

Final, In-Depth Assessment Report

Summary

Navarre appears to be a high potential Region, with regard to the Culture and Creative Industries. It is a rich and still genuine reservoir of culture, traditions, heritages, that need to be properly and fully exploited in terms of business and job opportunities.

The region looks to have the assets and the potential to make of CCI a pillar of the economy, and an engine of job creation. Nevertheless, it appears as a “high-pot/low-per” area, that is an area with a high potential and a (relative) low performance.

In order to move ahead, some key strategic actions need to be taken for Navarre. They have to deal with software and hardware of the regional development, that means intangible and physical infrastructure, to be deployed along different dimensions: administrative, legal, urban, managerial, political.

Navarre regional government is launching different initiatives and projects (a National events MERKATUA, the register of artists and Professionals/Enterprises, Plan for Culture PECN, etc.), with commitment and willingness. It is not clear the strategic plan in which the initiatives should take place; It has to be prevented the launch of projects with no strategic framework, even if each single project has its own aim.

Section 0: Introduction

(a) Short introduction of the CRE:HUB project

The project “Policies for cultural CREative industries: the HUB for innovative regional development” (CRE:HUB) started on April 2016 and it will continue until the end of September 2020. The CRE:HUB overall objective is to improve 8 programmes for Investment for Growth and Employment (TO3), to support creation and development of new SMEs in CC sector at regional and national level through fruitful cooperation among regions with different level of capacities and experiences in CCIs supporting policies.

With this objective eight project partners, representing ... EU regions, will exchange policies and instruments for identifying and supporting the main regional economic actors that improve policies for CCI and innovative regional development.

In the project context CCIs represent highly innovative SMEs and their promotion can effectively increase regional competitiveness and job creation capacity. For participating regions CCIs represent a strategic sector of development as underlined in many of their RIS3 documents. Despite the dynamic and innovative field of action, CCIs encounter difficulties in access to credit and lack resources to enhance their competitiveness on the global market, building effective partnerships, extending their activity to other countries.

(b) Short introduction to the Peer Review methodology

The CRE:HUB Peer Review Methodology helps regions to improve their policies for promoting CCI development.

The CRE:HUB Peer Review Methodology is developed directly to use it during the CRE:HUB project, when assessing different regions' CCI policies. The methodology standardises the relevant aspects that need to be measured, in order to enable experts with different background, to assess the regional situation in an objective way. By this, they will be able to give appropriate recommendations for CCI development in the host region. The other important advantage of peer reviews is the selection of experts, who are practitioners in the field of the assessment, which means that the recommendations given by them after the review will be practical and realistic.

Section 1: Overview

(a) Short description of the Host Region, general overview, economic profile.

The Host Region Navarra is located in the north of Spain, next to the border line with France. Its bordering regions are: the Basque Autonomous Community, La Rioja, and Aragon in Spain and Nouvelle-Aquitaine in France. The capital city of the Region is Pamplona a 200 thousands inhabitants urban center.

Navarre became one of the 17 Autonomous Communities in Spain. Navarre has almost full responsibility for collecting and administering taxes which must follow the overall guidelines established by the Spanish government but may have some minor differences. In 2015 Uxue Barkos (Geroa Bai) became president with the support of EH Bildu, Podemos and I-E. She is the first Basque nationalist president in Navarre. Navarre consists of 272 municipalities and has a total population of more than 600 thousands, of whom approximately one-third live in the capital, Pamplona (195,769 pop.), and one-half in the capital's metropolitan area (315,988 pop.). Despite its relatively small size, Navarre features stark contrasts in geography, from the Pyrenees mountain range that dominates the territory to the plains of the Ebro river valley in the south. Spanish is the official language throughout Navarre. Basque also has official status in the Basque-speaking area.

Pamplona is the historical capital city of Navarre. The city is famous worldwide for the running of the bulls during the San Fermín festival, which is held annually from July 6 to 14. This festival was brought to literary renown with the 1926 publication of Ernest Hemingway's novel *The Sun Also Rises*.

Pamplona has shifted in a few decades from a little administrative and even rural town to a medium-size city of industry and services. The industry sector is diversified although the most important activity is related to automobile industry. Volkswagen manufactures Polo model in its factory of Landaben and there are many auxiliary industries that work for Volkswagen and other companies. Other remarkable industries are building materials, metalworking and food processing. Renewable energy technologies are also an

increasing economic sector (wind turbines manufacturing and generation) and neighboring Sarriguren is the seat of the National Centre for Renewable Energies (CENER) and of Acciona Energía.

Pamplona is the main commercial and services centre of Navarre. Its area of influence is not beyond the province, except for the University of Navarre and its teaching hospital, which provide private educational and health services nationwide.

The city is home to two universities: the above-mentioned University of Navarre, a corporate work of Opus Dei founded in 1952, which is ranked as the best private university in Spain, and the Public University of Navarre, established by the Government of Navarre in 1987. The two most important museums in Pamplona are the Museo de Navarra, devoted to the archaeological and artistic heritage of Navarre, and the Museo Diocesano of religious art, located in the cathedral. Pamplona is the first Spanish city in the French way of the Way of Saint James.

Pamplona has hosted the Sarasate Violin International Competition biennially since 1991,[34] and the annual Punto de Vista International Documentary Film Festival, the most important Spanish documentary film festival, since 2004.

Other very well-known treasures of Pamplona are: religious architecture, military and civil architecture, parks.

(b) Description of Peer Review focus (why it was chosen, specific questions and expected outputs of the Host Region)

The focus of the Peer Review is represented by the strategy, action plan, management model and organizational model, that the Region of Navarre is designing and/or implementing in order to boost the Creative and Cultural Industry (CCI) of the region. This goal, supporting the development of CCIs, is shared with other 7 EU's Region Governments, partners of Navarre Region in the CRE-HUB Project.

The aim of the Peer review is then to observe Navarre's approach to the development of the regions CCI, codify this approach in order to assess, address possible improvements, share (with useful adaptation) the best practices with other partner regions in CRE-HUB project.

It is the case to remind that for CCI we mean the Creative and Cultural Industry, that is the industry which encompasses a quite heterogeneous group of enterprises, both in term of legal structure and in the product/process activities, whose main characteristic is the use of creativity or culture as resources, or process, able to generate a product (or a service).

This specific focus was chosen in order to analyse two key elements of a Program for socio-economic development of an industry: the Law that regulates the activities and interactions among economic and non-economic actors operating in the system (stakeholders), the Program according to which all the supporting action should be implemented.

Specific questions and expected outputs of the Host Region, were: how can we support the industry? How can we impact on the economy and the job opportunity of the CCI in Navarre?

With this regard the output expected from the Host Partner is a set of suggestions, references, notes, able to orient.

Section 2: Regional Strategy

(a) Key Findings

Last political elections of the Navarra's Government took place in In 2015, with election of the President. 4 political parties were enabled as coalitions at the govern, with 9 Ministers in charge.

The Regional socio-economic strategy is based on some values that the Director General de Cultura, Institute Principe Viana, Dr. Fernando Pèrerz Gomèz, has remarked:

- Diversity, Respect of Nature
- Renewable Industry,
- Identity,
- Cohesion with neighbouring regions.

- *CCI sectors and definition appearing in strategy;*

The sector is sufficiently described ("State of Art – Cultural and Creative Industries Navarre" document) with general and structural indicators: companies legal form, dimension or size, number of players. The sector, according to mentioned document, is organized in the following subsectors: Heritage, Film Production and audio-visuals, Books and press publishing, Architecture, Communication.

However there are some missing indicators, that may help understanding key structural characteristics, like the networking intensity among the companies. This is the analysis of the quantity and quality of business/productive partnership among the subject in the sector. Useless to say that a number of companies with no interactions are far from being a sector.

- *CCI support instruments appearing in strategy;*

The main instruments appearing in the strategy definition are the following:

1. "state-of-art",
2. the Roadmap,
3. SWOT Analysis (based on sector's data, dated 2013)
4. Barrier & Solution Matrix
5. Experiences and Lessons Learnt matrix (might be improved)
6. Law Foral 8/2014 on Cultural Sponsorship

- *Main actors responsible for CCI development;*



- Regional and local authorities
- DEPARTMENT for Economy of the Government of Navarre (together with SODENA, Navarre Regional Development Agency)
- Department of Education of the Municipality of Pamplona
- Business Support Organizations (CCI sectors)
- CEIN (European Centre for innovation of Navarre)
- AIN (Industry association of Navarre)
- Stakeholder from the main CCI subsectors

Navarre's CCIs Strategy plan Elaboration:

The Government of Navarre has externalized to the Strategy consultancy firm IKERTALDE, based in San Sebastian, the Strategic Plan for CCIs (Plan Estrategico de Cultura Navarre, PECN). The first draft version of the plan has been presented on last oct. 31st, in Pamplona. Until the nov. 30th, 2017, the authors are looking for improvement, suggested by stakeholders.

The Methodology has been presented in Pamplona, in the same Public event, by the Consulting firm Ikertalde. In addition, the extended draft version has been sent via email to myself, as a pdf document.

Some positive elements are clear and must be recognized in the PECN contents and methodology so far. They are:

- Participatory approach to the identification of strategic aims and objectives
- Collected emotions as well
- Young people participation to the elaboration of the PECN
- Friendly and collaborative atmosphere during meetings and working sessions (organizational climate during PECN development was very vibrant and positive)
- Communication style and informative material was easy and effective

The Tree has been used as a metaphor of the PECN of Navarre. Its Strategic Plan Structure is actually made up of: Roots, Diagnosis, Challenges and goal, Maintenance.

A participatory approach has been also used during presentation of the Plan. Participants to the work (participants to the Idea collection), coming from various social and cultural sectors of the society, also presented part of the Strategic Plan, namely they were:

- a) student of engineering telecommunication DANIEL – received a message from the university to participate
- b) many other stakeholder presented one poster explaining the process of the Strategic Plan

About the methodology the Diagnosis consisted in:

- Data source: 2016 directorate,
- free diagnosis,

- participatory sessions,
- interview to important persons of the ICC,
- workshop,
- cultural agencies and citizens.

Structure of the PECN:

1. Participation
2. Roots
3. Visions
4. networks
5. Underlying concepts
6. Diagnosis
7. Axes-challenges
8. Gender approach
9. Youngers
10. Claims

The communication Format, was mainly based on posters and leaflets; the communication style and graphics were effective, artful. The consulting firm who is elaborating the strategic plan, is collecting feedbacks until the nov. 30th, 2017.

- Diagnosis respect to relevant themes/elements
- Challenges respect each element and actions
- Systematic and strategic combination of actions into projects, then projects into programs

(b) Recommendations

Some suggestions may be addressed with regard to Regional Strategy definition. They are:

1. **A preliminary analysis aimed at identifying Navarre's cultural and creative strategic assets.** This analysis will discover those cultural and creative resources that are capable of being incorporated into core products or services. This is fundamental in order to build around this elements the industry's strategy. The strategic assets can be identified as those distinctive and differentiating. Adapting Prahalad and Hamel's¹ seminal paper (1990) insights, they can be recognized. Basically they should respond to three characteristics: unique, distinctive, not replicable assets.
2. **SWOT ANALYSIS.** A SWOT analysis has been developed (document "State of Art, Navarre's CCI"). In order to effectively implement this tool, it is fundamental to address the right questions and

¹ Prahalad, C. K. and Hamel, Gary, 1990, The Core Competence of the Corporation (1990). Harvard Business Review, Vol. 68, Issue 3, p. 79-91.

provide more detailed answers, in order to have the right elements to fulfil the well-known 4 boxes: strengths, weaknesses, opportunities, threads. The SWOT analysis proposed in the “State of Art” document is not updated (dated 2013) and focused enough (general answers).

3. **A Socio-Economic Business Plan**, in order to ponder the investments. The investments in CCIs development have to be driven by the Social Return on Investment (SROI), that is a socio-economic indicator to account all the benefits, financial and non-financial, linked to an investment.
4. **A summary PECN in English**. The PECN is in Spanish. A summary document of the strategic plan in English would be needed both in the developmental stage and after (the translation in English of the existing leaflet would be at least sufficient).
5. **“Barriers and Solution Matrix”** tool is ok; it should be linked to projects and actions.

Section 3: Education. Skills and Capacity Building

(a) Key Findings

Labour Market main issue is related to the development of Business management roles and competences, and attraction of young and talented providers and workers, enterprises.

CAPACITY BUILDING has been addressed by the Director of the Instituto Principe de Viana as a strategic objective. Up to now there is no specific skill in data collection, elaboration, reporting with regard to the CCI in Navarre. The Director addressed the importance of developing administrative skills and competences (Capacity building) as well as Project & Program Management.

(b) Recommendations

Some recommendations are addressed here with regard to “Education. Skills and Capacity Building”. They are:

1. **Represent, and track changes of, the Navarre’s CCI with Porter’s VALUE CHAIN² model**. The Porter’s model of the VALUE Chain is useful to understand who (in a firm or in a network of firms) is creating value. This allows to detect the valuable firms/positions in one industry’s Value chain, and the missing firms/value providers. Probably a missing role in Navarre’s CCI value chain (as it is now), is the Business maker, that is a Contractors. This one is the role able and capable to setup and manage the business (financial, commercial, market, organizational, administrative, logistic, managerial), while subcontracting and coordinating the producers/providers of culture and creative products/services.
2. **To plan Education and Training projects in order to develop Organization and Management skills**. Cultural and Creative products/services providers and promoters have a basic reluctance to work “for profit” that is business driven. This is due to their missions and values, that are driven by social impact rather than financial. Nonetheless – according to the point 1 above - some HUB players (Contractors) in the Value Chain, whose main competences are Business Management and Organization, should be

² Porter, Michael E. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. New York.: Simon and Schuster;

properly supported with specific Education and Training programs (this programs may include topics like CCI Strategy, Project Management, Event Management, Event Communication, etc).

3. **To map the Cultural and Creative core competences existing in Navarre.** In order to track and monitor the education and training needs of CCI's firms, it should be defined a system for detecting and reporting periodically the strategic competences (those unique, distinctive, not replicable) and the stock of non-strategic competences (Prahalad and Hamel, 1990)
4. **To start mixing and combining CC competences in more complex products/services.** In order to innovate and increase the value incorporated in Culture&Creative products/services, it should be planned to create initiatives aimed at exchange knowledge, competences, among peers (creatives and cultural producers from different contexts and environments). This cross-cultural learning would lead to new and more complex and value added products. That is entering new and higher profitable markets (even niche) .

Section 4: Favourable Business Environment

(a) Key Findings

The Business environment of Navarre appears quite favourable. Nonetheless it presents some factor to be considered carefully. In particular if on one hand it is immediate to consider the political and administrative commitment to the development of the CCI, as stated by the Ministry of Culture and by the Director of the Istituto Principe de Viana, whose secured also the interest in participation into EU projects, on the other hand it is important to recognize the handicap of the low number of inhabitants of the region.

This means no "scale factors", that is the economic advantage of spreading large investments on a large number of users. In other words a large number of users (whose premises is the large population) allows to reach the 'break even point' of a certain investment.

The strategy of "mass production and cost leadership" of Creative/Cultural offer is not appropriated. Rather a strategy oriented toward quality and differentiation is coherent to the Business environment. This entail the research of those niche of market for the CCIs, and also the production of CCI's product with a strong identity, the preservation of integrity.

The Business environment is favourably characterized by the Autonomous status of the Navarre's Region. In fact autonomy of Law allows own taxation and special regional laws. According to the presentation provided by Mrs. Anne Kurzweg, Navarre accounts 1.38% population of the Spain, and a 1.7% GDP. This puts Navarre into a good position, with a GDP over the average of other Regions. Business environment seems to stand, economy looks moderately good.

- Business support organizations: incubators and accelerators

One basic Business support Organization, at Regional Level, is [SODENA](#). It is actually an "instrument of the Government of Navarra to attract and develop value-added business projects, contributing to regional development and the creation of quality employment". Its Regional Strategy Director, Dr. Luis Goni

Navarro, provided a clear presentation of the Smart Specialization Strategy of Navarre: Governance System, General Goals, General objectives. The document provides a consistent framework for CCI's strategy development and implementation.

CCIs have been introduced in S3 of Navarra. Radar charts reveal a structured socio-economic system, but not yet ready to be sustainable (employment in knowledge services, higher education, student vocational training) and to support future economy.

Maria Sanz de Galdeano Arocena, Coordinator within [CEIN](#) Pamplona provided evidence of the supporting activities: promotion and education to enterprise, incubation and creation support. CEI has a project in progress whose aim is to help the young digitals/creative to understand what they want to do in the industry of CCIs, and what they can do in terms of Business.

- Intermediary organisations

No particular Intermediary Organizations have been detected. Their presence, however, represent a crucial point for the survivor and vitality of the CCIs. Players in the Industry are often one-person enterprises, usually with few business&management competences, whose core-activity is the production. Then intermediary organizations that act as aggregators are a valuable but missing 'ring of the chain'.

(b) Recommendations

In order to improve the Business environment in which Navarre's CCIs will operate, some useful recommendations are:

1. **Increasing the awareness and the commitment to co-working and co-production.** To inform and promote about networking and intra-industry collaborations. The monitoring of the "Networking level" through the Network Analysis within the CCI would helpful to track and manage this important factor affecting the Business environment.
2. To promote a shared understanding of Culture and Creativity as resources for Business processes.

Section 5: Partnerships and Networking

(a) Key Findings

- Role of regional authority

The regional authority has mapped and registered both the artist and the enterprises operating in the system. The Authority actually opened at the Culture Promotion, Culture Dept. Of Navarra Region:

- a) Register of Artists
- b) Register of Professionals/Enterprises

- *Partners of the value chain*

Slide on CCIs in Navarra: the subsectors are identified but the structure of interactions between companies along the value chain is missing

- *Clusters and networking organizations*

About the networking organization some young and active associations, representing and promoting one or more subsectors, often made up by volunteers, are growing and collaborating with Navarre's government. Some of them were interviewed:

- ANICC Association of Navarre's Innovacion Creatividad Cultural
- Department of Education/Govern of Navarra
- CLAVNA: Creative cluster of Navarra Services in the audiovisual cluster of Navarra (group about 60 companies)
- AREA Association, dealing with the 70ies architectures in Pamplona

(b) Recommendations

1. **To support/incentive the start of firms acting as "Business catalyzer/coordinator" in the CCI's Value chain.** Here is just the case to stress once again what stated in Section 3. It is necessary to support and incentive the born and growth of entities which act as Business maker/manager for the various, dispersed, micro entrepreneurs working in the CCI sector. This role must be able to integrate the productive contributions of the individuals or micro-firms, and provide to the market single products as well as macro events/products, as aggregation of many micro-firms. The organizational model/role correspond to **the General Contractor, which deals with Contractors** (SMEs and micro-enterprises operating in the Industry). This in order to increase the qualitative and qualitative level of cultural and creative offers. This in turn will increase the audience (to bring it at national and international level). Forms of support and incentive can be financial and/or knowledge based (funding training programs, aimed at fulfilling management and business competences).
 - a. A reference model is the Finnish KAAPALI <https://www.kaapelitehdas.fi/>
2. It is also necessary to properly list and map the companies operating in the sector, group them into subsectors and position them in the Value Chain. This will induce the policy makers in **planning the investments (and thus financial budgets) according to a Value Chain development strategy**, rather than according to a distribution of budgets with no strategic impact.

Section 6: Access to Finance

(a) Key Findings

- *Financial support for CCI companies*



One of the basic financial supports for CCI Companies is provided by the TAX incentive for filmmakers, the regional Government has licensed. This is an important support as highlighted by the Director General Fernando Pèrez Gomèz, which affect the film industry, a subsector with high impact to the others CCIs.

(b) Recommendations

Some recommendations regarding the Finance in CCI are important so far:

1. As previously pointed in this Report the success of a Program – as this one regarding the development the CCI in Navarre - is “Path dependent”. This means that the sequence of projects constituting the program is a key factor for success. This because depends by the sequence of socio-economic dynamics that sparkle, and hence from the sequence of investments funding the projects. **Financing is then strictly related to Programming.** This assumption excludes financial distribution, and requires financial planning strictly related, and according to, the strategic program.
2. **“Concentrate Financial Resources” rather than “distribute financial resources”.** It's necessary to concentrate resources, and achieve critical mass. This implies identifying priority subsectors, on which concentrate financial budget and focus investments, at each stage of the program, depending on their importance and impacts.

Section 7: Administrative and Technical Issues

(a) Key Findings

- Administrative and technical barriers/support

According to the explanations of the Director Instituto Principe Viana, only in recent years they are collecting data with specific reference to the CCIs. Today no structure of “intelligence” is in place, intended as process, system, methodology and outputs of the decisional support systems for the politics.

It is of a strategic importance – in the sense that affect the success of the programs – the evaluation system, maybe more of the program’s content itself.

Carmen Oroz IRRIBARREN, Culture Promotion, Culture Dept. Of Navarre Region, has also announced the creation of the Register of Artists of Navarre, and the Register of Professionals/Enterprises of the region. This is a quite basic but very useful administrative support any government should have. The problem with this instruments is rather the maintenance, that is the regular update of the data, the refresh and eventually the enrichment of the initial records. Of a certain importance, in order to query the register, is the organization of the related data base, that is a first step in order to browse, filter, decide upon the collected data. A coherent definition of metadata, would help in searching and grouping all the recorded subject, according to the decision to take.

(b) Recommendations

Some recommendations can be addressed with regard to administration and technical issues. 'Technical issues' is intended here as the use of Tools to achieve the political and administrative goals. They are:

1. **Support programming with the Logical Framework Approach (LFA).** A sort of LFA is developed in the "State of Art" document. It should be improved in order to more systemic and supported by some indicators of achievement. Grouping actions by phases, identifying key development milestones, whose achievement must be monitored by the means of indicators, target values, trends of achievement.
2. **Apply Evaluation models.** Navarra government needs to adopt evaluation tools and models in order to judge the genuine benefit and achievement, coming from it. Of course this is needed to re-plan and drive the Socio-Economic creation of Value. Identify the socio-economic mechanisms that you will have to trigger because the program develops successfully. To clearly identify and test "assumptions" that are lacking in the roadmap;
3. **Designing the measurement and monitoring system,** evaluation, output, outcomes, impacts (on which stakeholders, what to measure and evaluate, when).
4. In order to support the points above, the Policy makers should be supported by Decision Making Support Systems (DMSS). One suitable DMSS is SYSTEM DYNAMICS approach, along with its software simulation tools.

Section 8: Awareness Rising and Motivation

(a) Key Findings

- Awareness level of CCI and existing opportunities

With this regard the Navarra's Government, namely with the Culture and Promotion Office, Carmen Oroz Irribarren, has organized and launched an event, both to support awareness raising and business. The event is the 1st Art fair of CCI, in Navarra, named MERKATUA, that will occur on 15/16 nov. 2017. Its first edition has reached more than 200 CCI's players participation, more than 3 times the expected.

MERKATUA wants to be a CCIs physical market fair with all kinds of arts, from Navarra. In 2018 enlarge the participating organizations to Basque, La-Rioja, Aragona regions. Website of MERKATUA looks very good at its first edition (<http://www.948merkatua.com/>).

Another important activity reported by Carmen Oroz IRRIBARREN, Culture Promotion, Culture Dept. Of Navarra Region, is WIKIZONA. This is a situation organized in a physical space, where Wikipedists (all those IT volunteers and passionate of) meet to collect and publish information about CCIs in Navarre (the webpage is not still online)

- Awareness rising activities

Another relevant and original activity driven by the regional Government in this sense has been Improvisation contest, as reported by the Director of Instituto Principe Viana. Performers from a large part of Spain challenged making free and extemporaneous performances, around a given, not agreed before, subject.

- Motivation and incentives for CCI development

The main incentive system in place is the tax exemption on film productions, that has contributed to the recent development of the film production industry in the region. This is aligned with the RIS3 Strategy, where the sectors of cinema&animation and audiovisual digitisation have been included among the “trailblazing areas” of the region.

(b) Recommendations

Some recommendations with regard to the Awareness and Motivation, are:

1. **Create a stimulating, vibrant, environment.** CCI’s ecosystem/environment: cultural climate, attract youngsters from outside. This can be deployed along two levels:
 - a. **Macro level - Urban planning:** make a sparkling atmosphere, invest in physical city districts.
 - b. **Micro level – Enterprise setting:** workplace structure (make laboratories attractive for youngsters, through the definition of a standard Cultural/Creative workplace able to combine traditional tools and technology based tools)
2. **Attract youngsters.** To invest in workplaces, and city districts/area, in order to transform them, and make them nice and attractive for youngsters; once youngsters, creative, will populate this places then a larger interest will rise around the places and the activities of CCIs.
3. **Recognition of dismissed public Buildings, in order to renovate and use them for laboratories, exhibits, events, for CCI.**

Section 9: Internationalization

(a) Key Findings

About internationalization it is important to recall the experience of Navarre in Health Tourism. An excellence in Health care, the Clinica Universitaria de Nabarra, is increasing internationally (form Russia, France, etc.) its name and the reputation of the Region.

This reveal the importance of supporting those key expertise, products, even outside the CCI, because of their attracting power, which benefit at the end the CCI of the region.

(b) Recommendations

Just one basic recommendation appears useful. To promote and support the connection (alliances, exchanges, co-productions, etc.) with foreign Enterprises, Regional CCIs, and commercial HUBs (Fairs, commercial agencies, international cultural consumption networks).

Section 10: Conclusions

Following the arguments above, the most important conclusions in order to review the Regional Developmental plan of CCI in Navarre are the following:

1. Identify Navarre's cultural and creative strategic assets;
2. Improve and focus the CCI's SWOT ANALYSIS at a regional scale (paying attention to addressing the "right question", for each SWOT box);
3. Draw a "Socio-Economic" Business Plan, in order to fix political long-term goals, and ponder the investments;
4. Use the Social Return on Investment (SROI), as basis for Planning and accounting;
5. Represent the Navarre's CCI with Porter's VALUE CHAIN model. Represent "as-is" value chain, "to-be" value chain, and track changes of it over the time using the same pictorial model;
6. Plan Education and Training activities/programs in order to develop Organization and Management competences and skills;
7. Map the Cultural and Creative "core competences" existing in Navarre (see seminal Paper of Prahalad and Hamel, see reference in section 5);
8. Start mixing and combining CC competences in order to have more complex products/services (value added products and services);
9. Increasing the awareness and the commitment to co-working and co-production among Creatives and Cultural economic players;
10. To promote a shared understanding of Culture and Creativity as resources for Business processes (Conferences, workshops, etc.);
11. To support/incentive the born of firms acting as "Business catalyzer/coordinator" in the CCI's Value chain (that means Contractors).
12. List and map the companies operating in the sector, group them into subsectors and position them in the Value Chain;
13. Finance the activities and related economic players, strictly relating to Programming (success of a Program is path-dependent, then finance should reflect the designed program);
14. "Concentrate Financial Resources" rather than "distribute financial resources";

15. Improve programming with the Logical Framework Approach;
16. Apply Evaluation models;
17. Create a stimulating, vibrant, environment;
18. Attract youngers;
19. Use public Buildings (perhaps dismissed), in order to improve urban quality and simultaneously support CCI's firms, giving them for laboratories, exhibits, events.

Section 11: Attachments

Please list which documents were studied by the peer review team prior, during or after the review visit (e.g. Operational Programme, State of Art Report, Roadmap, local development programs, etc.).

1. Summary *Operational Programme Navarra ERDF 2014-20*
2. Report *Smart Specialization Strategy (S3) of Navarre*
3. Report *State of Art of Navarre's CCI*
4. Document, draft of *Roadmap Cultural and Creative Industry in Navarre*
5. Draft Report *CCI's Strategic Plan of Navarre* (PECN draft report)
6. Power Point presentation (slides) *Peer Review*, authored by Government of Navarre Department for Culture, Youth and Sport, Section for Resources and Strategic Development
7. Presentation of *Merkatua*
8. Document on Fiscal Incentives: *Law on Sponsorship*
9. Power Point presentation (slides) from *Pamplona's Architecture association*
10. Others