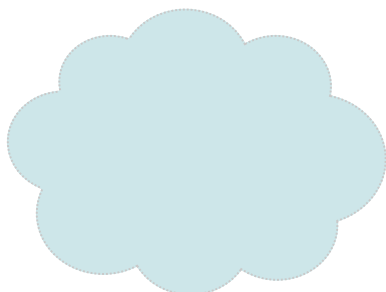
“My thoughts”: Ask the participants to write down what they think are the important keywords concerning the policy area and CCSI using the Innovation Portfolio Policy Canvas Also ask them to note what speaks to them, what makes them curious. The purpose is here to engage participants with the policy area and find a personal engagement.

1. The Policy Area



In what way is the policy area relevant for innovation, and also the cultural and creative industries? (more general question)
Use 5-10 keywords.

What speaks to you, makes you curious?



• Step 2: The Context

- **Relevance of the policy area and local context:** Now it is time to find the connection between the policy area, CCSI and the local context. In what way is it relevant?
- Who are the drivers of development in that area? For example, tech industry, the university, a municipal strategy or regional ambition, or a famous festival?
- **Innovation character:** It is time to think through the innovation character of the policy area by taking a tour of the OPSI model. Is there any new legislation coming (mission-oriented), or is this an area that is quite unknown and requires a lot of exploration? Or maybe both? The purpose here is to move through the OPSI-model and analyze together the different aspects. (OPSI-Observatory of Public Sector Innovation is a group within OECD. See references).
- **Area of Interest (draft scope):** Ask the participants to describe an area of interest for the local context. What are the challenges and opportunities of that area?

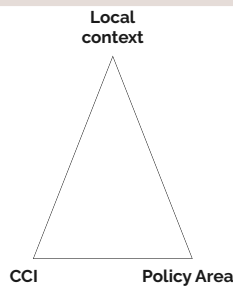
2. The Context

What is relevant for your context?

Who is it relevant for? Who drives the development?

What is the innovation character? (Use the OPSI model)

Describe an area of interest for your context. What are the challenges and opportunities? (Draft Scope)



Congratulations to have made it this far! As soon as they have formulated an area of interest with challenges and opportunities, you have something to build on. This might be a good moment for a short break.

• Step 3: Inventory

The aim of doing the inventory of the innovation ecosystem is to get an overview of the innovation ecosystem in relation to the area of interest identified in **2. Context**.

The participants identify the relevant stakeholders/actors and resources in the territory/city and how available these resources are. Note that an innovation ecosystem contains different actors, but also of projects, ideas, infrastructures, and resources. That means that an actor/resource can also be, for example, a big EU project.

In the innovation ecosystem there are stakeholders and resources that support innovation regardless of sector, such as incubators etc. Some exist only for the cultural and creative industries and/or for the policy area in question. When the participants see the combined picture of the generic support, the CCSI support and the policy area support, they will discover dense areas as well as gaps.

In the exercise, you facilitate the participants to list all the actors they can think of. Also ask them to note the expertise of these actors, who they are available for (public or a specific target group) and what they offer.

During the inventory it is helpful to list as many stakeholders and resources as possible to get an overview. In the following step **5. Our Portfolio Case**, the participant will value who to work with in the portfolio.

The Inventory is something that participants can do on their own. If you do a full day workshop, you can let the participants have 30-45 minutes to do this exercise on their own. Or this can be homework between the workshop events.

3. Inventory *

Understanding my ecosystem in relation to

Do an inventory of your ecosystem in relation to your area of interest. Use the list below. Be as specific as possible!

Who are the relevant ACTORS? Some of them are generic actors who support innovation in general such as incubators, science parks, public institutions etc. Some are specific actors that are relevant for your area of interest and CCI.

Use the OPSI-model and go through each facet to investigate which actors and resources you have and their innovation character.

Actors (Name of the organisation/department/project)	Area of expertise	Resources <small>Which relevant resources does the actor have? Time, knowledge, technique, equipment, space, money, network etc.</small>	Target group(s) <small>Is this actor open and available for all? Only for internal use or a specific target group?</small>	Innovation Character (OPSI) <small>Anticipator Mission-oriented Adaptive</small>

What type RESOURCES do you have? Some are generic and in support of all kind of innovation (funds, grants, innovation checks, incubator programmes, time slots in infrastructure and labs...). Some are specific for your policy area. They might be embedded in someone's operation (project funding, company incubator, grants, investments, research grants, CCSI grants, resource centres lending machinery, residencies)

Innovation Building Blocks

Example	Example	Example	Example
Money & Manpower <small>Funds & Grants Access to support and existing resources Education, skills dev</small>	Infrastructure & Place <small>Labs, studios, workshops, meeting places, research facilities</small>	Shaping frameworks <small>Plans and strategies, accelerators, programmes, tenders</small>	Other

Type of Resources	Available for what + who	Innovation Character (OPSI) <small>Anticipator Mission-oriented Adaptive</small>

How does your innovation ecosystem look like? What innovation characters do you have and what is missing?

Any other ideas, insights, comments?

• Step 4: Setting the Scope and Ambition

Now it is time to formulate the scope. A scope sums up the idea and ambition that your participants have of the portfolio. It also describes the stakeholders, what drives them, the innovation character of the portfolio and the context. To get to this formulation, you can ask different questions.

Begin with asking if there are any existing frameworks, strategies, policies, missions that are related to the area of interest? It could be a city strategy, a bid for becoming European Capital of Culture, a regional initiative or mission.

What is the potential of the portfolio idea? Ask the participants to describe the potential impact it could have and for WHO. Who could drive the development?

The next question is about what would happen if one were very ambitious versus what would happen if nothing was done? The purpose here is for the participants to really explore the full potential and also the implications if nothing is done.

Finally, ask them to note what to them is short-term and long-term with the area of interest. This can be very different from case to case. Short term can be 3 months or 3 years. It is up to the participants to sense this.

Now it is time to move to the backside of the canvas if you are working on paper or to the second frame if you are using Miro.

4. Setting the scope and ambition

Area of Interest	+	Framework/Policies/Themes
<input type="text"/>		<input type="text"/>

Potential - What if...? What could be the change and impact?

For *who* can this impact make a difference?

Who can drive development?

• Step 5: The Portfolio Case and Innovation Support System

OUR PORTFOLIO CASE

Ask the participants to summarize the scope in key words at the top.

A. Which Subareas? Which are the different subareas of the scope that need attention? A subarea can be tech development or a new collaboration between different stakeholders - the logic is up to you and the portfolio. Try to lead the group to identify the subareas that need development. It can for example be a unique constellation of partners that combines different types of expertise. Some activities are transversal such as communication and for example events. These are activities that join up the different activities across the portfolio. For the first workshop with the group this is probably too detailed and can be discussed at a later stage.

B. Who could coordinate this potential portfolio? Could it be done by several organizations in partnership?

C. Who are the stakeholders? It can be worth clustering them according to function or type or what makes most sense. Place the different stakeholders in the different subareas. Some will appear in several.

THE INNOVATION SUPPORT ECOSYSTEM

Now it is time to move to the right side of the portfolio and have a look at what there is in the local system that supports the emerging portfolio. Start with identifying what exist in the support system:

- **Money & Manpower:** grants, investment, development checks, loans or expertise
- **Infrastructure & Place:** available equipment, labs, workshops etc.
- **Shaping Frameworks:** missions, strategies, tenders that is in line with/supports the scope of the portfolio
- **Other**
- **CCSI:** what enables people from the cultural and creative sectors and industries to take part and drive innovation?

After the participants have identified what exists, ask them to have a look at the portfolio again: what would be a good support for the portfolio? Maybe it is something new like seed funding or it might be access to a testbed that has limited access?

5. Explore what is needed to achieve your ambition and start building a portfolio case.

Our Portfolio case

Describe your **SCOPE** here.
Include potential, impact for who and time.

The scope frames our understanding and collects a group of stakeholders and actions that moves in the same direction.

The portfolio is then divided into subareas with different actions, projects, stakeholders and ideas.

A. Which Subareas?
Which are the different subareas that need attention? Who are part of them? A subarea can

Subareas

Coordination

B. Who coordinates and drives this emerging portfolio?

Working on a specific portfolio informs what you need from the innovation support system. Do you have it or do you need to develop or create something new?



Our Innovation Support System

What is needed in the innovation support system to support the development of the portfolio?
Go through the different building blocks Money & Manpower, Infrastructure & Place, Shaping Frameworks and Other.

Existing support system

To be added or developed

MONEY & MANPOWER

MONEY & MANPOWER

INFRASTRUCTURE & PLACE

INFRASTRUCTURE & PLACE

SHAPING FRAMEWORKS

SHAPING FRAMEWORKS

Example
• Funds & Grants
• Access to Support and coaching
• Expertise
• Education, skills dev

Example
• Labs
• Testbeds
• Workshops
• Meeting places
• Research facilities

Example
• Plans and strategies
• Accreditations
• Programmes
• Tenders

• Step 6: Summarizing with the Group (Conclusion)

It is now time for you as facilitator to “mirror” what you have heard from the group in a summary. The purpose is to reflect back what the group has identified during the workshop. It is worth mentioning the scope, its local relevance, the potential, the stakeholders. Point out opportunities and existing support, but also questions, gaps and what would need further research. Check with the participants if what you have said makes sense for them and if it is a fair description. Refrain from explaining what they should do next.


Then discuss with the group the questions listed in the canvas under **6. Conclusion**.

- **What are the key elements and who are the key actors needed for the portfolio to start, thrive and succeed?**
- **Any other aspects that are important when looking at the portfolio from an ecosystem view?**
- **What is the development over time?**
- **What are indicators of progress and success?**
- **Which innovation support parts can back up the portfolio?**
- **What is the key enabling factors for innovation and CCI?**
- **What impact could your innovation portfolio and support system have on other contexts and innovation areas?**

6. Conclusions

- What are the key elements and who are the key actors needed for the portfolio to start, thrive and succeed?
- Any other aspects that are important when looking at the portfolio from an ecosystem view?
- What is the development over time?
- What are indicators of progress and success?
- Which innovation support parts can back up the portfolio?
- What are the key enabling factors for innovation and CCI?
- What impact could your innovation portfolio and support system have on other contexts and innovation areas?

• **Step 7: Reflecting on the Process (Insights)**



Ask the participants to reflect on the process. Let the participants think individually first before it is shared with the group:

- **What did they observe?**
- **What were their thoughts?**
- **What were their feelings?**
- **What do they want now?**

Thank the participants and congratulate them on their first portfolio work. Don't forget to mention that you will send them a case description and the Miro Board (if digital).

7. Insights and Reflections

3

AFTER THE WORKSHOP

As soon as you can after the workshop, write up a summary using the case description template. Insert images of the finalised canvas and OPSI-model that were created during the workshop. Then send the case description to your participants and as well to the ekip-team.

LIEPT BASELINE

To build a LIEPT baseline for tracking changes over time, the following documents from the workshop are crucial:

- **The images of the filled-in OPSI-model**
- **The canvas with inventory**

Together these workshop documents provide a snapshot of the character of the innovation area and the ecosystem. Please send them to the Future by Lund team, katarina.scott@futurebylund.se and birgitta.persson@futurebylund.se.

Depending on the quality and detail of the data, we might be able to provide you with a draft visualisation.



KEYWORDS AND REFERENCES

Below you find explanations of the key words and concepts used in the Facilitator's Guide.

THE PORTFOLIO FRAMEWORK

The Portfolio Framework refers to important existing or emerging missions, strategies, plans, laws, directives that have an impact on the portfolio. It can be a new EU directive like for example the Digital Product Passport. It can also be a new trend like the digital meetings during Covid.

INNOVATION ECOSYSTEM INVENTORY

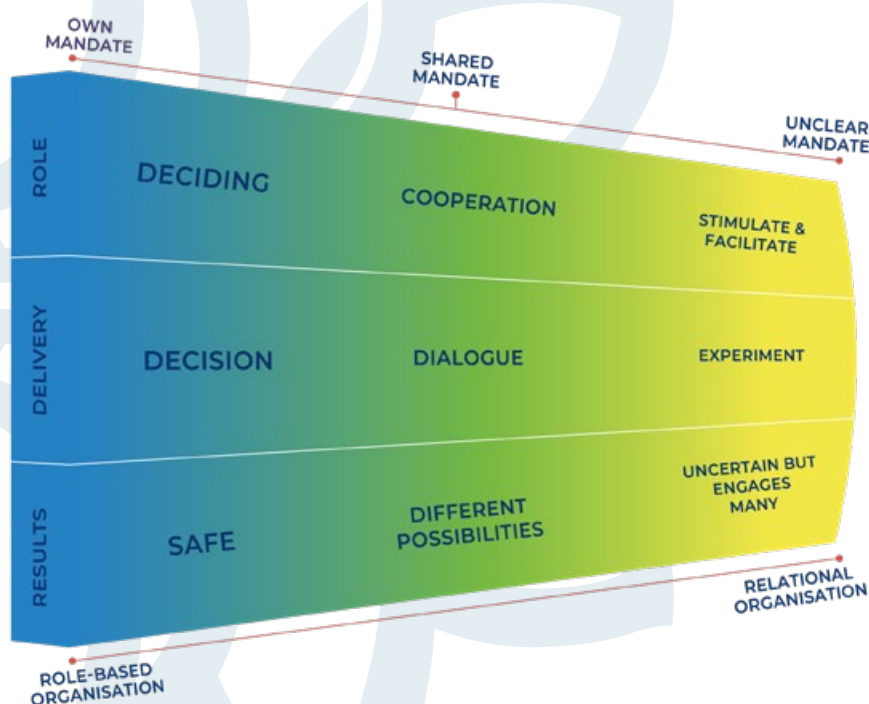
The Innovation Ecosystem Inventory takes stock of the *actors* and *resources* in a place specific ecosystem that are relevant for a certain area of interest, for example New European Bauhaus and CCSI. The relevant actors could be generic actors who support innovation in general such as incubators, science parks, public institutions etc. Some are specific actors that are relevant for the area of interest and CCI.

The inventory also notes different types of resources. Some support all kinds of innovation such as funds, grants, innovation checks, incubator programmes, time slots in infrastructure and labs etc. Some are specific for the area of interest. They might be embedded in someone's operation such as project funding, company incubator and grants, investments, research grants, CCSI grants, resource centres lending machinery, residencies etc. It is worth noting who these resources are accessible for.

INNOVATION CHARACTER

When exploring the innovation portfolio, it might be useful to consider the character of the innovation at hand. There are four key characters: enhancement-oriented innovation, adaptive innovation, mission-oriented innovation, and anticipatory innovation.

This comes from the OPSI-model (OECD), see *Explanation of Tools and Methods* on *ekip* website.



• **INNOVATION ZONE**

• The Innovation Zone Model categorises activities in the innovation process into yellow, green, and blue zones to represent different innovation phases. The model functions as a map for the partners to orient themselves and gain an understanding of when and how to do what.

• **YELLOW ZONE** – *Exploring the unknown together*

• The yellow zone is an open, shared, and neutral space where the mandate is quite unclear, and organisations share challenges and opportunities. Who owns what, and who will do what is not clear. It is therefore necessary to co-create and to work with neutrality and being transparent. In the yellow zone, you need to stimulate, explore, experiment, facilitate, test, and monitor the world around you to create knowledge and understanding. Organisations can share the risks of the unknown and unformulated. It is important to create relationships for future partnerships, and the commitment and presence of the participants drive the opportunities. **Type of funding:** Seed funding.

• **GREEN ZONE** – *Partnership in the space in between*

• The green zone is in the space in-between organisations. There is a need for collaboration and dialogue with shared mandates. Organizations must negotiate and create agreements about who does what, what can be done together, and how it should be done. It also includes conceptualisation and consortia building related to interests, specific projects, and partnerships. **Type of funding:** Project funding.

• **BLUE ZONE** – *In your own organisation*

• In the blue zone, the organisation decides for itself, has control and mandate. The work takes place within the structure of the own organization and with the logic by which you conduct your business. It can be business-driven and based on internal organizational development, investment logic, and scaling. **Type of funding:** Investment.

• **REFERENCES**

• **METHODS**

• More information about methods and models used can be found on the ekip website under the section "Methods": <https://ekipengine.eu/tools-methods/#zoneModel>.

• **INNOVATION CHARACTER AND THE OPSI-MODEL**

• OPSI – Observatory for Public Sector Innovation is a group within the OECD that works on innovations for the public sector. More information about the OPSI-model that Future by Lund has adapted can be found here:

• <https://oecd-opsi.org/work-areas/innovation-portfolios/>