

GLOCAL CHALLENGE IDENTIFICATION AND STAKEHOLDER MAPPING



Project No. 2023-1-IT02-KA220-HED-000157758

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1. Executive Summary

CROP (Creativity Rises Opportunities for Partnership) Project, identified by project number **2023-1-IT02-KA220-HED-000157758**, aims to foster creative partnerships and opportunities through innovative collaboration among Higher Education Institutions (HEIs) and local Cultural and Creative Industries (CCIs).

WP2 - **Glocal challenge identification and team formation** is designed to involve local CCIs and strengthen the connection between stakeholders and HEIs. The work package adopts an innovative approach to promote creative and open co-creation processes. The main goals of WP2 include identifying the needs and requirements of specific areas to define challenges that will guide WP3's problem-solving efforts.

Though stakeholder engagement was not a single event, a similar number of participants were engaged in relevant in person and online events. With respect to the stakeholder mapping and its inquiring to collect inputs for further Glocal challenge identification, quality data was collected within relevant stakeholders, instead of general low fit / poor quality / relevance inputs. The 6 challenges were successfully identified, based on the results obtained in surveys and interviews with relevant stakeholders, along the Scientific Committee final evaluation, fulfilling the purpose of the Work package.

2. “GLOCAL CHALLENGE IDENTIFICATION AND TEAM TRAINING” introduction

a. Objectives

WP2 has the following specific objectives:

SO1. Involve local CCIs, strengthen the link between stakeholders and HEIs through an innovative approach aimed at fostering creative and open co-creation processes.

SO2. Identify needs and requirements of an area to guide the definition of challenges/problems and subsequent solutions = challenges for WP3.

3. Methodology

a. T2.1. Stakeholder Mapping in the territories of the partner universities

The stakeholder mapping was made for both the Portuguese and Finish territory, as planned in the CROP proposal. It lists the public and private actors of the Cultural and Creative Industries that can interact in the project and how this interaction can be.

The objective is to have an overview of potential partners and beneficiaries of the project results, as well as the stakeholders identified the challenges to which - together with students and HEIs - they will be called upon to respond.

The stakeholders were divided into four categories:

- citizens (it includes venture capitalists and CCI fund raisers)
- businesses (it includes business incubators/hubs/coworking spaces)
- non-profit organisations
- local governments (it includes policy makers)

For each category, stakeholders were identified and classified into primary, secondary or tertiary stakeholders which illustrates the level of connection with the project. Additionally, the type(s) of engagement with the project are also recognized. The different types of engagement are:

- Student and Academic Engagement
- Research, Consultancy & Advice
- Training/Tutoring and Mentoring
- Networking and Dissemination
- Challenge Identification (common to all; no need to specify in the Excel sheet)

b. T2.2. Qualitative and quantitative data analysis and interviews

The goal of the **survey** was to collect data and outline the emerging needs from the CCI stakeholders. These needs were further studied through the conduction of interviews to targeted stakeholders. It is important to recall that the challenges selected will feed the content of WP3, so they should be multi-dimensional and representative of the relevant HEI's territories.

As in the stakeholder mapping, the stakeholders were divided into four categories:

- citizens (it includes venture capitalists and CCI fund raisers)
- businesses (it includes business incubators/hubs/coworking spaces)
- non-profit organisations
- local governments (it includes policy makers)

The survey was distributed to all stakeholders.

The goal of the **interviews** was to delve into the main topics presented in the survey. Through targeted interviews, the content of the challenges becomes clearer, and its applicability in this Project was looked into.

The interviews, some alongside the survey's dissemination, were conducted to the pinpointed stakeholders (T2.1), and it should have an equative representation of all types. The format of interviews can be individual, or in group.

c. T2.3. Challenge Selection

The collected data from surveys and interviews were analysed to identify key themes and areas of concern. This analysis informed the selection of relevant challenges that students and Higher Education Institutions will be called upon to respond in Work Package 3.

These challenges refer to the following needs identified:

1. Employability rate of A&H graduates lower than that of ICT and business graduates;
2. Lack of vocational training in the A&H sector;
3. Low propensity of academic staff to use innovative methodologies in A&H courses;
4. Low use of formal and non-formal skills certification systems in A&H studies compared to the needs of CCI;
5. Poor linkage between teaching and third mission in HEIs;
6. Weak role of HEIs in bridging the gap between A&H faculties and CCIs.

The challenges allowed to have a clear view of the needs and to activate targeted actions and interventions reducing the possibility of errors with positive effects in terms of economic efficiency. Moreover, the objective was to focus on challenges that can also meet the needs of other territories and represent a best practice to be promoted at European level.

All challenges shared the following common structure:

- Title
- Description
- Recurrence (percentage of the respondents that have identified this challenge)
- Expected Impact in the Arts and Humanities field

The selection of the challenges was performed by the Scientific Committee. All challenges were selected based on rating each one of the following criterion:

1. Relevance of the challenge for the territorial contexts
2. Relevance of the challenge for teaching materials
3. Innovativeness

4. Long-Term Impact and Stakeholder Involvement (measure the expected long-term outcomes and the number of actors that can be involved in its implementation and benefit).
5. Scalability and replicability of the challenge

The five criteria have the same weight (20%), and all were ranked between 0 and 20. A minimum of 40% of the total mark for each criterion must be reached; failing to meet that threshold would result in the challenge not being considered. The **6 challenges** with the highest total mark, calculated by the average rank from all evaluators (Scientific Committee), will be the ones selected.

In case of a tie, the subsequent rules apply:

- Tiebreaker 1: Where two or more challenges have the same final score, priority will be given to the challenge with the highest score on criterion “Relevance of the challenge for the territorial contexts”.
- Tiebreaker 2: Where two or more challenges have the same final score, and the same score for criterion “Relevance of the challenge for the territorial contexts” will be given to the challenge with the highest score for criterion “Scalability and replicability of the challenge”.

To initiate concrete collaborations in solving local challenges that will be the common thread running through the entire project framework, involving students, academic staff and professionals from non-academic partner organisations, each Scientific Committee member was asked to identify stakeholders: at least 3 stakeholders per challenge, from the public sector (local governments), CCI businesses and non-profit organisations. These stakeholders should have experience within the CCIs, as well as experience in the particular challenge, for a possible future contact in the context of the training activities (within WP3). The metric to attain was **30 stakeholders**.

4. Results and Findings

a. T2.1. Stakeholder Mapping in the territories of the partner universities

UPTEC led this task and performed the specific actions for the Portuguese territory. For the Finnish territory, XAMK was the main contributor.

Below are the numbers of stakeholders identified per category, per country:

Stakeholder Category	Portugal	Finland	Total
Citizens (it includes venture capitalists and CCI fund raisers)	19	30	49
Businesses (it includes business incubators / hubs / coworking spaces)	17	10	27
Non-profit organisations	29	6	35
Local governments (it includes policy makers)	8	7	15
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b. T2.2. Qualitative and quantitative data analysis and interviews

Quantitative and qualitative data was collected by UPTEC and XAMK, within the proposed time frame.

More than **50 surveys** were filled in, mostly from Portugal and Finland (only 7 surveys were answered in other locations). Although the total number of answers is lower than what was proposed at the application stage, UPTEC and XAMK identified the most relevant stakeholders (previously mapped) and addressed all category stakeholders. Representatives / staff from relevant sectoral High Education Institutions (HEI) were also invited to participate in the survey as they represent a key stakeholder for the CCI.

Survey respondents profile distribution	
Businesses / Business support infrastructure	31%
Non-profit organisations	25%
Local / National government	6%
HEI	25%
Other	13%

To analyse the survey data, firstly a data review was done. The responses were checked for any inconsistencies and for incomplete data. At a second phase, a descriptive analysis was conducted.

We highlight, a quantitative question (rated 1 to 5) all stakeholders had to answer – Their opinion on their relationship/involvement/contribution to CCI ecosystem:

- Businesses rated this relationship with an average of 2,8
- Non-profit organisations rated an average of 3,7 for their contribution to the growth and sustainability of the CCI.
- Local Governments rated 4, for their involvement in supporting and regulating.

All the respondents could also identify challenges that the Arts and Humanities Sector face. Below is the list of these challenges, and their recurrence rate in the survey answers:

Challenges	Recurrence Rate
Access to funding or financial support	53%
Lack of visibility or recognition	49%
Women Representation in STEM Fields	42%
Sustainability and environmental concerns	37%
Talent retention and recruitment	37%
Managing mental well-being amidst industry demands	30%
Combating unemployment amid changing job markets	28%
Competition within the industry	26%
Socio-economic disparities or inequality	26%
Technological disruptions or changes	23%
Circular Economy	23%
Limited access to resources or infrastructure	19%
Regulatory hurdles or legal barriers	9%
Limited travel and tourism in remote areas	2%
Retiring Population Affecting Workforce	2%

The challenges to be selected are the ones with more than a 25% representation. It was decided to remove the challenge “Women Representation in STEM Fields” as it could mislead the content away from A&H towards technology. To balance the pool of selected challenges the “Regulatory hurdles or legal barriers” was added to make sure that the topic

related to local governments and legal constraints would be at the pool of selected challenges to be voted on.

After a first survey analysis, **interviews** were conducted to **29 individuals** (10 in Finland and 19 in Portugal), mostly to CCI business owners/entrepreneurs (including business incubators/hubs/coworking spaces), but also to few local governments (including policy makers) and non-profit entities such as HEI students and staff. During these interviews, participants were encouraged to share their own views.

In Finland, due to language barriers among some participants and diversity of expertise level, the interview material was translated in Finnish during the interviews, but there were issues of participants not understanding the interview questions or having some trouble interpreting what was asked.

Prior to interview analysis, all the transcripts were read, grouped into broader themes, and their content was used to write the general description of each challenge and its expected impacts in the Arts & Humanities field.

b. T2.3. Challenge Selection

On July 11th 2024, CROP Scientific Committee meeting was held online, at which the challenges were presented by UPTEC, and discussed amongst the members of the Committee.

According to the methodology detailed in the previous section, challenges that failed to score a minimum of 40% in at least one criteria were excluded - *Access to funding or financial support & Regulatory hurdles or legal barriers*.

After conducting the final scoring, the six challenges selected (higher rates) are the following:

1. **Lack of visibility or recognition** (scored 17.8 / 20)
2. **Sustainability and environmental concerns** (scored 17.2 / 20)
3. **Socio-economic disparities or inequality** (scored 16.9 / 20)
4. **Combating unemployment amid changing job markets** (scored 15.7 / 20)
5. **Talent retention and recruitment** (scored 14.4 / 20)
6. **Managing mental well-being amidst industry demands** (scored 14.1 / 20)

Below is the description of the 6 challenges selected by the Scientific Committee (R 2.3.2).

	Description	Expected Impact in Arts and Humanities field
Lack of visibility or recognition	Stakeholders stress the importance of visibility and recognition for artists and scholars within CCI. They highlight the role of networking, partnerships, and strategic marketing in amplifying cultural impact and fostering sustainable careers. Addressing this challenge involves creating platforms that elevate diverse voices and facilitate meaningful connections.	Limited visibility restricts opportunities for collaboration, audience engagement, and career progression. It diminishes cultural diversity and innovation potential within the arts and humanities, impacting societal discourse and creative outputs.
Sustainability and environmental concerns	There is an emerging awareness of environmental sustainability within CCI, with stakeholders advocating for eco-friendly practices and responsible resource management. Discussions centre on reducing carbon footprints, adopting sustainable materials, and integrating environmental considerations into artistic and academic endeavours	Neglecting sustainability could lead to reputational risks and operational inefficiencies for cultural institutions. Embracing sustainable practices not only mitigates environmental impact but also enhances organisational resilience and fosters public trust and support.
Socio-economic disparities or inequality	Stakeholders highlight socio-economic disparities within CCI, underscoring barriers to access, representation, and career advancement. They advocate for inclusive policies, equitable funding opportunities, and initiatives that empower underrepresented communities	Addressing socio-economic disparities promotes diversity, equity, and inclusion within cultural sectors. Ensuring equal access to resources and opportunities enhances cultural richness and societal representation, fostering a more vibrant and resilient arts and humanities ecosystem.
Combating unemployment amid changing job markets	Stakeholders discuss the evolving nature of job markets within CCI and emphasise the need for adaptable skills and interdisciplinary collaboration. They highlight the importance of aligning education with industry demands and fostering entrepreneurship to address unemployment challenges.	Unemployment challenges underscore the need for targeted skills development and strategic workforce planning. Supporting diverse career pathways and fostering entrepreneurial ventures can mitigate unemployment risks and sustainably integrate creative talents into the broader economy.
Talent retention and recruitment	Stakeholders emphasise the importance of nurturing talent and fostering a supportive environment within CCI. They highlight the need for skills development, mentorship programs, and inclusive hiring practices to attract and retain diverse talents. Addressing this challenge involves creating pathways for professional growth and	High turnover rates undermine organisational stability and continuity in creative and cultural sectors. Effective talent management strategies promote innovation and collaboration, enriching cultural offerings and fostering sustainable growth.

	recognizing the value of creative skills in various industries	
Managing mental well-being amidst industry demands	There is a growing recognition of mental health challenges among artists and scholars, exacerbated by the pressures of creative and academic pursuits. Stakeholders advocate for supportive work environments, access to mental health resources, and stigmatisation of mental health issues within CCI.	Poor mental well-being affects productivity, creativity, and overall job satisfaction within the arts and humanities. Prioritising mental health support promotes resilience and sustainable careers, enhancing individual well-being and organisational effectiveness.

Along with the rating, each evaluator from the Scientific Committee was asked to identify, for each challenge, one to three stakeholders (previously mapped in Task 2.1. *Stakeholder Mapping in the territories of the partner universities*) for future training activities:

- 14 individual stakeholders were identified (by name and surname, as experts on the specific field/challenge topic), mostly in Portugal.
- 14 different entities were named (university labs, consulting companies, local governments and incubators, non-profit organisations) as possible stakeholders with relevant expertise in house, to be involved in the future training activities.

These 28 clear suggestions - either expert/individual name or entity nomination - were distributed among all the 9 challenges being voted, as this indication was done individually, without access to the final average challenge score.

However, additional 38 general stakeholder categories (e.g. public sector (local governments) | CCI businesses | non-profit organisations | other) were pinpointed as the proper profiles to be engaged in each one of the training activities for the corresponding challenges.

As such, we consider that the result *R2.3.1 Subjects indicated by stakeholders involved in training activities* was fulfilled.

Conclusions

With the aim of fostering creative partnerships and opportunities through innovative collaboration among Higher Education Institutions (HEIs) and local Cultural and Creative Industries (CCIs), CROP Project proposed to perform a Glocal challenge identification and team formation.

As such, after mapping and identifying local stakeholders – mainly in the target countries: Portugal and Finland – quick surveys were sent to previously mapped stakeholders as a first challenge assessment. Not all stakeholders mapped answered the survey - though with several attempts from UPTEC and XAMK. However UPTEC could assess that the answers received were from significant stakeholders representatives as respondent identification was asked (accepting and acknowledging that personal data provided would be processed for CROP purposes in accordance with UPTEC data protection policy). The quantitative result was not attained (250 surveys), but the cohesion of the info collected and the relevance of the engaged respondents guarantees that the data for further project development is aligned with the desired quality.

Then, relevant local businesses and non-profit organisations with interest in strengthening the connection with HEI and other CCI stakeholders were interviewed, for a qualitative assessment /validation of the challenges previously identified. With this innovative approach, CROP project aimed to promote, from day one, an open co-creation process engaging relevant CCI stakeholders at local level. Twenty nine (29) interviews were performed to different stakeholders profiles, once again assuring the quality of the data collected instead of 100 random interviews. The targeted 6 local challenges were then selected - definition performed according to the interviews data collection, with the final ranking from the Scientific Committee. Additionally, a significant number of stakeholders were identified for further CROP project activities (28 out of the 30 targeted), namely possible experts to be engaged in training activities in the upcoming course.

Along with the mentioned mapping and glocal needs assessment, several events - in person and online - were held, mainly in Portugal, to engage mostly with the target audience of the future Master (students and graduates), but also with other relevant stakeholder from CCI local ecosystems. Moreover, these events contributed to a broader CROP knowledge as 385 participants were registered at these events.

In conclusion, Work package 2 was successfully implemented as it remained faithful to the proposed objectives set out in the application delivering quality information collected in the desired ecosystems and within relevant stakeholders.