

Designing cultural policies

The KEA method

KEA
EUROPEAN AFFAIRS

The Cultural & Creative Sector

The Cultural and Creative Sector (CCS) is everywhere. It is defined as all sectors whose activities are based on cultural values, or artistic, creative expressions, market or non-market-oriented.

It includes architecture, archives, libraries and museums, artistic crafts, audiovisual, tangible and intangible cultural heritage, design, festivals, music, literature, performing arts, publishing, radio and visual arts.

The arts and creative activities play a crucial role in the well-being and cohesion of the community, shaping values. They represent the key to ensuring freedom of expression and innovation.

Beyond its immaterial value, the CCS is important for the European economy. As an example the CCS market employed 8.7 million people in 2018, equivalent to 3.8% of the total number of persons employed within the EU-28.¹

1. Eurostat. (2019) - Culture statistics, Cultural Employment



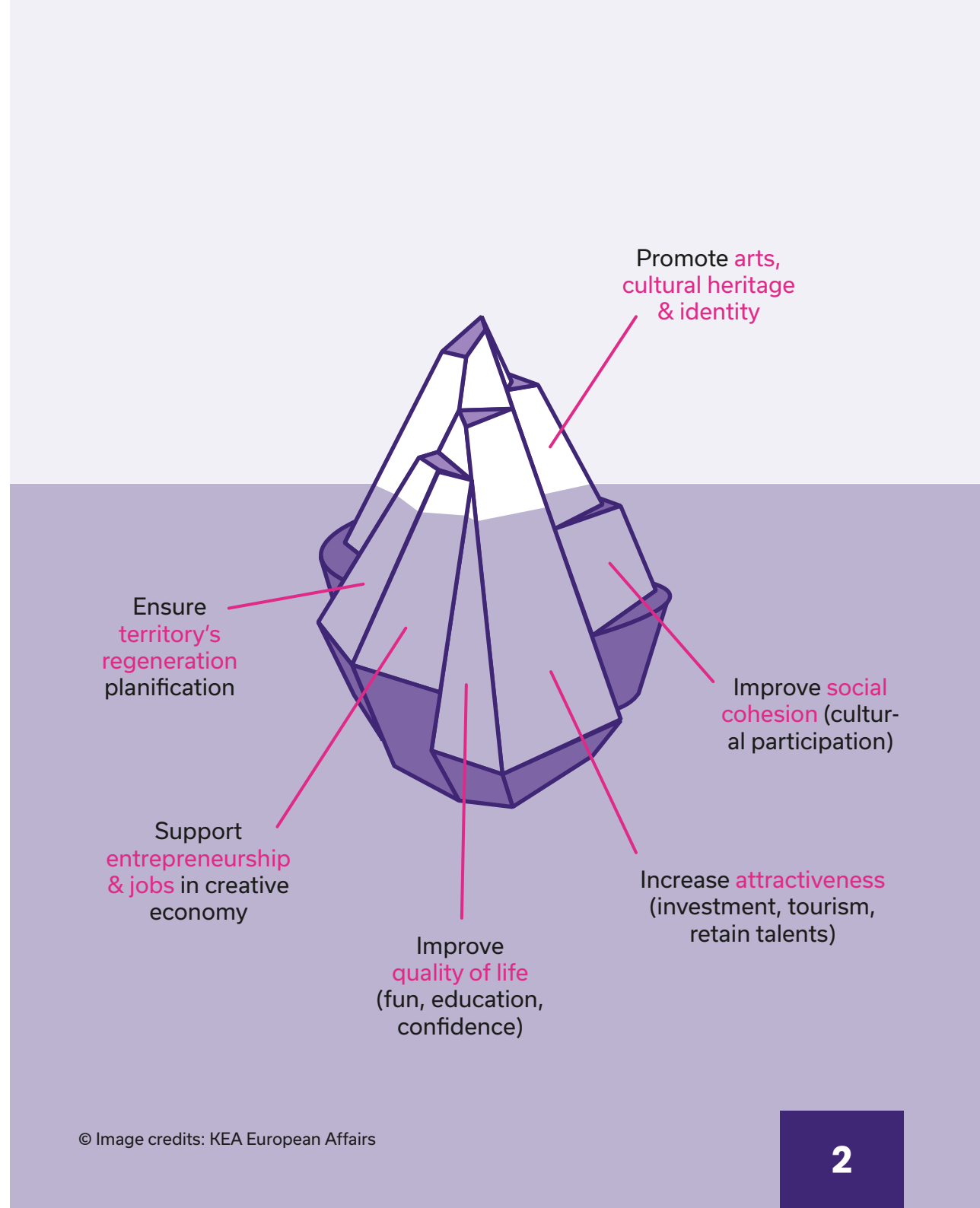
Why invest in culture & creation?

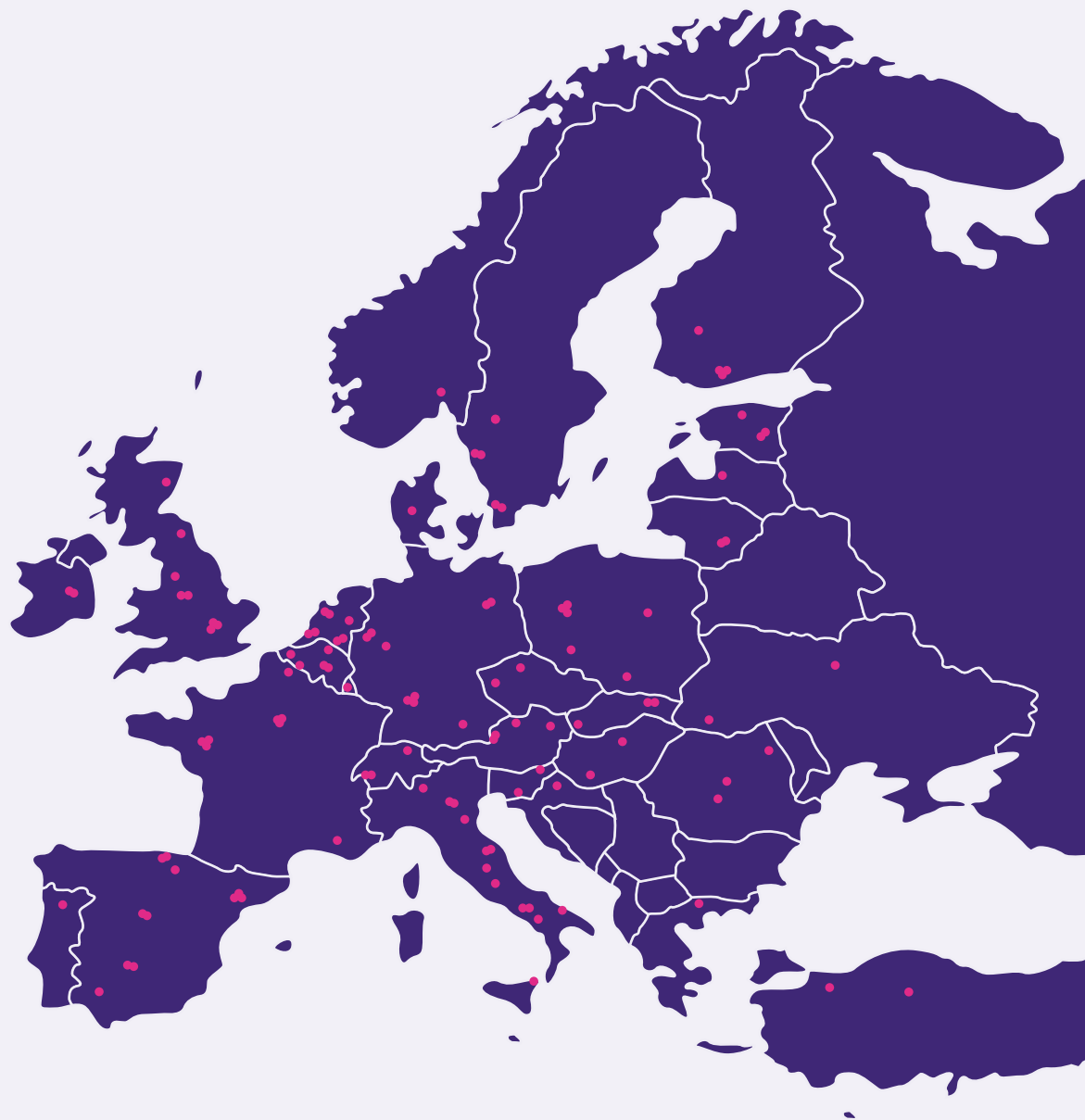
The impact of cultural investment is manifold. Besides promoting the arts and cultural identity, cultural investment is a powerful vehicle for territories to attract talent and investment, to be known as places of destination, to improve quality of life and to generate economic activities.

Local stakeholders are better equipped to understand the potential of their territory's local cultural resources in order to stand out, improve living conditions, increase attractiveness and generate new businesses and activities.

Thus cultural investment is undoubtedly the most efficient way to address contemporary challenges such as unemployment, social exclusion, intercultural dialogues, depopulation or talent drain.

We've defined the 19 principles for culture to work as a strategic agent of transformation in our [Manifesto for a Modern Cultural Policy](#).





Our experience

Since 1999 KEA has advised and/or partnered over:

- **40** countries
- **50** cities & regional authorities
- **20** public institutions & cultural agencies
- **15** universities
- **10** European trade associations
- **10** multinationals
- **100** SMEs

Besides, KEA established an office in China (Shenzhen) in 2012. Being present in China for **over 8 years** broadened KEA's experience on the importance of cultural investment.

Public policy objectives



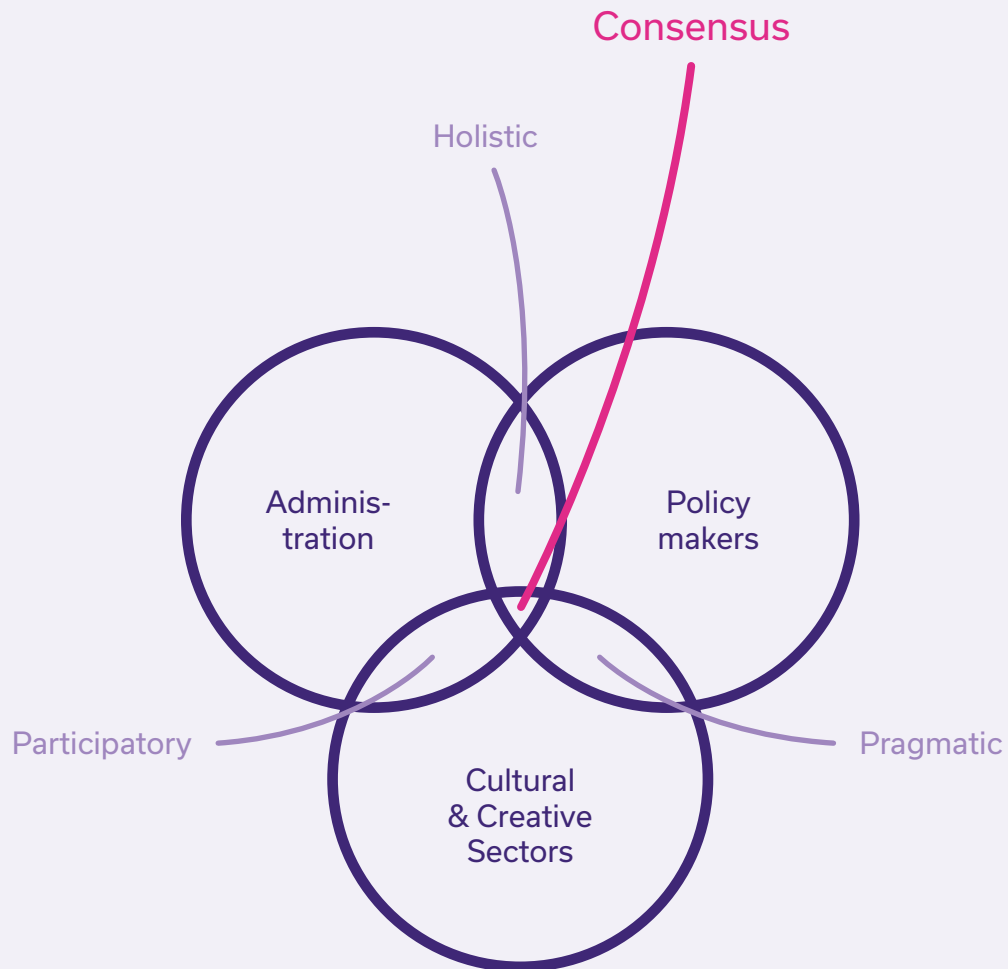
CCS contributions

Our philosophy

We act as a **linking pin**: we mediate between public policy objectives and CCS contributions.

At KEA, we have unique **international experience** in implementing cultural policies. It gives us the capacity to propose tools and measures implemented in other countries to support the development of a strong local creative ecosystem.

We have the ability to compare and benchmark contexts and solutions on an international scale. We design **locally-rooted solutions** by combining this international expertise with a co-creation approach.



Our approach

Our approach in designing cultural policies is **participatory**, **pragmatic** and **holistic**. We seek to establish trust between cultural workers, policy makers and administration.

Participatory: we support the capacity of the administration to co-design and co-implement policies with stakeholders.

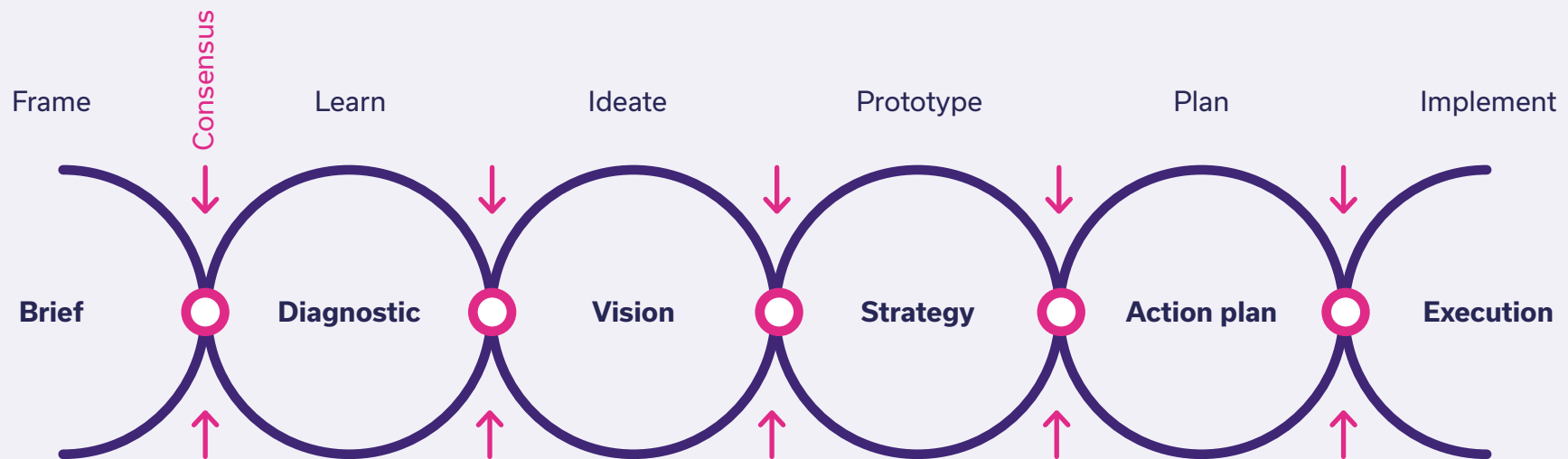
Pragmatic: our aim is to make cultural policy actions credible towards the stakeholders while considering the financial and strategic constraints.

Holistic: we design solutions that enable cultural policies to be adequately included in the wider scope of public policies.

Our method / Overview

Our methodology follows co-creation and iteration principles. At each step a consensus is built between the policy makers, the stakeholders and the administration. Building a consensus is key to designing policies but also to ensuring collaboration in the future implementation.

 The method can be implemented either remotely or online.

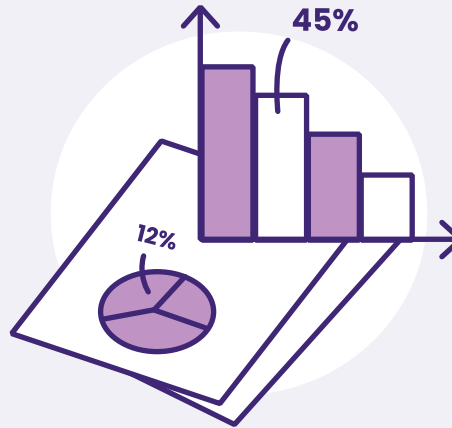


Our method / Steps



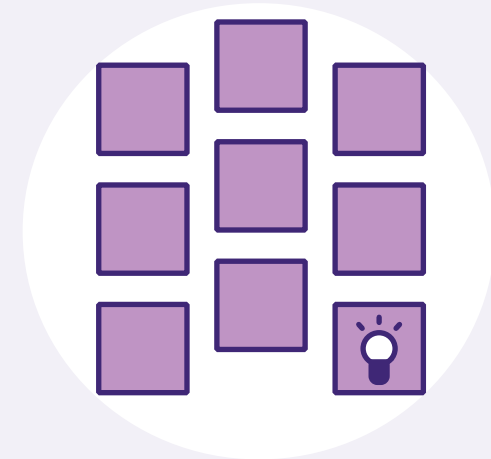
1. Brief

- Understand the client's needs and reformulate them accordingly to the particularities of the cultural sectors.
- Determine the impacts sought.
- Find a consensus with the client about the final brief.



2. Diagnostic

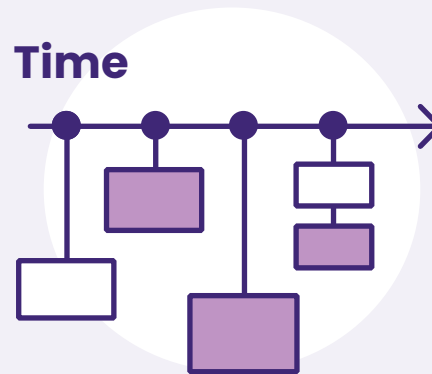
- Understand the local cultural ecosystem.
- Map cultural resources.
- Test initial diagnostic with local stakeholders.



3. Vision

- Agree on a common vision shared by both stakeholders and policy makers.
- Propose the scope and a policy target. Spell out the political ambition and identify policy objectives and priorities.
- Make sure the vision is adapted to political and financial constraints. A common vision is an important source of motivation for the future implementation phase.

Our method / Steps



4. Strategy

- Establish a programme of measures (or solutions) that will support the shared vision.
- Consult policy makers and stakeholders to find a consensus. Endorse policy instruments adapted to each policy objective.
- Develop indicators to help monitor and pilot the project.

5. Action plan

- Propose an action plan that will enable the implementation of the strategy.
- Empower the administration in charge and establish responsibilities and reporting line.
- Define the necessary tasks to reach the identified objectives et establish a calendar.
- The action plan will give credibility to the strategy as well as the capacity for its execution.

6. Implementation

- Implement the action plan: build a coalition to support the revision of the action plan, the strategy and vision.
- Consider communication and financial tools and methods, mobilise energies and enable constant monitoring of progress of the action plan.
- Help setting up associations to streamline consultation processes with the cultural and creative sectors.

Contact us for more information



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KEA European Affairs is an international policy design research centre specialised in culture and creative industries as well as sport, education and youth. Based in Brussels, our mission is to provide policy advice to make territories, organisations and people more aware of their cultural and creative resources, to unlock the potential of culture including heritage for economic and social development.

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