



## DETAILED PROJECT DESCRIPTION

### NE@XT Accelerator NEW EUROPEAN CREATIVE TALENT

**NE@XT Accelerator** supports emerging artists to initiate successful international careers, improving their capacity to make a living from their artistic production. It will:

- *Create transnational entry routes into careers for generations of talented emerging artists, enabling them to make a living from their creative production;*
- *Make cultural/creative incubators more innovative and build transnational connections between these incubators in Europe;*
- *Create transnational mobility, career training and learning opportunities for arts graduates, art educators and incubator leaders;*
- *Celebrate cutting-edge artistic creation transcending disciplines, genres, media and audiences;*
- *Connect young artists with cultural and creative sectors and (creative) business;*
- *Promote local, national and European cultural and creative sectors as a factor in economic and social development and an engine of economic and social innovation.*

Some examples from previous NEU/NOW artists, exemplary of the impact on transnational career development:

- *Polish photographer, Darek Fortas, was shortlisted for the MAC International art prize 2014, one of the biggest contemporary art prizes in the UK and Ireland. Fortas's photographs have been exhibited nationally and internationally. His work has appeared in diverse photography magazines and blogs. He was also nominated for the Foam Paul Huf Award.*
- *Spanish performers, Tuixen Benet and Margherita Bergamo – collectively known as Les Filles Foellen – choreographed a video for Danish singer-songwriter, Oh Land's hit, White Nights. The video has been met with critical acclaim and currently has nearly four million views on YouTube.*
- *Belgian filmmaker Robbe Vervaeke was awarded the Jean Luc Xiberras Award for Best Debut at the Annecy International Film Festival and his film, Norman, has been featured in some of the most respected international festivals in the US, Canada and Turkey.*
- *Swedish/Japanese Experience Designer, Koji Wakayama, became Frontend Developer for the Nordic leading digital agency, Creuna, developing user experiences and interfaces. Wakayama designs electronic promotion campaigns for IKEA, Volkswagen and Grolsch. He enables creative practitioners to work on robotics and artificial intelligence.*
- *Norwegian NEU/NOW theatre-maker and sceneographer, Susanne Irene Fjørtoft, works as part of the performance ensemble, LIVESTOCK, with partners in Norway, Denmark and the Netherlands. She found herself in the midst of Taksim Square in Istanbul when the Gezi Park protests erupted, which profoundly affected her work.*

## E.1. RELEVANCE

The *NE@XT Accelerator* project fully meets the priorities of the Culture Sub-programme and the requirements for 'larger scale cooperation projects' by reinforcing the capacity of the cultural and creative sectors to operate internationally and promote transnational circulation and mobility. Its focus is on:

- Exchanges of emerging artists with a view to building capacity, enabling them to acquire the skills needed to adapt to their changing environment, with (co)productions exclusively centred on new, cutting-edge works;
- Exchanges between emerging artists, educational and incubator staff/leaders, helping artists to develop their careers through the NEU/NOW festival and Incubating Work programme;
- Audience development, building on the professional audiences and general public of the Live festivals permeate all project activities as young artists tend to work with diverse new audiences.

The project is supporting the EU 2020 Strategy and the EU policy of strengthening competitiveness within the European cultural and creative sectors in relation to smart, sustainable and inclusive growth. It capitalises on the growing awareness within the cultural and creative sector and corporate world, of the value of creativity as a driver of innovation. The project builds on the exceptional international experience of previous NE@XT projects, supported by the Culture Programme.

Entering a new phase of development, ELIA and two artistic leaders – Professor Anthony Dean, University of Winchester, and Rector Paula Crabtree, University of the Arts Stockholm (former Rector of Academy of Art and Design Bergen) – have joined forces with three European higher arts education networks: Association Européenne des Conservatoires (AEC), Centre International de Liaison des Ecoles de Cinéma et de Télévision (CILECT) and Cumulus International Association of Universities and Colleges of Art, Design and Media – and other partners with relevant expertise from higher arts education institutes, incubator initiatives and cultural providers. The extended partnership of 20 partners is fully geared towards achieving new, ambitious goals with as much commitment and perseverance as in previous projects.

### **Building on Previous Experience**

NE@XT 1 – supported by EC grant 2011-1131/001-001 CU7-COOP7, coordinated by the University of Winchester – and NE@XT 2 – EC grant 2013-2599/001-001 CU7-COOP7, coordinated by Bergen Academy of Arts and Design – have provided arts graduates with a European profile and stimulated artistic mobility. Five NEU/NOW festivals have been staged – in Vilnius, Lithuania (2009); Nantes, France (2010); Tallinn, Estonia (2011); Porto/Guimarães, Portugal (2012); Amsterdam, the Netherlands (2013) – with Glasgow, UK, November 2014 currently in preparation. At each stage, an international jury selected 80-100 outstanding projects to participate in an online component of the festival, from which artistic directors invited 30-40 artists to present/perform live. More than 5,000 people visited the live festival annually, and the website had an average of 30,000 visitors per year. This engendered a dynamic, pan-European environment of artistic presentation, exchange and cross-border networking. NEU/NOW attracted media attention from national/regional television, radio and newspapers. Arts educators and subject experts reported that the archive of graduate work – publicly available on the website – is being used as a key teaching tool. *NE@XT Accelerator* builds on the tools and guidelines developed through NE@XT 1 and 2.

## Project Objectives

The project creates transnational entry routes into careers for generations of talented emerging artists, enabling them to make a living from their creative production through six -interconnected - concrete objectives for the forthcoming period 1 May 2015 – 30 April 2018:

**1. To Expand the Size and Impact of the NEU/NOW Festival:** Initiate collaborations with the major European higher arts education networks – Music (AEC), Design (CUMULUS) and Film (CILECT). Invite NEU/NOW artists to present their work at Prix Europa (broadcasting), Foam (photography), Art Basel (visual arts) and Southbank London (classical, world music, rock, pop, jazz, dance, literature and visual arts). These outreach actions will increase during the project period, through coalitions with other European cultural players.

**2. To Improve Visibility of NEU/NOW Artists through a Digital Support Interface:** Develop, pilot and implement an essential digital tool to sustain the internationalisation of graduate careers, creating an interface between NEU/NOW artists and national and international cultural players, creative businesses and other companies. This interface will match supply and demand, profiling portfolio and other information, extending visibility and facilitating the transnational networking of different generations of NEU/NOW alumni. It will deliver a well-defined combination of links, information about international business opportunities, access to finance, contests, support organisations, etc.

**3. To Enhance the Level of Expertise and Quality of Cultural/Creative Incubating across Europe** Provide visibility to cultural/creative incubators through geographical mapping and examples of best practice. Initiate a European Incubator Support Network, exploring and testing how current innovative incubating practices contribute to skills and competences that strengthen the cultural and creative sectors. Pilot and develop an extensive training programme, using appropriate themes and formats to build a positive environment for innovative incubation across the higher arts education sector. Six recurring project themes have been identified. These will be further deepened and translated into training formats, conference workshops. The chosen themes include: international career training; Innovative incubating; cultural entrepreneurship; new business models, access to finance and crowd funding' and new ways of looking at creativity and audiences.

**4. To Offer Training and Peer-Review Actions to Four Locations (Albania, Serbia, Latvia and Georgia)** Supports the emergence of incubating initiatives in target locations where emerging artists have little chance to access (international) professional markets and little experience with incubating. This regional support action – materialised through visits by two incubating experts – will involve arts graduates, educational staff and incubators in the four locations, offering training, peer visits and support, helping to develop entrepreneurial skills. Through a peer-review approach, the locations will develop a better insight in their strength and weaknesses.

**5. To Experiment With and Promote Better Transnational Connections between Cultural/Creative Incubators:** Offer ten experimental, transnational entrepreneurship residencies, testing the feasibility of such arrangements and examining how these contribute to international career development, based on guidelines developed by the incubator.

**6. To Raise European Interest in Transnational Career Development in European Artistic, Cultural and Creative Arenas:** Proactively inform and communicate with local, national and European cultural and creative organisations, cities/regions, national and European policymakers and European cultural and creative industries platforms.

## How Relevant, Urgent and Innovative is *NE@XT Accelerator*?

**1. Young artists need better entry routes into professional life** In order to build a sustainable career, young artists urgently need the appropriate skills as well as access to increasingly internationalised professional fields and markets. Having been hit hard by the economic crisis, arts graduates have far fewer positive expectations of life after graduation than in previous years. However, artists and other creative content-makers increasingly take control of their cultural and economic affairs, facilitated by the content focus of the internet. They work in incubators, set up collaborative projects, share facilities, operate through social media and work differently with new audiences and in non-artistic fields. Building on this, *NE@XT Accelerator* helps to broker entry routes for internationally excellent artists into transnational professional life through the promotion of innovative incubators.

### **2. Innovative, transnational Incubating needs spreading around Europe**

Cultural/creative incubators can contribute to business-readiness, foster positive change in local communities, work with new audiences, addressing their specific needs, and generate jobs and projects in creative companies and in the cultural and creative Industries. Incubators are springing up in many European cities, but only a few are geared towards international career development. In 2013, a group of influential higher arts education experts suggested the creation of better transnational connections across the sector. These experts found a growing discrepancy between institutes that innovate and those that maintain their long-standing professor-orientated studio-based approach, arguing in favour of a sharper focus on career opportunities of art graduates. Incubator actions uniting the cultural and creative sector with creative business were found to be essential. *NE@XT Accelerator* expects to remedy these discrepancies in the coming three years, by offering teaching and exchange opportunities, enhancing the innovative quality of cultural/creative incubators across Europe and promoting innovative and transnational approaches. With a unique potential insight into the gaps and overlaps of cultural/creative incubators developing across Europe, the project takes as its starting point the following characteristics of innovative incubating resulting in a well substantiated approach to cultural/creative incubating:

- successfully working towards business readiness;
- generating new applications, services and products in the real world;
- developing an explicit and well-defined innovation pathway;
- starting and sustaining a change process whereby new ideas for change find demonstrable realisation, enabled or driven by the incubating process;
- establishing productive transnational connections.

## E. 2. QUALITY OF THE CONTENT AND ACTIVITIES

### **Detailed description of Specific Activities with reference to the-form**

#### **Work Programme**

Three editions of the NEU/NOW Festival (Online and Live) will be organised as an integral part of *NE@XT Accelerator*, establishing a structural relationship between incubating/entrepreneurial actions and contributing to the online support interface. Having organised NEU/NOW Live festivals in five different cities, it was decided to stage the festival in one city for three years, to increase audience building and visibility and diminish the logistical burden of changing city every year. The Westergasfabriek cultural hot spot in Amsterdam (<http://www.westergasfabriek.nl>) is included as a partner and will present NEU/NOW Live.

Expertise developed during the previous *NE@XT* projects will serve as the basis for organising these events. This will be combined with entrepreneurship activities, such as an annual international career

training programme and a seminar, entitled 'Making a Living from the Arts'. A growth model will be introduced, to strengthen and enlarge the festival through partnership with European sector networks (including partners AEC, CUMULUS and CILECT). NEU/NOW 2015, 2016 and 2017 will be organised through the following activities:

**Call for Projects, Call for jury members, jury selection, selection of NEU/NOW Online, programming NEU/NOW Live (activities 5, 14 and 25).**

Through the partnership of *NE@XT Accelerator* with AEC, CUMULUS and CILECT, the Call for Projects will reach more than one million art students from over 1,000 institutions, resulting in the largest possible number of innovative, high-quality nominations across all art disciplines from all over Europe. The call will be open to recent graduates and to art students in their final year of study. Individual artists or groups can be nominated by the institution at which the artist has studied, in one of the following categories: Visual Arts; Design/Architecture /Games; Theatre/Dance; Music/Sound; Film/Animation.

An annual rotation system for the international jury is already in place; a call for jury members is widely disseminated through the project partners. The Project Management Group will select a jury of 15 experts on the basis of track record, professional reputation and geographical spread across European regions.

The international jury will select work from a growing number of nominations, from 500 in 2015 to 1,000 in 2017, which:

- makes a bold contribution to cutting-edge practice in the international field;
- demonstrates clear potential to achieve a good professional standard and to raise the interest of promoters, curators, festival organisers and/or producers;
- is suitable for presentation and likely to attract an international audience;

The jury will make recommendations for the NEU/NOW Live festival; two artistic directors will curate three live festivals from selected projects. During the project period, the NEU/NOW Live festival will grow from 35 projects (enabling the mobility of 50 artists) in 2015 to 50 projects (70 artists) in 2016 and 70 projects (100 artists) in 2017.

**Development of a nomination tool, selection tool and website for the Online Festival (activity 44)**

As part of an ongoing process, a nomination tool will be essential to the festival; it needs to be easy and accessible, facilitating the efficient uploading of nominations from all parts of Europe. The online selection system, used by jury members from across Europe, needs to be updated, and the festival website will be further developed with a focus on accessibility and engaging new audiences.

**Preparing the launch of NEU/NOW Online, between 120-150 works, representing all art disciplines from all EU countries (activities 7, 16, 28)**

The three Online festivals will be launched on [www.neunow.com](http://www.neunow.com), showcasing the selected works of emerging designers, visual and performing artists, musicians, dancers, filmmakers, gamers and photographers. After the works are selected, artists' texts will be edited and visual material presented in an accessible way on the festival website. The website will be promoted to arts professionals, curators, festival directors and the public at large and is expected to generate a total of 150,000 web visits (50,000 per year) by 2017.

**Production of NEU/NOW Live, mobility of artists, exhibitions, performances, catalogue, programme, public relations (activities 8, 17, 29)**

Production of the live festivals will involve organising travel and accommodation for the artists, mounting exhibitions, producing rehearsal schedules, arranging technical requirements, shipping of artworks, preparing of contracts and further logistical arrangements.

A printed programme will announce the performances, exhibitions and film viewings and will be widely distributed in the city in the weeks before the festival. In addition, a catalogue will be

produced for each live festival, alongside posters and banners. Local and national dissemination will happen through Westergasfabriek's channels. Radio and Television will be approached, and a media partner will be sought.

#### **NEU/NOW Live festivals (activities 9, 18, 30)**

In the second week of September of each project year, the four-day live festival will be staged in Amsterdam. Preparation will begin with a gathering of all artists who 'pitch' their work and create new partnerships. Journalists are invited to preview the works. During the festival, talks with the artists and audience will be organised, to create a dynamic discussion platform. Entrepreneurship activities and international career training, developed by the project's Incubators Initiative Group, will be offered to artists (activities 10, 19, 31). NEU/NOW Live will be highly visible at Westergasfabriek (in a park in the middle of Amsterdam). An audience will be attracted that does not normally visit exhibitions or performances. The growth model of NEU/NOW Live is expected to annually increase the number of projects presented, visibility within the city and press and entrepreneurship activities.

#### **Outreach Actions: Prix Europa, Foam, Art Basel and Southbank (activities 11, 20, 36)**

During previous *NE@XT* projects, a structured relationship was established with Prix Europa Berlin, which annually reaches over a thousand broadcasters, film and radio makers (see <http://prixeuropa.eu/home>). In the last edition (2013), the film *I'm a miner, who is more*, made by Roman Fabian (Slovakia) with a budget of 16,000 euros, was rated fourth, sitting alongside professional films with budgets in excess of 38 million euros. Prix Europa will annually select films, from which one winning film will be selected. The shortlisted artists will travel to Berlin to participate in the Prix Europa programme. With the Foam Photography Museum and Art Basel, a similar cooperation will be initiated. Negotiations are progressing well with the Southbank Centre, and it is expected that, in 2016 and 2017, NEU/NOW works will be shown in London. The Venice Biennale, Documenta, Edinburgh International Festival, Avignon festival, Manifesta (Biennial of Contemporary Art) and Milan Design week will be approached.

#### **Work Programme Incubator Support and Exchange (activity 45)**

The supportive work programme seeks to analyse and test innovative incubating practices. It will explore how these help to shape more sustainable, inclusive entry routes into professional life and it will build exchange and expertise within the higher arts education sector and among incubator initiatives. All actions will contribute to innovative incubating and transnational connections between incubators, initiating a support and exchange network connecting incubators from across Europe. This will create a Europe-wide understanding of the range and impact of innovative incubator actions. It will offer training and support, focusing on all art graduates involved in NEU/NOW and in the incubating actions.

#### **Develop work plan, guidelines, precise methodologies Incubator Work Programme (activity 6)**

An initial project meeting, planned for Basel in June 2015, will provide an opportunity for all project partners to get acquainted and develop a methodology for the planned activities. The partners of the Incubators Initiative Group will establish a detailed division of labour concerning activities planned under this objective: mapping research, training programme, peer visits to four regional locations and the transnational entrepreneurship residencies.

#### **Mapping research, online visibility of incubator initiatives and examples of best practice (activity 4)**

In the first phase of the project, the development of mapping research is planned. This will involve investigating existing and emerging incubator initiatives across Europe, yielding an online geographical mapping of incubator schemes, creating an information resource and increasing

visibility. The mapping will include detailed descriptions of the most developed incubators as well as an initial analysis of successes and failures of European incubators and some inspiring examples from the rest of the world.

**Developing, testing and implementing training formats targeting art graduates as well as incubators/educational staff (activity 3)**

Building on the defined recurring themes of the project, the Initiative Group will develop, test, produce and use training formats and materials for European, transnational and local training opportunities, also using a 'Train the Trainers' approach. Target groups include: NEU/NOW artists involved in the three Live festivals; art graduates involved in regional locations; educational/incubator staff involved in local, national and transnational initiatives and during European training sessions. Formats will be tested in workshops during the three festivals and in European, national and local training and support events, in particular in regions where incubating is underdeveloped.

**Training/Peer-Review visits to Tirana, Riga, Belgrade and Tbilisi (activities 15, 21, 24, 27, 33, 34, 39)**

Intensive training and peer-review visits will provide specific support to the four regions, identified as locations where emerging artists have little chance to access (international) markets. Two successive Training/Peer-Review visits to the first three locations are expected to generate a direct positive effect on career opportunities of emerging artists from these regions. A defined Peer-Review methodology will be developed and tested.

**Set up a scheme, criteria and guidelines and Call for transnational entrepreneurship residencies (activities 23, 35)**

The project will pilot ten (four in 2016 and six in 2017) three-month transnational residencies/internships/placements, experimenting with the feasibility and complexity of transnational incubating internships, directly contributing to international career development. A Call detailing the criteria and guidelines will be disseminated, open to all graduates involved in the project through NEU/NOW, incubators connected with the project and through project partners. As this is an experimental action, the ten selected artists will each write a report on their experiences, and the opportunities will be evaluated, measuring whether this is a viable route into professional life that would be important to develop further in the future.

**Develop a programme on Incubating and Innovation for the ELIA Biennial Conference, Florence November 2016 (activity 22)**

In conjunction with the ELIA Biennial Conference, which will bring together approximately 500 delegates, the Incubator Initiative Group will launch an Incubating Support Network and conduct an intensive programme of best practice, debating different business models and training for innovative, transnational incubating. Train the Trainer sessions on one or more of the prioritised themes will be part of the programme.

**Develop Interactive Seminar 'Making a Living from the Arts', Amsterdam, September 2017 (activity 32)**

In conjunction with the third edition of the NEU/NOW Live festival, a large-scale, thematic seminar will depart from the recurring project theme of exploring new ways of looking at creativity and audiences in the digital age. This event will bring together influential representatives from the cultural/creative professional fields, creative business, art graduates, incubator leaders and higher arts education delegates. It will combine workshops, using training formats developed in the frame of the project, open debates and presentations of promising incubators with a bold approach to innovation and internationalisation. Preliminary recommendations will be discussed, and reviewed.

**Develop contacts, produce short book, widely discuss and propose recommendations and organise the European Policy event in Brussels ([activity 40, 41](#))**

*NE@XT Accelerator* is expected to pique the interest of European policymakers and spark a Europe-wide debate on skills, business readiness and entry routes into professional life. Early in the project period, the Incubator Initiative Group and Management Group will establish relationships with influential European cultural and creative platforms with a view to mutual exchange, culminating in the European Policy seminar 'Making a Living from the Arts in 2025' in Brussels in March 2018, which will present the project outcomes in the form of a book and well-developed recommendations.

**Needs of the Target Group and Detailed Overview Target groups and Beneficiaries**

The objectives, activities and the defined needs of the target groups are building on a recent assessment of the current situation on the employability of art graduates by the ELIA Board, recent reports on the employability of art graduates, in particular from the UK and on detailed information from higher arts education experts. Essentially, these needs can be summarized in terms of 'Young artists need better entry routes into professional life'; 'Innovative, transnational Incubating needs spreading around Europe'. Building on this, the project identifies three target groups and relates the concrete objectives and activities strictly to the target groups:

- (1) Arts graduates/art students in their final year of study across Europe, refined into: (a) excellent arts graduates selected for the NEU/NOW Online and Live festivals; (b) arts graduates connected to incubators and transnational residencies and (c) arts graduates involved in the project through the four regional locations;
- (2) Art educators and managers, incubator leaders and initiators, further specified as art educators and incubator leaders in contact with the project, to be reached through the project partners, in particular the European network partners;
- (3) International curators, directors of museums, heritage organisations, orchestras, creative businesses and other cultural and creative sectors across Europe. The expectation is that the project will be able to establish about 250 of such contacts, through the NEU/NOW events, targeted newsletters, and especially through structured networking of the partners.

A total of 410 excellent arts graduates will be selected through the three NEU/NOW editions and through entrepreneurship residencies; 760 art educators/incubators, 80 institutional stakeholders and 250 curators/festival directors/directors of museums will benefit from the project. A further specification includes:

- 20 project partners, four associated partners and other European/national organisations collaborating with the project;
- 4 European Network partners reach out to a total of approximately 1,000 European arts education institutions in Europe;
- 220 excellent art graduates, selected through the three NEU/NOW Live editions;
- 20,000 general international and local public (5,000 in 2015, 6,500 in 2016, 8,500 in 2017), experiencing the three editions of the NEU/NOW Live event;
- 250 international curators, directors of museums, heritage organisations, orchestras, creative businesses, scouting creative talent through the festival and a larger group reached through events and dissemination actions;
- 60 staff from incubators across Europe and 100 educational staff and management from higher arts education institutions across Europe;
- 180 NEU/NOW Alumni (last three editions of Live festival 2011, 2012, 2013);
- 210 staff and young artists from art schools and incubators and in the four selected local locations (seven meetings);

- 600 representatives from higher arts education institutions participating in the events;
- 10 excellent art graduates from across Europe, selected for a three-month transnational cultural/creative entrepreneurship residency;
- 80 institutional stakeholders and decision-makers at local, national and European level/bodies, European Institutions and policymakers (European Policy event).

### **Long - term impact also beyond the project period**

1. Since its inception in 2009, NEU/NOW has evolved from a small-scale event to a high visibility international experience, gaining significance in the arts world and the international sector of festivals, prizes and exhibitions. This ongoing process will reach a peak within this period, thanks to the full involvement of AEC, CUMULUS, CILECT, with the potential to grow further after 2018;
2. Modern European higher arts education without incubating will become unthinkable. Increasingly, incubator leaders undertake initiatives with colleagues abroad to set up transnational incubating. New incubator leaders join the network and consider the support network as a key reference for their work, using the project results as a source of information. Incubator and creative business initiatives feed the project outcomes into their own local, regional and national environments;
3. The Online Support Interface is expected to become popular in the creative business virtual environment and guarantee the continued visibility of generations of participating artists. The site will become self-supporting; sponsorship will be sought to maintain the site;
4. Prix Europa Berlin continues to make emerging artists part of their European Prize programme. Foam (photography), Art Basel (visual art) and Southbank (performing arts) will incorporate NEU/NOW artists in their programmes. Further perspectives arise through collaboration with Manifesta, Venice Biennale, Avignon Festival, Edinburgh festival, Milan Design Week and others;
5. Training, peer reviewing, networking and debates shape the ongoing innovation of artistic training. Training formats will be digitally published and MOOCS, online training webinars and recorded video workshops extend the impact. Incubator experts continue to offer tested peer-review concepts and well-designed training formats on a cost-effective basis to incubating initiatives across Europe;
6. European Policy Recommendations, building on the project outcomes, are expected to spark European interest in the social and economic potential of emerging artists in influential platforms, the European Creative Industries Alliance, European Design Innovation Platform and among the Creative Europe Programme, DG EAC, DG Markt and DG Employment and Social Affairs.
7. The project partnership will continue after the lifetime of the project. The European partners will deepen their cooperation, in NEU/NOW actions and in other fields. Partners in the Incubating Initiative Group will continue to promote quality, and further extent the Incubating network. They continue working on transnational incubators residencies, aiming to become an ongoing programme.

### **Allocation of the Project Budget**

The project budget is well balanced in serving the implementation of the activities. An important part of the budget is earmarked for realising European mobility of artists and art works. All partner institutions have been allocated an initial budget for travelling and, if appropriate, compensation for staff costs. *Note:* for travel costs a general sum of 330 Euro per trip is budgeted, which has over the years proven a useful average estimation of European travel in the various EU project that ELIA has administrated and participated in. In the (mid term and) final report, actual costs will be reported (to

the maximum for the total budget that has been allocated to this budget heading in this application. For subsistence & hotel rates, the published maximum rates (within the Creative Europe programme) have been used. All costs will be reported based on actual expenditure, to the maximum for the total budget that has been allocated to these budget headings in this application.

External expertise in the form of speakers, research support, and external evaluation is anticipated within the budget. The production of web services, publications, and audio-visual material will be allocated to third parties, if this expertise is not available in the partner institutions.

Co-financing arrangements include own contributions from partners, additional external funding from national private and public sponsors and income from ticketing and participation fees. Assisted by the partners, an additional funding plan through sponsoring will be developed and implemented. The positive feedback from the Dutch Culture Fund that co-funded the live NEU/NOW 2013 provides excellent perspectives that national funding applications will be successful. Currently, applications are being prepared.

### **Evaluation and Indicators for Evaluation (activity 46)**

The project engages an external evaluator from the beginning. The approach contains both formative and summative assessment elements. In the formative phase, the external evaluator will act as a critical friend, collecting material on three occasions within the project period, providing feedback on the process in comparison with the objectives and outcomes formulated in this application and encouraging efforts to improve processes, outcomes and ways of working. Summative assessment, measuring the level of success of the actions in comparison with the quantitative indicators, will take place in phase 2 and 3 of the project. Developing/testing of the training formats and the peer-review concept will be a process of constant evaluation and adaptation, which is documented by the Incubator Initiative Group.

#### **Quantitative indicators for summative evaluation, benchmarked against the expectations indicated in this application, measuring the number of:**

- Art graduates involved in the three NEU/NOW Online and Live events;
- Members of the general public participating in the three NEU/NOW Live events
- Professional public (curators, directors, producers, sponsors, etc.) at the three festival editions;
- Column inches of press coverage during the three NEU/NOW Live events;
- Participants in each of the local, regional or European project events;
- Innovative incubators/incubator leaders joining the support network; their active involvement;
- Excellent art graduates engaged in local, national or transnational cultural/creative incubators, in contact with the support network;
- Visitors to the Online Support Interface (once functioning); visitors to the project website, once the mapping research is visible on the website; number of downloads of documents and reports;

#### **Qualitative indicators - Have the general and specific project objectives been reached? -**

- Direct impact of participation of artists in the Live festivals and training sessions on skills, transnational career perspectives (alumni tracking reports, samples and live interviews);
- Direct comments of the general and, in particular, professional public (through samples);
- Direct and positive impact on the (transnational) skills of arts graduates, involved in incubator actions connected with the project (Training, Peer Review and entrepreneurship incubators);
- Direct positive impact on the (transnational) skills of incubator staff and educational staff, involved in the incubator project actions (Training, Peer-Review, Transnational, entrepreneurship residencies);
- Growth, extension of innovative incubators emerging in Europe and in neighbouring countries;
- Visibility and impact of the project outcomes vis-à-vis national/local cultural and creative sectors and creative business, locally, nationally and internationally;

- Visibility, communication and information of European stakeholders, to be measured by their presence (or being in contact) at the European Policy event Brussels, near the end of the project period, invitations for presentations, contributions, etc.

### Full List of Deliverables

1. Three NEU/NOW Online and Live festivals and progress reports; three Alumni Tracking reports through online questionnaires + telephone/Skype interviews;
2. Fully enabled Project website for media content and social media;
3. NEU/NOW Digital Support Interface – ongoing inventory researching links and contacts; updates with organisations, useful information, communication and marketing;
4. Ongoing Digital Mapping of Incubators and showcasing of innovative and transnational examples;
5. Training formats: ‘International Career Training’, ‘Innovative Incubating’, ‘Cultural Entrepreneurship’, ‘New Business Models’, ‘Access to Finance and Crowd Funding’ and ‘New Ways of Looking at Creativity and Audiences’ in the form of a Digital Training Toolbox, printable from the project website + MOOCS, webinars, recorded video workshops and lectures;
6. Three successful project events; three programmes and Events reports on Florence, Amsterdam and Brussels;
7. Evaluative reports on Peer-Review visits and training actions in Tirana, Belgrade, Riga, Tbilisi;
8. Ten transnational entrepreneurship residencies completed and evaluated, resulting in recommendations by the Incubator Initiative Group on how to move forward with residencies. Ten or more incubators involved in future transnational incubating;
9. Short book on innovative cultural/creative incubators + recommendations building on results of innovative and transnational incubating – online and printed for wide circulation across Europe;
10. Three x 1000 catalogues, three x eight banners, three x 400 posters, three x 5000 programmes ; three x 40 press information packs;
11. Trailer on YouTube, representing the best NEU/NOW artists in each of the three years;
12. 24 newsletters/newsflashes annually sent to a stakeholder list of 7,500 addresses, Newsletters AEC (7.000), CUMULUS (3.000), CILECT (1.000);
13. More than 100 internationally networked incubators and a strong pool of experts on incubating;
14. Two interim and one final report by an external evaluator;
15. Final project report.

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| <b>E.3. COMMUNICATION AND DISSEMINATION</b> ( <u>activity 43</u> ) |
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### Full list of Communication and Dissemination Actions

- **Social media, cross-platform development and fully enabled project website** for media content (videos, audio recordings, photography) to play/display on all (mobile) platforms; Calls for transnational entrepreneurship residencies, interesting initiatives and links with blogs;
- **Section on cultural/creative incubating with digital, geographical mapping of cultural/creative incubators across Europe**, displaying some examples of good practice, also from the rest of the world and interesting new incubator initiatives. An internal Networking Space targets the growing Incubators Support Network to exchange experience, initiatives and findings;
- **Digital Support Interface**, designed and piloted as a new and sophisticated resource matching the best European young artists with the demand from the European cultural and creative sectors and (creative) business – selected in 2012, 2013, 2014, 2015, 2016 and 2017 (in total approximately 670 artists. After a pilot phase, it will become fully active in the third project year;

- **Three Six-Minute Trailers** on YouTube of the best work of the three NEU/NOW editions;
- **Targeted digital newsletters and social media updates** highlighting latest news and upcoming events, Incubators joining the Support Network, new projects, endeavours of NEU/NOW artists;
- **Building practice of asking NEU/NOW artists to create and curate their own blogs** generating additional visibility and publicity for the festival;
- **Regular digital updates to (potential) outreach organisations** and other cultural/creative agencies, institutions and organisations, platforms, networks, curators, directors, developers, sponsors on a local, regional and European and international level;
- **MOOCS, webinars, recorded video workshops**, bringing the project themes/training formats and key presenters to a wider public.
- The **main project events**, Biennial Conference (500 participants), Amsterdam conference (200 participants) and the European Policy Seminar (80 participants); disseminate the initial achievements/findings of the project and create new connections with target groups.

**Online/printed publications:** ([activity 42](#))

- Three printed **catalogues**, billboards, posters, flyers, advertising
- Digital and printed **Book** publication and recommendations targeting European cultural and creative industry platforms and policymakers;
- Digital **Training Formats** Toolbox, to be printed from the website.

#### E.4. QUALITY OF THE PARTNERSHIP AND MANAGEMENT

*NE@XT Accelerator* works with twenty partners from 12 countries and four associated partners representing a total of 14 countries. The division of tasks is tailored to the specific expertise of the partners. The organisational structure consists of six groups:

1. **The European higher arts education sector** partners ELIA; AEC; CILECT; CUMULUS represent over 1,000 European higher arts education institutions; these partners will have an indispensable role in terms of informing and mobilising art schools across Europe. They will be involved in NEU/NOW developments in training in promoting incubating actions and will provide wide visibility to the project and ensure dissemination of the outcomes.

2. **Incubator Initiative Group** ([activities 2, 13, 38](#)): Royal College of Art (RCA), London; InWest eG-Kreativwirtschaft, Dortmund; University of the Arts Helsinki; Design Creative Living Lab (DCC-L), Cité du Design Saint-Etienne; University of Arts Poznan; Associate partner 'Cultuur – Ondernemen' as the most influential organisation in Netherlands linking between artists and business, will help to establish contacts with similar organisations across Europe. Associate partner Academy of Arts and Design Basel<sup>1</sup> has excellent expertise on incubating, characteristic for the innovative models the project wishes to promote. The Incubator Initiative Group will supervise mapping research; initiate the Support Network and develop/test/implement Training and Peer-Review actions. Teams of two or three experts will be responsible for specific actions, such as training and peer-review visits and event preparation. The RCA will chair the group, assisted by ELIA staff; together they constitute a strong group of core partners, playing a driving role in this project.

<sup>1</sup> Until recently, the Academy of Arts Basel was considered a key partner, in particular because of a highly interesting – large scale Swiss initiative in the field of incubating. Unfortunately it turned out that Switzerland does not participate in the Creative Europe Programme. Should this change, then the Academy of Arts Basel will still join the project as a full partner.

**3. Artistic leadership NEU/NOW:** The University of Winchester; University of the Arts Stockholm. These partners will be responsible for selecting the jury, endorsing the Online festival, initiating new outreach contacts, curating the NEU/NOW Live festivals and developing the online support interface.

**4. Outreach to Cultural and Creative sectors:** Prix Europa/ Rundfunk Berlin-Brandenburg; Foam, Photography Museum Amsterdam; Westergasfabriek; Southbank (associate partner); Art Basel (associate partner). These partners will programme NEU/NOW works in their respective institutions/festivals and will arrange networking meetings for emerging artists.

**5. Regional support:** Art Academy of Latvia; University of Arts Belgrade; University of Arts Tirana; Ilia State University Tbilisi (associate partner) will host the training and peer review visits and identify and invite a professional regional audience.

**6. The Project Management Group** (activities 1, 12, 26, 37): ELIA; Royal Conservatoire of Scotland; Ecole Européenne Supérieure d'Arts de Bretagne; Palazzo Spinelli Istituto per l'Arte e il Restauro. The Project Management Group is responsible for overall project development and administration, budget management, personnel and evaluation. It sees as its role to create an atmosphere of productive communication, mutual learning and exchange within the project. This group will supervise the production of online products, as well as the programming of overall project events, in collaboration with the hosting partner institutions from Basel, Florence and Amsterdam. Subgroups will be responsible for the preparation of project conferences.

