

Open Conference

CCIs_{and} INNOVATION CONTRAST

Reader

11-12

NOVEMBER 2021

BILBAO

Guggenheim Museum



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**EUSKO JAURLARITZA
GOBIERNO VASCO**

KULTURA ETA HIZKUNTZA
POLITIKA SAILA

DEPARTAMENTO DE CULTURA
Y POLÍTICA LINGÜÍSTICA

CONTEXT




This event is the result of the “CCIs and Innovation Contrast” working process, during which three group of experts have been meeting in online sessions to jointly work on different topics: Working Group 1 (WG1) on innovation, WG2 on R&D and WG3 on the measurement of R&D&I.

This working process with international, national and local experts are part of the efforts to create spaces for the exchange of good practices and knowledge development.

The “CCIs and Innovation Contrast” initiative tries to deal with the following detected issues:

- 1. Low performance of the Basque Country in terms of indicators of innovation in the CCI sector.
- 2. Lack of application of the major European statistical frameworks at the regional level, where few data is collected for the innovation measurement indicators.

The overall objective for the “CCIs and Innovation Contrast” is to gain knowledge that will enable the development of better-informed policies and initiative. The aim is to agree and lay the foundations of a model for the assessment and measurement of innovation and R&D&I in the CCS that will contribute to:

- 1. Overcome the purely speculative dilemmas about what is and what is not innovation and R&D&I in the CCS.
 - 2. Approve criteria and guidelines for identifying innovative and R&D&I projects in the CCS.
 - 3. Establish a dashboard of indicators for the monitoring and evaluation of innovation and R&D&I in the CCS.
 - 4. To steer R&D&I support policies in the CCS to support innovation in the CCI sector.
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OPEN CONFERENCE

This event is organized by the **Department of Culture and Language Policy of the Basque Government**, with the participation of **key local actors**. The Open Conference will allow us to move from the discussions started during the WGs and will serve as an ending to the process of discussion on the topics on Innovation, R&D and the Measurement of R&D&I within the CCIs. In addition, some preliminary findings of the pilot study on new innovation indicators will be presented.

DAY 1: 11TH NOVEMBER 2021

9:00-9:30

RECEPTION AND REGISTRATION

9:30-10:15

WELCOME AND OPENING OF THE CONFERENCE

Aitziber Atorrasagasti, Director of Cultural Promotion. Basque Government.

Miren Artaraz, Director of University Policy and Coordination. Basque Government.

Gotzon Bernaola, General Coordinator of Business Innovation at Innobasque.

Leyre Madariaga, Director of Digital Transformation and Entrepreneurship. Basque Government.

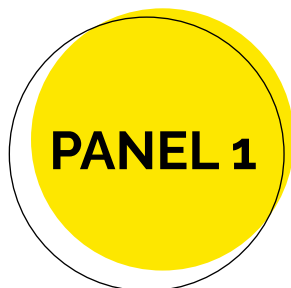
Cristina Ortega, Scientific Coordinator of the Conference. Member of the Basque Council of Culture.

10:15-12:45

THE CONCEPT OF INNOVATION IN THE CULTURAL AND CREATIVE SECTOR

10:15-11:00

**THE CONCEPT OF INNOVATION IN CCIs:
SETTING THE BASIS**



Sabin Goitia, Strategic Projects Coordinator at Beaz Bizkaia

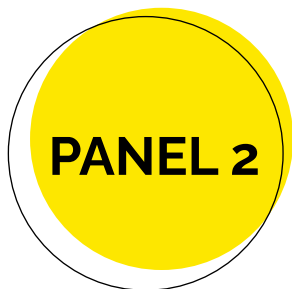
Alaitz Landaluze, General Coordinator of Innovation Policies at Innobasque

Bernd Fesel, Director of the European Creative Business Network (ECBN)

11:00-11:45

INNOVATION IN CCIs: WIDER PERSPECTIVES

Moderator



Camila de Epalza Azqueta, EU Policy Officer. Delegation of the Basque Country to the EU

Juan Pastor Bustamante, Deputy Director of Innova&acción.

Iranzu Guijarro, KARRASKAN: Innovation in culture, culture of innovation

Cinzia Lagioia, Director of the Puglia Creative District.

11:45-12:15

BREAK

12:15-12:45

Q&A: THE CONCEPT OF INNOVATION IN THE CULTURAL AND CREATIVE SECTOR

Bernd Fesel, Director of the European Creative Business Network (ECBN)

Sabin Goitia, Strategic Projects Coordinator at Beaz Bizkaia

Alaitz Landaluze, General Coordinator of Innovation Policies at Innobasque

Camila de Epalza Azqueta, EU Policy Officer. Delegation of the Basque Country to the EU

12:45-14:30

LUNCH TIME (Gran Hotel Domine Bilbao)

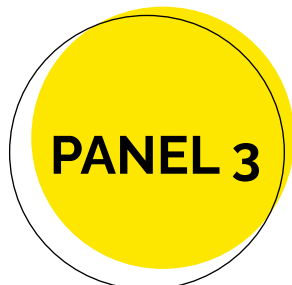


14:30-16:30

REFLECTIONS ON R&D WITHIN CCIs

14:30-15:15

THE CONCEPT OF R&D IN CCIs: SETTING THE BASIS



Ruth Mayoral, Responsible for Tailor-made Programmes at Euskampus Fundazioa

Oihane Sánchez, PhD in Contemporary Art Research (2020) and collaborator of the AKMEKA

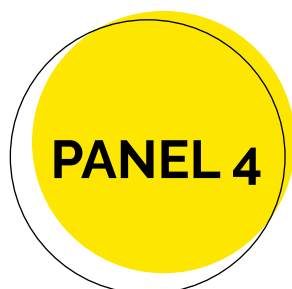
Pier Luigi Sacco, Senior Advisor at the OECD Centre for Entrepreneurship, SMEs, Regions & Cities

15:15-16:00

R&D IN CCIs: WIDER PERSPECTIVES

Moderator

Aintzane Larrabeiti, Basque Observatory of Culture.



Michela Magas, Chair of the Industry Commons Foundation

Yosha Wijngaarden, Assistant professor of cultural policy at Radboud University Nijmegen, the Netherlands

Roberto Gómez de la Iglesia, General Manager of Conexiones improbables

16:00-16:30

Q&A: REFLECTIONS ON R&D WITHIN CCIs

Pier Luigi Sacco, Senior Advisor at the OECD Centre for Entrepreneurship, SMEs, Regions & Cities

Ruth Mayoral, Responsible for Tailor-Cut Programmes at Euskampus Fundazioa

Oihane Sánchez, PhD in Contemporary Art Research (2020) and collaborator of the AKMEKA

DAY 2: 12TH NOVEMBER 2021

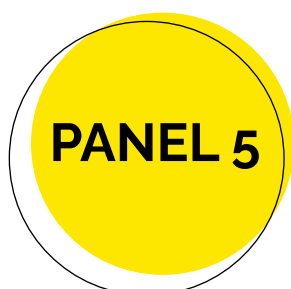
9:00-9:30

RECEPTION / REGISTRATION

9:30-12:45

THE MEASUREMENT OF R&D&I AND INDICATORS IN THE CULTURAL AND CREATIVE SPHERE

9:30-10:15



THE CONCEPT OF THE MEASUREMENT AND INDICATORS IN CCIs, SETTING THE BASIS

Josean Urdangarín, Basque Government's Department of Culture and Language Policy

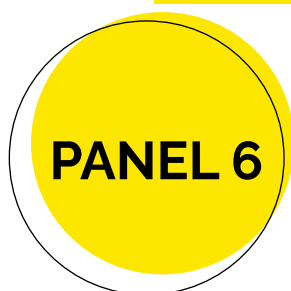
Luca dal Pozzolo, Co-founder and responsible for Research of Fitzcarraldo Foundation.

Valentina Montalto, Policy Analyst on Cultural Economy & Creative Cities at the Joint Research Centre (JRC) of the European Commission.

10:15-11:00

MEASUREMENT OF R&D&I AND INDICATORS IN CCIs, WIDER PERSPECTIVES

Moderator



Xavier Fina, Founder and Director of ICC Consultores Culturales.

Annalisa Cicerchia, Culture economist and Senior Researcher at ISTAT - Italian National Institute of Statistics.

Jabier Retegi, Orkestra & Mondragon Unibertsitatea & **Mikel Etxeberria**, Basque Cultural Observatory

Renzo Turatto, responsible of the OECD Leed Venice office.

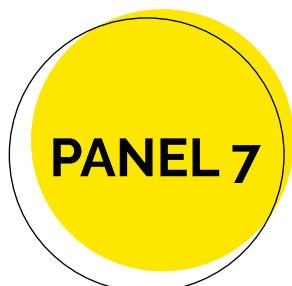
11:00-11:30

BREAK

11:30-12:15

PRESENTATION OF THE PRE-PILOT STUDY: INDICATORS TO MEASURE INNOVATION IN THE CCIs

Moderator



Josean Urdangarín, Basque Government's Department of Culture and Language Policy

Sandra Rodríguez, Consulting Project Coordinator at ICC consultors.

Luca dal Pozzolo, Co-founder and responsible for Research of Fitzcarraldo Foundation

Carlo Vuijsteke, Senior Project Manager / Coordinator Districts of Creativity Network.

12:15-12:45

Q&A: THE MEASUREMENT OF R&D&I IN THE CULTURAL AND CREATIVE SPHERE

Luca dal Pozzolo, Co-founder and responsible for Research of Fitzcarraldo Foundation.

Valentina Montalto, Policy Analyst on Cultural Economy & Creative Cities at the Joint Research Centre (JRC) of the European Commission.

Josean Urdangarín, Basque Government's Department of Culture and Language Policy

Xavier Fina, Founder and Director of ICC Consultores Culturales.

Aintzane Larrabeiti, Basque Observatory of Culture.

12:45-13:15

NEW EUROPEAN BAUHAUS - SHAPING MORE BEAUTIFUL, SUSTAINABLE AND INCLUSIVE FORMS OF LIVING TOGETHER

Valentina Montalto, Policy Analyst on Cultural Economy & Creative Cities at the Joint Research Centre (JRC) of the European Commission.

Camila de Epalza Azqueta, EU Policy Officer. Delegation of the Basque Country to the EU

13:15-13:30

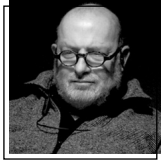
CLOSURE OF THE CONFERENCE

Andoni Iturbe, Deputy Minister of Culture. Basque Government.

SPEAKERS

SCIENTIFIC COORDINATORS:

LUCA DAL
POZZOLO



Luca Dal Pozzolo, 1956, Architect, co-founder and responsible for Research of Fitzcarraldo Foundation, from 1998 Director of Piedmont Cultural Observatory. He teaches in Bologna Economic Faculty, (Regional Cultural Policies) and in Lugano, Master in Advanced Studies in Cultural Management. He published many articles and books on cultural economics, museums and Heritage, design and project within historic centres, and cultural issues connected with urban regeneration.

BERND
FESEL



Bernd Fesel studied Economics and Philosophy in Heidelberg and Bonn and graduated with an economist degree. He is visiting professor at the University of Bonn, University of Arts Berlin and currently at the Institute for Culture and Media Management, KMM Hamburg. In 1990 he started his career in the art market, becoming 1997 Managing Director of the German and then the European Gallery Association. He also served as speaker of the German Arts Council. In 2003 he founded the Office for Culture and Economy and served as advisor f.e. of the German UNESCO Commission and German Federal Foreign Office. He initiated the first national conference on creative industries in Berlin from 2004 to 2009, which was co-organized with the Friedrich-Naumann-Foundation. Then he served as vice director at the European Capital of Culture RUHR.2010, since 2011 as senior advisor at the European Centre for creative economy, a legacy of RUHR.2010. Bernd Fesel has been speaker in Hearings of the European Parliament (2017 on Brexit) and conferences across Europe, special focus is on the spillover effects of the arts and creative industries. He was board member of the European network on cultural management and policy (ENCATC) in Brussels from 2015 to 2017 and is since 2016 director of the European Creative Business Network (ECBN) in Rotterdam.

VALENTINA
MONTALTO



Counting on a +12 year experience in international working environments, Valentina Montalto has dealt with European and city-level policies and indicators to foster and measure the economic and social dimension of the Cultural and Creative Sectors. Valentina currently works at the Joint Research Centre of the European Commission where she leads the Cultural and Creative Cities Monitor project, a benchmarking tool that measures the performance of 19 European cities on culture-related dimensions using both quantitative and qualitative data. On YouTube her TEDx talk *How important is culture in our cities?*

PIER LUIGI
SACCO



Senior Advisor at the OECD Center for Entrepreneurship, SMEs, Regions, and Cities and Professor of Cultural Economics, IULM University Milan. He is also Senior Researcher at the metaLAB (at) Harvard and at the Bruno Kessler Foundation, Trento. He has been Visiting Professor, Visiting Scholar and Faculty Associate at the Berkman-Klein Center for Internet and Society, Harvard University, and Special Adviser of the EU Commissioner to Education, Culture, Youth and Sport. He works and consults internationally in the fields in the fields of culture-led local development and is often invited as keynote speaker in major cultural policy conferences worldwide.



LOCAL COORDINATORS

SABIN GOITIA



Sabin Goitia has a degree in Industrial Engineering, and has spent most of his professional career in the public sector, within the field of economic promotion, helping to create and strengthen the regional business fabric through the development of innovative projects. In the period 2018-2020, he was Advisor for Cultural and Creative Industries for the Basque Government, and therefore, one of the driving forces behind the project to define R&D&I in the cultural and creative sector in the Basque Country.

ALAITZ
LANDALUZE



Alaitz Landaluze is a telecommunications engineer and has developed her professional career both in private companies and in the public sector. She is currently the General Coordinator of Innovation Policies at Innobasque, a unit from which Innobasque supports the Lehendakaritza and different departments of the Basque Government in the design and development of R&D and innovation strategies, programmes and projects. Among others, her area manages the technical secretariat of the Science, Technology and Innovation Plan Euskadi 2030, in its design and evaluation, and has been collaborating with the Department of Culture since 2015, advising on different initiatives to support innovation.

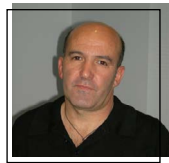


RUTH
MAYORAL



Manager of Tailored Programmes at Euskampus Fundazioa. Responsible for the elaboration and implementation of programmes that favour transversal cooperation among agents, and the transfer of competences between the University and the social and economic fabric of our Region. Specifically, in charge of the operation of the Basque Cluster for Engineering, Science and Technology (4gune) and the Basque Cluster for Cultural and Creative Industries (KSIgune). PhD. in Sociology focused specifically on urban transformation and the potential of local trials from creativity for the reorientation of these transformations.

JOSEAN
URDANGARIN

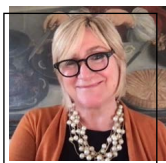


Josean Urdangarin Arrizabalaga works in the Direction of Cultural Promotion in the Basque Government's Department of Culture and Language Policy. The holder of a degree in Basque Philology, he worked as a manager and head of Language Planning from 1989 to 2002, engaged in the fields of qualitative and quantitative research and areas related to status planning for the Basque language. Thereafter, he became involved in the work of drafting and developing cultural policies in Euskal Herria (Basque Culture Plan), coordinating both institutions and different sectors. At present, his fields of activity are related to Creadis3 project, as policy researcher and the definition of Cultural and Creative Industries Policies in the Basque Country.



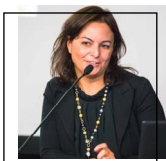
INTERNATIONAL EXPERTS

ANNALISA
CICERCHIA



Annalisa Cicerchia (Rome, Italy) is an economist of culture, with extensive field research experience. She has been working on the impact of policies and interventions on and for culture since the early 1980s, in the Navajo Nation in the USA and in the Aswan region of Egypt. At the Planning Studies Centre, then at the Institute for Economic Planning Studies and later at the Institute for Economic Studies and Analysis, she devoted herself to strategic planning and evaluation for the cultural sector, with a particular focus on the databases needed to underpin decisions and to accompany their implementation. She is currently a senior researcher at the Italian National Institute of Statistics. She has worked as an expert in design and evaluation of culture-based development programmes in Syria, Egypt, Lebanon, Kosovo and has several research projects on culture at European scale, within the Culture, Cost, Creative Europe, Horizon 2020 programmes. He is part of the pool of experts providing capacity building services for the European Capitals of Culture. Since 1999 he has been teaching at the University of Rome Tor Vergata; he teaches and is part of research groups at the University of Roma Tre, the University of Bolzano and at the Italian National School of Administration. Her main topics are participation and cultural practice, economics and management of cultural organisations, the contribution of culture to sustainable development, the relationship between well-being, health and cultural and artistic practice, and cultural welfare.

CINZIA
LA GIOIA



Cinzia Lagioia, director of Puglia Creativa District with proven experience in the design and management of projects financed by European structural funds and European territorial cooperation programs. She is also a senior consultant and teacher for strategic planning of local development in a systemic perspective in the fields of culture and creativity, environment and legality.

MICHELA
MAGAS



Michela Magas is an innovation catalyst who bridges the worlds of science and art, design and technology, and academic research and industry, with a track record of over 25 years of innovation. She is innovation advisor to the European Commission and the G7 leaders, Member of President von der Leyen's High Level Round Table for the New European Bauhaus, and Chair of the Industry Commons Foundation. In 2017 she was awarded European Woman Innovator of the Year and in 2016 she was presented with an Innovation Luminary Award for Creative Innovation. She is the founder and CEO of MTF Labs, a global community platform of around 8000 creative innovators and scientific researchers. Over 20 years she ran Stromatolite Design Lab in London with global clients such as Apple, Nike and Nokia, and prior to that was Art Editor at the *Financial Times*.

RENZO
TURATTO



Renzo Turatto, cofounder and CEO of Coneresco Srl. He studied Political Science at the University of Padua and had an MBA at the "Enrico Mattei" Business School. He started his career at the Agip Petroli as financial and labour market analyst. In early nineties he moved to the Ministry of economy as component of the Public investment assessment unit. After he had served as Managing Authority and Head of Department for Budget and economic programming of the Calabria Region, in 2008 he moved to the Presidency of the Council of Ministers as Head of the Department for Digital Administration and Innovation. Later, from 2012 and 2016, he was Professor of Technical innovation and e-government at the National School for Public Administration. More recently he has also acted as responsible of the OECD-Leed Venice office. Closely intertwined with his professional career he has developed academic activities as lecturer and author of books and articles.

CARLO
VUIJLSTEKE



Carlo Vuijlsteke has a professional background of more than twenty years in the cultural and creative sectors. He started off working in the music sector for the Flanders Music Centre and is now a senior project manager at Flanders District of Creativity (www.flandersdc.be). Flanders DC is a non-profit organisation setup by the government and supports, promotes and connects the creative industries in the Flanders region of Belgium. He has been involved in numerous projects to support entrepreneurship in the creative industries and has coached several companies in their growth strategy. He is also the coordinator of the international Districts of Creativity Network (www.districtsofcreativity.org) which unites 13 innovative regions around the world. Together they share and develop good practices on how to stimulate creativity, innovation and entrepreneurship in a region, with a specific focus on cross-overs with the creative industries.

YOSHA
WIJNGAARDEN

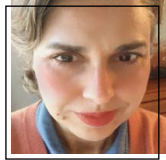


Yosha Wijngaarden is assistant professor of media studies and cultural policy at Radboud University Nijmegen (The Netherlands). In 2019, she defended her PhD thesis "places of co-working: situating innovation in the creative industries" at Erasmus University Rotterdam (also in The Netherlands). At this moment, she works on earnings in the creative industries and new earning models, such as self-organization and alternative financing.



LOCAL EXPERTS

CAMILA DE
EPALZA
AZQUETA



EU Policy Officer at the Basque Government Delegation to the EU and RICC/Regional Initiative for Culture and Creativity Network co-leader. Camila de Epalza Azqueta, who specialises in International Relations and European Affairs, is European Union Policy Officer at the Basque Government Delegation to the EU and RICC/Regional Initiative for Culture and Creativity Network co-leader. Camila is Policy Officer and the focal point at the Basque Government Delegation to the EU, in different areas: EU cultural policy, culture and creativity potential for local and regional development, education and competencies and development cooperation, align with the Smart Specialisation Strategy (EU innovation agenda). Her main task in those areas is to open up opportunities and build bridges between the European agenda and stakeholders and Basque institutions, socio-economic and cultural agents, and vice versa. Working in partnership with other regions is co-leading the RICC/Regional Initiative for Culture and Creativity network, the only platform in Brussels that brings together regions, in the field of culture and creativity and innovation. Camila is also part of the coordination team of the INTERREG Europe project, led by the Basque Government.

MIKEL
ETXEBERRIA
AGIRRESAROBÉ



Mikel Etxebarria Agirresarobe is the Head of the Basque Cultural Observatory. In the field of culture, and as a technician assigned to the Department of Culture and Linguistic Policy of the Basque Government, he has developed his activity in the areas of "Creation Factories" and "Performing Arts". He holds an expert degree in "Transmission of Basque Culture" from Mondragon University



XAVIER FINA



Xavier Fina Ribó holds a degree in philosophy and a master's degree in cultural management. He is founder and director of ICC Consultores Culturales. Professor and Head of the Promotion and Management Department at the Higher school of music of Catalunya (ESMUC). Content manager for the Basque Culture Observatory since its creation (2006). He teaches different post-graduate and master's degrees, and national and international courses. He has acted as academic coordinator of the Cultural Management Master's at the University of Barcelona, and professor of cultural policies at the Autonomous University of Barcelona. He formed part of a work team which, under the direction of commissioner Mr Josep Maria Bricall, was in charge of preparing the project for the Council of Culture and Art of Catalunya. He has several different publications on cultural policies, strategic planning and culture economy.

ROBERTO
GOMEZ DE LA
IGLESIA



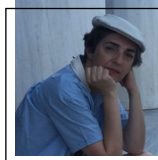
General Manager of Conexiones improbables. Economist, international consultant, manager and cultural mediator, he works in Creative Economy as General Manager of Conexiones improbables: hybridise to innovate (official partner of the New European Bauhaus). He is co-author and director of Kultursistema, a methodology for the mapping, analysis and interpretation of cultural and creative ecosystems. He was the promoter, founder and director – for 25 years (1984-2009) – of Grupo Xabide, where he managed hundreds of cultural, communication and public awareness programmes on developing the social economy and promoting entrepreneurship and innovation. Between 2004-09, he also conceptualised and directed Divergentes and Disonancias, art and business innovation platforms. Since 2000 he teaches Communication and Cultural Innovation in the Master's course on Cultural Management at the Complutense University of Madrid (ICCMU). He teaches as well at the University of Córdoba (Argentina), at the University of Piura (Perú) and at the University of Santiago de Compostela (España). In addition, he is a guest lecturer at several universities and professional organisations, mainly in Spain and Latin America, and has authored various publications and articles on cultural management, creative industries, communication, social economy and open innovation. He is currently part of two European projects (FAST45 and STEAM Process), of the New European Bauhaus and is a member of the Culture and City experts group of the Inter-American Development Bank.

**IRANZU
GUIJARRO**



She works at ColaBoraBora designing collaborative environments, processes and services aimed at social, strategic and organisational innovation. She is also part of the KARRASKAN network, focused on innovation in culture and the culture of innovation in the Basque Country.

**AINTZANE
LARRABEITI**



Her professional career is linked to culture, both in public administration, in private companies and in academia. Always in fields such as research or analysis, management and cultural policies. In the last 15 years her work is closely linked to the Basque Observatory of Culture. She is dedicated to quantitative and qualitative research in ICC Consultors.

**JUAN
PASTOR
BUSTAMANTE**



More than 20 years of experience in creativity, innovation and the creative sector. He has held management positions in private enterprise, public administration and the third sector. Deputy Director of Innova&acción. This is the innovation and creativity space of the Polytechnic Foundation of the Valencian Community. Graduate in Education Sciences from the Complutense University of Madrid. He is a member of the teaching team at the Escuela de Organización Industrial (EOI), honorary professor at the Universidad Autónoma de Madrid in the expert degree of Applied Creativity. He has worked for the Spanish Cooperation Agency (AECID) and the Inter-American Development Bank (IDB) on training, diagnosis and strategy for the development of the Creative Economy in Latin America. He is Director of Programa de Consolidación de proyectos empresariales del Basque District of culture and creativity.

**JABIER
RETEGI**



Jabier Retegi combines his professional work at Orkestra-Basque Institute of Competitiveness as Senior Associated Researcher and at Mondragon Unibertsitatea as a lecturer and person in charge of projects related to industry, in fields such as business strategy, the relationship between business and value chains, organization management, research and development and innovation. He holds a PhD in Engineering from the Universitat Politècnica de Catalunya. He is also an Engineer specialized in Industrial Organisation and Master in Applied Sciences (M.Sc. A.) both from the École Polytechnique de Montréal (Québec).



SANDRA
RODRIGUEZ



She holds a Degree in Humanities from the Universitat Autònoma de Barcelona and a specialization in Community Cultural Management. Her career has developed in the cultural sector in different areas: from her last job as Engagement Manager at Dublin City Council Culture Company in Ireland, her role as a member of the team responsible for designing the programme of the company's cultural facilities, such as a cultural centre and a museum, up to her freelance work as an arts programmer at different festivals in the city of Dublin. At present, she is working as a consulting project coordinator for ICC Consultors Culturals with the focus on the CCIs and Innovation Contrast project.

OIHANE
SANCHEZ DURO



Lecturer at the University of the Basque Country/Euskal Herriko Unibertsitatea. She holds a PhD in Contemporary Art Research from the same university and is a member of the AKMEKA Consolidated Research Group (UPV/EHU). She has made international stays at the University of Guanajuato, Mexico (2018) and at the Center for Basque Studies at the University of Nevada (2015). She has received several grants and awards in the field of Plastic Arts, such as the creation grants from the Biscay Provincial Council/Bizkaiko Foru Aldundia (2015), Ertibil (Muestra Itinerante de Artes Visuales de Bizkaia, 2017, 2021), the production grant from the BilbaoArte Foundation (2021) and a grant in the Creation-Production category awarded by the Basque Government/Eusko Jaurlaritzza. She has participated in both group and solo exhibitions, and has taken part in various festivals and artistic programmes. She has edited publications such as "Especulaciones sobre/para una producción artística sostenible" (Grant in the area of plastic and visual arts from the Basque Government, 2020) and "Bilbao Détournement. Catálogo de espacios y prácticas artístico-culturales" (DFB/BFA, 2016), as well as published articles in specialised magazines.



SCIENTIFIC AND TECHNICAL SECRETARIAT

CRISTINA
ORTEGA



Cristina Ortega Nuere is Chief Scientific and Operating Officer of World Leisure Organization since January 2016. She combines her principal professional activity with teaching at master level at the Universitat Oberta of Catalunya. Doctor in Leisure and Human Development, with a Master degree in Cultural Management, she graduated from the Faculty of Arts and Philosophy from the University of Deusto, Spain, and completed her studies in London, Middlesex and at Westminster University. She has combined her academic activity as researcher and professor for over two decades at the University of Deusto -over 50 research projects, dozens of publications and editor-in-chief of several scientific journals- with other institutional responsibilities. She was for 4 years the President of ENCATC, the leading European Network of Cultural Management and Policy, and the Chair of ENCATC's Policy Group Monitors of Culture, made up of over 40 cultural observatories worldwide. She is a specialist in the evaluation of cultural projects and became a Jury Member of the European Capitals of Culture. In the Basque Country, she has been a member of the Basque Council of Culture and an Expert Evaluator of the Basque Cultural Observatory for 10 years. She usually participates as a speaker in international scientific conferences worldwide and she is the author of the reference book *Observatorios Culturales. Creación de Mapas de Infraestructuras y Eventos* (Barcelona: Ariel, 2010), where she developed a cultural infrastructures and events utility model that has been applied in different cities and countries. Her last publication is *CCI's in the Basque Country. A journey through the development of the Basque Cultural and Creative Industries*. Her area of specialization is leisure and culture, policies and evaluation.

ISABEL
VERDET



Isabel Verdet Peris obtained her PhD thesis on Leisure, Culture and Communication for Human Development at the Institute of Leisure Studies (University of Deusto, Bilbao) in 2018. Graduated in Journalism and Translation and Interpreting by the University of Valencia (Spain), she holds a joint master's degree in Euroculture Erasmus Mundus Master of Arts, by the University of Deusto (Spain) and Georg-August Universität Göttingen (Germany). She has written several academic articles and worked as a research assistant in several international projects in the field of cultural management and policy, and the cultural and creative industries in particular. In the past, Isabel worked as a communication officer in several NGOs, as well as an assistant editor for academic publications. She currently works as Research and Publications Coordinator at the Cultural Consultancy 3Walks and the World Leisure Organization, WLO. Through 3Walks, Isabel combines these works with the provision of services for other international networks, such as ENCATC, the European network on cultural management and policy, where she works as a Research project Officer, and the European Creative Businesses Network, ECBN. As a result of this educational and professional path, Isabel's main skills have to do with academic editing, research, evaluation of activities and report writing, which add to a long experience working in international projects and environments. Email: isabel.verdet@3walks.com

ARKAITZ CELAÁ
ANGULO



Arkaitz Celaá holds a degree in Tourism Management from the Polytechnic University of Valencia and in his final year he specialised in natural and cultural heritage. At the same university, he has been a presenter at the international tourism day conferences and has collaborated in different events with the topic of tourism. He is also a certified tour guide. After completing his university studies, he studied a Master's degree in Management of Cultural and Creative Industries at the European University Miguel de Cervantes. After that, he studied a technical course in marketing and cultural communication. His recent research has been linked to culture and its value. His first research study focused on the value of culture through the Guggenheim effect, and the second one, on the value of culture through Basque Radical Rock. He currently works in 3Walks as a project manager in matters related to the Cultural and Creative Sector. Email: arkaitz.celaa@3walks.com

Scientific and Technical Coordination:



events@3walks.com

