CREATIVEWEAR

Final evaluation. Infographic report

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WHAT IS CREATIVEWEAR?

CreativeWear is an Interreg MED project (2017-2019) aimed at revitalising the crisis-ridden Textile and Clothing (T&C) industry by tapping into the regional creative potentialities through the involvement of creative communities, the enhancement of cultural heritage and the adoption of customer-oriented value chains.

The project attempts to address some of the key issues currently faced by the T&C industry (Textiles ETP, 2016), including production relocation, environmental and social impacts and low levels of digitalisation of the value chain.

The T&C industry is a cost-based and labour-intensive sector, which conditions its innovation strategies.

Define, boost and evaluate the interactions between the T&C industry and the cultural and creative industries (CCIs) to produce changes in the innovation performance of organisations and the regional innovation system.
CREATIVEWEAR HUBS: THE TESTED PILOT ACTIVITIES

The project is carried out through the implementation of five regional pilots to explore the effects of culture and creativity on T&C innovation in different socioeconomic contexts and territories within the MED regions.

The objective is to evaluate the activities and outcomes of these five pilots and test their capacity to become regional hubs capable of introducing changes into creative and textile organisations, the regional innovation ecosystem and the transnational cooperation strategies.
MEASURING THE CREATIVWEAR HUBS

The method used to measure the performance of the CreativeWear hubs is the Theory of Change, an evaluation methodology that draws a map of the ideal transformation of the current T&C conflicts into a successful scenario based on creative innovation. This methodology makes it possible to identify the paths of change and the emerging elements that were not considered at the beginning of the pilot actions.

The factors used to evaluate the CreativeWear hubs are the following:

a. Participant sectors
b. Role of cultural and creative sectors in T&C innovation
c. General perception of the process
d. Types of hub services
e. Role of the intermediary organisation
f. Stakeholder analysis
g. Communication and dissemination
h. Prospective analysis
CREATIVEWEAR HUB MODEL: LEVELS AND FUNCTIONS

According to the chosen methodology, the key element of the model is the CreativeWear hub, as it plays a central role in the development and change towards new innovation structures.

The CreativeWear hub pushes creative innovation in two directions, combining a bottom-up approach (businesses) with a top-down approach (regional policies).
RESULTS # PARTICIPANT SECTORS

The high participation of the Cultural and Creative industries can be explained by the persistent precariousness of the CCI labour market.

Culture and creative industries are increasingly aware that they need to surpass their own limits to add value in other contexts or sectors.

T&C enterprises are still reluctant to engage in innovation processes. The lower participation of T&C suggests that there are substantial obstacles to the internalisation of creative capital due to the rigidity of the industrial technical processes.

Limited participation of the public institutions.
# RESULTS

## ROLE OF CULTURAL AND CREATIVE INDUSTRIES IN T&C INNOVATION

The T&C industry seems to be more interested in technological services oriented towards production processes: prototyping, symbolic territorial resources, creative competences, new materials and new business models.

On their part, the Cultural and Creative Industries focus on services related to a new creativity-based model with territorial connections: symbolic territorial resources, prototyping, communication and marketing strategies and branding and trademark.

Expectations about the role of creativity in T&C innovation according to...

<table>
<thead>
<tr>
<th>Pilot leader</th>
<th>T&amp;C industry</th>
<th>CC industry</th>
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<tbody>
<tr>
<td>Prototyping</td>
<td>Prototyping</td>
<td>Symbolic territorial resources</td>
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<td>New social &amp; environmental values</td>
<td>Symbolic territorial resources</td>
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RESULTS #
GENERAL PERCEPTION OF THE PROCESS

The most important change perceived by participant organisations (Pilot leaders, T&C and CCIs) following the CreativeWear activities has been the identification of creative potentialities in the territories. Other remarkable changes include the exploration of new trends in T&C and the building of strategic alliances with regional agents.

According to the pilots, the most valuable change in the perceptions of CreativeWear participants is the increased awareness that T&C companies can use services provided by CCIs to address their innovation needs.

The way that pilot leaders see participant organisations has changed following the implementation of the regional hubs:

- **T&C companies can use services provided by CCIs to address their innovation needs**
  - Pilot leaders: 4.4
  - T&C: 4.4
  - CCIs: 4.4

- **CCIs can develop services aimed at addressing the innovation needs of companies in the T&C industry**
  - Pilot leaders: 4.4

- **Institutional infrastructures favour the implementation of creativity-based services in regional T&C innovation strategies**
  - Pilot leaders: 3.8

- **Universities and other scientific centres can generate knowledge around services that link creative and industrial agents**
  - Pilot leaders: 4.0

- **Social agents can contribute to the development of services to address the innovation needs of T&C companies**
  - Pilot leaders: 4.0
RESULTS & TYPES OF HUB SERVICES

Participant organisations consider that the main services offered by the hub are matchmaking, creativity as an input for product design and events and conferences.

On the other hand, the highest ranked services from the perspective of T&Cs and CCIs are matchmaking, creativity in product design and training.

The low valuation given to funding strategies by all participants (pilots, T&Cs and CCIs) is significant.
RESULTS # ROLE OF INTERMEDIARY ORGANISATIONS

T&C and CCIs stakeholders consider that the best aspects related to the performance of the pilot leaders were the clarity of the pilot goals and the communication with the leader organisation.

Pilot leader organisations received a low score for the signposting of regional resources that could be useful for the innovation process and the connections established with regional and international agents.

General assessment of hub’s role according to T&C, CCIs (1-5)
RESULTS # STAKEHOLDER ANALYSIS

According to the five pilot leaders, many of the stakeholders involved show a remarkable resistance to change despite their high levels of commitment.

Relevance to pilot development

Commitment

Openness to change

- National public administrations
- Large T&C enterprises (>100 employees)
- Public innovation agencies
- Public cultural institutions
- Regional public administrations
- NGOs
- Private cultural institutions
- Universities
- Local public administrations
- Artisans
- Artists
- Cultural industries
- T&C SMEs (<100 employees)
- Social collectives
- Research centres
- Creative industries
RESULTS #
COMMUNICATION & DISSEMINATION

The definition of the message and the segmentation of the audience were the aspects that received the highest valuation from the pilot leaders.

On the contrary, the leader organisations think that the communication strategy did not manage to reorient the attitudes and behaviours of stakeholders.

They also believe that the audience segmentation and the definition of the message were relatively optimal across the CreativeWear hubs.

Direct personal contact is seen as the most effective medium to disseminate the pilot activities. Local media, new media and new platforms such as webinars received the lowest valuation in this regard.
RESULTS # PROSPECTIVE ANALYSIS

**Sectoral strategies**

CCIs appear to be relatively optimistic about the new opportunities offered by creative collaboration. On their part, the T&C industries are the least optimistic about future changes based on creative innovation.

| Commercial collaboration | 4.2 | 3.6 | 4.2 |
| Increase of business perspective in CCIs | 4.2 | 4.0 | 4.1 |
| Changes in the attitudes of regional T&C companies | 3.6 | 3.7 | 3.9 |

**Territorial connections**

In general, most stakeholders are cautious about the potentialities of arts and creativity in regional development.

| Internationalisation strategies for T&C | 3.8 | 3.5 | 3.7 |
| Creativity and culture as territorial innovation factors in T&C | 3.6 | 3.4 | 3.3 |
| Creativity-based specialisation of MED’s T&C | 4.0 | 3.5 | 3.9 |
| Reindustrialisation of the MED T&C industry | 3.4 | 3.3 | 3.8 |

**Changes in regional policies**

The stakeholders seem positive about the continuity of the actions initiated by the CreativeWear hubs. However, T&C and CCIs are doubtful about the efficiency of some of their actions.

| Continuity of actions initiated by the pilot | 4.8 | 4.1 | 4.3 |
| Institutional support for T&C strategies | 4.4 | 3.9 | 3.9 |
| Programmes aimed at supporting start-ups, SMEs | 4.6 | 3.8 | 3.6 |
| Changes to improve the relationship between CCIs and T&C | 3.2 | 3.7 | 3.4 |
| Creation of a T&C Mediterranean cluster | 4.0 | 3.3 | 3.9 |
CONCLUSIONS

T&C INDUSTRY

T&C SMEs face global conflicts with a traditional perspective. Due to the rigidity of its procedures, the T&C industry appears reluctant to include CCIs in their processes (resistance to change), although they are willing to use services provided by CCIs to address their innovations needs (innovation demand). Prototyping and creative competences point to the product-oriented profile of the CCIs. They require external guidance.

CCIs INDUSTRY

CCIs encompass a variety of sectors that can add value in other contexts. Their dynamism and experimental nature drive them to explore new business opportunities in the T&C industry. The main fields where CCIs can provide innovation services to address the needs of the T&C industry (creative supply) are symbolic resources and prototyping.

CREATIVEWEAR HUB

The exchange of innovation services between T&C and CCIs does not occur naturally, which makes the intermediation of CreativeWear hubs necessary. CreativeWear hubs should be prescribers of the T&C demand for creativity-based innovation and facilitators of CCI supply. In addition, CreativeWear hubs should act as a bridge between this emergent creative market and the regional innovation stakeholders in order to capitalise on the process and connect it to public policies.
CONCLUSIONS

The CreativeWear hub emerges as a key element of change in the dynamics of innovation that links both parts of the market (supply and demand), develops activities to overcome the stakeholders’ resistance to change, promotes new policies within the innovation ecosystem and facilitates regional and international interactions.

Regional innovation system
- Innovation policies
- Internationalisation
- Legal framework
- Funding
- Structural challenges

CreativeWear hub
- Intermediation and governance functions
- Prescription of Supply-Demand services
- Facilitator
- Communication
- Resources and infrastructure
- Coordination of stakeholders
- Evaluation and gathering of evidence
- Sensitisation: Documentation
- Funding and benchmarking

Emerging market
- T&C innovation demand
- Supply of creative services
CREATIVEWEAR
Creative Clothing for the Mediterranean space
https://creativewear.interreg-med.eu/

Strategic evaluation by:
Econcult - UVEG
http://www.econcult.eu

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