ADVISORY BOARD FINAL EVALUATION REPORT
D.T4.1.2
(WP T4, ACTIVITY A.T4.1)

Version 2

08 2020

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Project number and acronym	CE1152 ARTISTIC Interreg CENTRAL EUROPE Programme
Project website	https://www.interreg-central.eu/Content.Node/ARTISTIC.html
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Delivery date	31.08.2020

1. Preamble

In order to summarize the results of the crowdfunding campaigns launched in the frame of the project, detect projects criticalities and analyze the factors of success, or a failure of individual campaigns, the ARTISTIC team created international Crowdfunding Advisory Board, composed of representatives of project partners, associated partners and selected external experts from 8 Central Europe regions, coordinated by the Veneto Region.

The Board was set up in late September 2019, and met for the first time during the Technical and Steering meeting held in České Budějovice on the 27.11.2019, when roles, mission and Action Plan was defined and agreed under the coordination of Mr. Fabio Maccaferri, external consultant for PP02 Veneto Region.

During the implementation of the transnational Pilot Action, the Advisory Board conducted a careful monitoring activity and met regularly via online in order to discuss the progress of the crowdfunding campaigns, support the partnership in their action, provide proposals of improvements and sustainability, and find solutions to cope the negative effects of Covid-19 pandemic.

2. Purpose of the document

This document aims to identify the strengths and weaknesses of the campaigns by collecting the views of the project representatives on crowdfunding campaigns.

Through the analysis of the strengths and weaknesses, ideas for improvement will be identified for any subsequent Artistic crowdfunding campaigns.

3. Survey methodology

The survey methodology is a Delphi analysis on a questionnaire consisting of 22 questions divided into 4 sections (scope of investigations):

1. Approach to projects

It aims to detect the preparation of the proposers for the planning of campaigns.

2. The "ICH" concept and the selection of initiatives
   It aims to detect the awareness of proposers regarding the "ICH" concept and the selection process.

3. Approach to crowdfunding and to campaigns
   It aims to detect the awareness of the proponents and the market regarding crowdfunding.

4. Communication strategy and transnationality
   It aims to highlight how much the communication strategy and transnationality are a relevant factor for the success of Artistic crowdfunding campaigns.

Each question is given an answer that expresses the level of agreement with the statements posed as questions:

0: not applicable / I don't know

1. The Disagree

2. Partially disagree

3. Partially agree

4. Agree

The mean and standard deviation of the answers obtained are then calculated which - purely as an indication – expresses the overall summary of the panel and the indication of the variability of the answers around the mean by means of the standard deviation. The greater the value of the standard deviation, the greater the difference of opinion regarding the statement and the scope of investigation (the sections).

4. Summary of answers

Section	#	Question	PPO1 (Italy, T2i, Carlucci)	PPO1 (Italy, T2i, Marco Braga, Chiara Remundos)	PPO2 (Italy, Reg. Veneto, Fabio Maccaferri)	PPO3 (Austria, Daniela Adler)	PPO4 (Slovenia, Aleksandra Koprivnikar)	PPO5 (Slovenia, Metka Belingar)	PPO6 (Hungary, Zsombor Aradszki)	PPO7 (Germany, Dieter Heider)	PPO9 (Poland, Agnieszka Ploska)	PP11 (Czech Republic, Michaela Rychnavska)	PP12 (Slovakia, Ján Václav)	AVERAGE	STD DEVIATION
APPROACH TO PROJECTS	1	the proposers had adequate development and project management skills	Agree	Agree	Partially agree	Partially agree	Partially agree	Partially agree	Partially agree	Agree	Agree	Agree	Agree	Mainly agreed	Stable point of view
	2	the training for proposers has been adequate	Agree	Agree	Agree	Partially agree	Agree	Partially agree	Partially agree	Agree	Agree	Agree	Agree	Mainly agreed	Stable point of view
	3	the preparation of the business plan was easy and functional to support the campaigns	Agree	Agree	Partially disagree	Partially disagree	Agree	Agree	Partially agree	Agree	Partially agree	Partially disagree	Partially agree	Partially agreed	Stable point of view
	4	project support was in line with what was expected	Agree	Agree	Partially agree	Agree	Partially agree	Agree	Partially agree	Agree	Agree	Agree	Agree	Mainly agreed	Stable point of view
THE "ICH" CONCEPT AND THE SELECTION OF INITIATIVES	5	the ARTISTIC concept of ICH was clear and well defined	Partially agree	Partially agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Partially agree	Mainly agreed	Stable point of view
	6	the initiatives involved in the Pilots were clearly characterized by an ICH (perceptibility of the ICH)	Agree	Agree	Agree	Agree	Partially agree	Agree	Agree	Partially agree	Agree	Partially agree	Agree	Mainly agreed	Stable point of view
	7	the initiatives involved in the Pilots were clearly characterized by an adequate business development potential	Partially agree	Partially agree	Agree	Partially agree	Partially agree	Agree	not applicable / I don't know	Partially agree	Agree	Agree	Agree	Partially agreed	Some different point of view
	8	the selection process for the crowdfunding phase was clear	Partially agree	Partially agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Mainly agreed	Stable point of view
	9	the criteria for accepting a project in the crowdfunding phase were adequate	Partially agree	Partially agree	Agree	Partially agree	Partially agree	Agree	Agree	Agree	Agree	Agree	Agree	Mainly agreed	Stable point of view
	10	the timing of the selection process was adequate	Agree	Agree	Agree	Partially agree	Disagree	Agree	Agree	Partially agree	Agree	Agree	Partially agree	Partially agreed	Stable point of view
APPROACH TO CROWDFUNDING AND TO CAMPAIGNS	11	I had adequate crowdfunding expertise to select and accompany projects	Agree	Agree	Agree	Partially disagree	Partially agree	Partially agree	Partially agree	Agree	Agree	Agree	Partially agree	Mainly agreed	Stable point of view
	12	differentiating approaches to crowdfunding (donate, reward, lending, equity) is to be improved	not applicable / I don't know	Partially disagree	Agree	Agree	Agree	Agree	Agree	Agree	not applicable / I don't know	Agree	Disagree	Partially agreed	Some different point of view
	13	the market was ready to receive the initiatives	Partially disagree	Partially disagree	Partially disagree	Partially agree	Partially disagree	Partially disagree	Partially disagree	Partially agree	Partially disagree	Partially agree	Agree	Partially disagreed	Stable point of view
	14	I had guidelines and adequate support for the choice of the platform	Agree	Agree	Disagree	Agree	Partially agree	Agree	Agree	Agree	Agree	Agree	Agree	Partially agreed	Some different point of view
	15	I had guidelines and adequate support for the crowdfunding campaign	Agree	Agree	Disagree	Partially agree	Partially agree	Agree	Partially agree	Agree	Agree	Agree	Agree	Partially agreed	Stable point of view
COMMUNICATION STRATEGY AND TRANSNATIONALITY	16	having a unique, transnational and Artistic crowdfunding platform would be very important	Partially agree	Agree	Agree	Agree	Agree	Partially disagree	Partially agree	Agree	Agree	Agree	Partially agree	Partially agreed	Some different point of view
	17	the exchange or information between the partners was adequate and to be encouraged	Agree	Partially agree	Partially agree	Agree	Agree	Agree	Partially agree	Agree	Agree	Agree	Agree	Partially agreed	Stable point of view
	18	Crowdfunding for ICH initiatives is an adequate and incentivized form of financing	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Agree	Partially agree	Agree	Mainly agreed	Stable point of view
	19	the objectives of the Artistic Pilot Action were clear	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Partially agree	Mainly agreed	Stable point of view
	20	transnationality for an initiative such as this "testing the matching with crowdfunding initiatives" is crucial	Partially agree	Partially agree	Agree	Agree	Partially agree	Partially agree	Agree	Agree	Agree	Agree	not applicable / I don't know	Partially agreed	Some different point of view
	21	the promotion and resonance of the Artistic Pilot Action through digital channels has been useful and effective	Agree	Agree	Partially disagree	Agree	Partially agree	Agree	Partially agree	Agree	not applicable / I don't know	Agree	Agree	Mainly agreed	Stable point of view
	22	the promotion and resonance of the Artistic Pilot Action through traditional channels has been useful and effective	Partially agree	Partially agree	not applicable / I don't know	Partially agree	Agree	Partially agree	not applicable / I don't know	Agree	not applicable / I don't know	Agree	Agree	Partially agreed	Some different point of view

As can be seen, respondents generally agree with the proposed statements, where agreeing with the statement indicates a positive experience and low criticality.

However, there are some situations where opinions differ and there are opportunities for improvement to be evaluated and possibly pursued, which will be illustrated in the next chapter.

5. Main results and proposals

In the following paragraphs the observations and suggestions found in the questionnaires will be summarized.

5.1. Approach to projects

5.1.1. Statement: the proposers had adequate development and project management skills

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire	
1	Training course and coaching helped proposers to increase their skills in management and developing successful crowdfunding campaigns
2	In our opinion, the training course and the coaching gave the project owners enough skills to conduct the crowdfunding campaigns. In general, they have worked efficiently on: the elaboration of effective tests, the realization of engaging videos and photos; the relation with the external expert and the platform experts; in redesigning some aspects of their projects, due to COVID. Some issues with the managing of the communication through social media, during the campaign; and for them it was hard to keep on stimulating the interest of potential donors through internet. Some other issues were related with the management of the network, in particular due to the COVID pandemic. Also, some projects underestimated the efforts and the costs of conducting a campaign, so they withdrew from the last part of the project.
3	Training course and coaching helped proposers to increase their skills in project management. They possessed skills deriving from the experience of carrying out projects, but lacked the formal and methodological component.

	The course and support also helped to get hold of some basic techniques such as planning and structuring in tasks.
4	The knowledge of the stakeholders was different in this respect.

5.1.2. Statement: the training for proposers has been adequate

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire	
1	Looking at the feedback received from the proposers, trainings have been useful and at the same time adequate for the purpose they were structured for.
2	Considering the results of the business plans realized and of the crowdfunding campaigns, the training and the tools were adequate. As stated above, for future experiences it could be useful to boost the coaching on communication activities during the campaigns
3	More practical examples should be presented during the trainings.

5.1.3. Statement: the preparation of the business plan was easy and functional to support the campaigns

Answers rating:

Partially agreed	Stable point of view

Comments from questionnaire	
1	Since the beginning of the coaching sessions, both project partner and consultant in charge of supporting proposers underlined the importance of drafting a comprehensive business plan. Before doing it, all participants joined some training session which aim was the understanding of creating an effective business model.
2	The preparation of the business plan allowed to the: • increasing the awareness of the proponent on all the aspects to be considered. In fact during the training course we have lost some

	proponents that realized that they were not ready to get on; • receiving precious feedbacks both from the peers and from the experts; • clearly defining the project idea, the target, the strategic partners, the business model, the financial & marketing components.
3	The importance of having a business plan was underlined and it was well understood by the proponents, however the preparation was not easy because the fundamentals behind the construction of a business plan were weak and it was not known how a business plan was structured. Furthermore, the business plan scheme provided - methodologically correct and complete - was too detailed for use in crowdfunding donation or reward mode. Two additional donation / reward schemes (simplified) should be set up: 1. project with a social project objective (where the business has no relevance) 2. project with a business objective, but for which donation / reward support is desired (where the impact on the territory is priority over profits)
4	Business plans were prepared more into business than to be ready with CF campaign, but agreed that it was useful
5	Preparation of the business plan went well, however, some elements of the plans had to be readjusted, to make them fit to the crowdfunding rationale.
6	The preparation of the business plans required time and a lot of discussions to check the sustainability and feasibility
7	It was not that easy, sometimes it was hard with the proposers to cooperate

5.1.4. Statement: project support was in line with what was expected

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire
1	All proposers agreed on the high level of support received from project

	partner, consultancy and crowdfunding platform
2	The support of the platform was consistent and constant. They provided one dedicated referent throughout the duration of the campaign
3	All proposers agreed on the high level of support received from project partner and consultants, but they expected a greater effort in the communication campaign and dissemination on traditional channels, which was made impossible by Covid-19
4	Based on our experience and feedback from project-owners, cooperation with the external company responsible for the business planning process was smooth and effective

5.1.5. Section: approach to projects – highlights and improvement opportunities

In general there is complete agreement on the usefulness of the training carried out and on the results obtained.

Suggestions for improvement could be:

1. Diversify the business plan: for some projects, of limited amount and in "donation" or "reward" mode, very simplified and with a focus on the social impact of the project.
2. Provide a "self-training" initiative (for example with some short video lessons) with which to bring all project owners to the same skill level before going to the classroom.

5.2. The "ICH" concept and the selection of initiatives

5.2.1. Statement: the ARTISTIC concept of ICH was clear and well defined

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire	
1	At the end of the training course this item had been clarified by experts. We organized a dedicated workshop in order to explain it properly, because in the very beginning of the project it hadn't been explored enough
2	What an ICH is is well specified and what Artistic proposes as well

3	The concept was presented and agreed on previously during the Kick-Off, as well as totally in line with the UNESCO definition

5.2.2. Statement: the initiatives involved in the Pilots were clearly characterized by an ICH (perceptibility of the ICH)

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire	
1	The selection took into great consideration the ICH items; in fact some interesting projects, that might have been successful didn't pass the selection for the transnational pilot action
2	It was not easy to make perceive the meaning of ICH and in some cases (later discarded by the selection). It takes more time and more advertisements to receive a greater number of applications to select the most appropriate ones
3	Sometimes it is hard to distinguish between tangible and intangible heritage (materialization of a practice etc.)
4	The transnational project work showed how diverse the ICH is in the project regions
5	By evaluating all the pilot project I sometimes didn´t see clearly the ICH

5.2.3. Statement: the initiatives involved in the Pilots were clearly characterized by an adequate business development potential

Answers rating:

Partially agreed	Some different point of view

Comments from questionnaire	
1	If we intend it as the capacity to develop a valuable project for the territory, then the answer is yes; if instead we refer only to building up an enterprise, we can say that some had low opportunities to further develop as a business. The AF referred to 'project initiatives' and not to 'startup initiatives'. Nevertheless, we have always considered the sound economic and financial sustainability of those projects, as required from the project itself and our consultants have hardly worked to stress these economic values in terms of

	sustainability.
2	Agreed, but only while doing the campaign it occurred that some of the projects should not be considered in the project at all.
3	Not every applicant wants to do big business. Mostly it is idealists who are burning for an idea
4	Some of the ideas were focusing on preservation / saving skills for future generations, without material interests (e.g. donation-based campaign)
5	Not all initiatives have a high business development potential - but initiatives with less potential can also make sense if the stakeholders are involved

5.2.4. Statement: the selection process for the crowdfunding phase was clear

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire	
1	At regional level we have shared a clear process for the selection; at partner level, the partner responsible for the transnational pilot action said that it was hard to define a unique and common grid
2	The selection process is clear, while the adherence to ICH of the selected projects appears less evident (in general across the European panel). This can be due to several factors: 1. too limited selection time. Ideal: 4 months to receive applications preceded by an extended advertising campaign for calls, including on traditional channels 2. more explanation (illustrative video?) Of what an ICH project is 3. greater selectivity in the selection phase
3	Both the wish of the project-owners and the crowdfunding potential were taken into account during the selection process

5.2.5. Statement: the criteria for accepting a project in the crowdfunding phase were adequate

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire	
1	Each partner chooses the most promising projects and proposed them to the Deliverable Responsible and to the Advisors
2	Each partner chooses their 'champions' and proposed them to the Deliverable Responsible and to the Advisors
3	The criteria were well formulated and clear, but the application (in general across the European panel) would appear not to have been as rigorous as one would have expected

5.2.6. Statement: the timing of the selection process was adequate

Answers rating: | Partially agreed | Stable point of view |

Comments from questionnaire	
1	The selection process is neither complicated nor time consuming. The problem is having the right candidates
2	Adequate, although this year no one could have known that Covid-19 would make our life so difficult
3	The process would have taken a little more time

5.3. Approach to crowdfunding and to campaigns

5.3.1. Statement: I had adequate crowdfunding expertise to select and accompany projects

Answers rating: | Mainly agreed | Stable point of view |

Comments from questionnaire	
1	We chose our experts who accompanied the project in a very effective and concrete manner

2	More support would have been expected from the European coordination of the crowdfunding aspect. The experiences possessed by the local partners and their consultants made up for the lack, but the opportunity to have a real "cross-European" initiative was not taken
3	We had great support from experts in this field and have learnt a lot through the process. We suggest others to also find local experts to offer some guidance
4	We had no practical experience, at the same time a lot of successful campaigns have been studied, as well as informally discussed the potential projects with an expert and she agreed perfectly with our choices and decisions

5.3.2. Statement: differentiating approaches to crowdfunding (donate, reward, lending, equity) is to be improved

Answers rating:

Partially agreed	Some different point of view

Comments from questionnaire	
1	Our expert was perfectly able to define and find the proper platform / approach for each project
2	There is a huge difference between approaches and a worthy initiative can fail if it chooses the wrong approach. If a business plan is requested and specified that the business, territorial and employment impact is significant, minimal and low (if not insignificant) impact initiatives, although commendable, are out of scope. I believe that all ICH initiatives are worthy, but they must be distinguished according to the size and objectives, which are reflected in the subsequent crowdfunding campaign and in the method of financing. A small project, highly social, well characterized by ICH and requiring a small funding (<10,000 euros) has a good chance of reaching the goal with a donation approach. Achieving even a small goal, but for business purposes is unrealistic: no one gives money to finance the company - profit - of another. This is to be well understood by the participants (under penalty of exclusion),

	but also to be structured with the platform and with the support. A lending based has its complexities, but an equity based requires much more. Solutions need to be prepared for these two modalities, which have not yet been achieved
3	As a general fact it is true, but I don't see such a need in Artistic project
4	Chosen projects have clear characteristics that made us able to decide. Problem was the lack of crowdfunding platform in Hungary that fits to reward-based campaigns
5	Lending and equity has great potential
6	Smaller countries do not have any choice for more crowdfunding platforms and for different ways of CF

5.3.3. Statement: the market was ready to receive the initiatives

Answers rating:

Mainly agreed	Stable point of view

Comments from questionnaire

1	Due to COVID pandemic and instability, the market was instable and all campaigns were affected by this situation. New priorities for the public arose and the attention was focused on health issues
2	Crowdfunding is progressively spreading, but has not yet come to completion. It is the right time to invest in initiatives like these, to be encouraged and pursued. Covid-19 has created many difficulties: 1. prevented from taking action to spread the message on traditional channels (playbills, brochures, posters, ...). An effective digital campaign always corresponds to a traditional message (see Amazon, Trivago, Booking, etc.) 2. diverted spending intentions towards supporting initiatives to contrast the pandemy
3	Poland is very specific regarding CF. Many projects are successful, but still people tend not to understand what it is really about. I would like to see the projects happening without Covid-19 at the same time
4	The problem we faced was in connection with COVID-19 which made the timing unsuitable and the market was not truly ready since the focus was in other areas

5	Crowdfunding is still in its child's shoes in Hungary, from both social and regulatory perspective
6	Some initiatives take even more time
7	In some countries CF is not that popular

5.3.4. Statement: I had guidelines and adequate support for the choice of the platform

Answers rating: | Partially agreed | Some different point of view |
|---|---|

Comments from questionnaire	
1	Which ones? A transnational project should be guided by a transnational coordination present and directed starting from the guidelines
2	Agree but there was no need to use it since I am an experienced advisor
3	With ISN we had the partner with knowledge about the different platforms, otherwise we would be lost
4	There are only two operating platforms in Hungary

5.3.5. Statement: I had guidelines and adequate support for the crowdfunding campaign

Answers rating: | Partially agreed | Stable point of view |
|---|---|

Comments from questionnaire	
1	Some issues arose with the managing of the communication through social media, during the campaign; it could be useful to provide a stronger support to the proponents to keep on stimulating the interest of potential donors through internet
2	Everyone was left free to do as he pleased. Okay, but a common guideline would have been desirable, with any differences to be noted for future improvements
3	Clear and short, easy-to-understand cartoon-like guide could be useful for future projects

5.3.6. Statement: having a unique, transnational and Artistic crowdfunding platform would be very important

Answers rating:

Partially agreed	Some different point of view

Comments from questionnaire	
1	Taking into consideration that we have tested reward campaign with a strong local impact, we think it is necessary to involve local platforms
2	It is a transnational project with a very precise connotation. The needs are the same for everyone and a single and well-defined platform would have brought value to those who do not yet have consolidated platforms, to subscribers (greater trust) and would have allowed greater prominence and ease of access to projects compared to commercial platforms. "That is the place to finance cultural initiatives" should become a cult. I believe that the visibility and the collection of the sums with which to finance the projects and the number of projects financed would greatly increase
3	That would be a very interesting initiative that for sure would help to finance projects!
4	The already established crowdfunding platform offer a bigger target group and can reach more people. Perhaps a unique transnational ICH platform would also work
5	Do not know if it makes sense on its own, but more options could be useful in Hungary

5.3.7. Statement: the exchange of information between the partners was adequate and to be encouraged

Answers rating:

Partially agreed	Stable point of view

Comments from questionnaire	
1	It is important the exchange among partners, but in local campaigns it is not immediately useful. Lessons learned are useful for the campaigns to come.
2	Information exchange could be improved by improving the shared repository and more alignment contacts (fewer templates, which cost preparation time and more informal meetings)

3	Very pleased that every partner kept the others updated when campaign started or finished
4	Some partners were more active in disseminating their issues, campaigns and results
5	It is very important

5.3.8. Statement: Crowdfunding for ICH initiatives is an adequate and incentivized form of financing

Answers rating: | Mainly agreed | Stable point of view |

Comments from questionnaire	
1	All forms for complementary financing are welcomed. Among them crowdfunding allows the involvement of the local networks, the widening of the potential funders and networks of partners, the market testing and marketing purposes
2	It is just the beginning, we must not give up and capitalize the lessons learned
3	I believe we still need a lot of education, but CF is a great tool to use
4	It is welcome that ICH initiatives find alternative forms of financing. The crowdfunding campaigns are not always successful and cannot always reach certain groups i.e. policy makers, organizations etc
5	Despite the fact that our campaigns are still running, and it seems they will not achieve their goal, we still think that it is adequate form of financing
6	It will become more important
7	Not for every ICH initiatives

5.4. Communication strategy and transnationality

5.4.1. Statement: the objectives of the Artistic Pilot Action were clear

Answers rating: | Mainly agreed | Stable point of view |

Comments from questionnaire	
1	No comments

5.4.2. Statement: transnationality for an initiative such as this "testing the matching with crowdfunding initiatives" is crucial

Answers rating:

Partially agreed	Some different point of view

Comments from questionnaire	
1	In our test, the transnational dimension proved not to be necessary. For sure it is useful to share good practices and lessons learned and to keep motivation high. Probably, for lending and equity campaign it becomes a crucial opportunity
2	Transnationality is very important for several reasons: 1. attaches a perception of great importance to the initiatives presented; 2. it helps a lot in fund raising, because people feel reassured and comforted by the seriousness of the overall project; 3. spreads culture, knowledge and initiatives in a territory and to a much wider than local audience; 4. the probability of fund raising increases: 250 million people are 5 times 50 million; 5. it increases visibility because it expands in geometric progression: even if a project does not raise funds from another country, it would still be visible in that country as well.
3	What would help even more would be a common platform to finance projects internationally
4	With a developing crowdfunding market in Hungary, it is really important to see the situation in more-developed countries and also in neighboring states
5	This is very important

5.4.3. Statement: the promotion and resonance of the Artistic Pilot Action through digital channels has been useful and effective

Answers rating:

Mainly agreed	Stable point of view

	Comments from questionnaire
1	At local level our campaigns acted on their social media quite effectively; at project level, ARTISTIC social media have not been effective to the realization of the campaigns
2	Perhaps due to Covid-19, perhaps due to the lockdown period, however the diffusion through digital channels, despite the many efforts made (> 150,000 direct contacts, posts, e-mailings, links on the home page, etc.) the result expected in terms of clicks and visits was much lower than expected
3	During the pandemic, it was the only way to promote campaigns
4	This would certainly be expandable

5.4.4. Statement: the promotion and resonance of the Artistic Pilot Action through traditional channels has been useful and effective

Answers rating:

Partially agreed	Some different point of view

	Comments from questionnaire
1	Locally, PP01 and the platform realized a press conference and made use of their instruments (newsletters, dedicated mailing, …) which partially helped to reach the institutional level. At project level, traditional media have not been effective to the realization of the campaigns
2	The strategy, planning and tools (such as the design of the posters and leaflets) had been prepared, as well as the identification of partners and channels: then there was the lockdown and it was no longer possible to implement it. It was a huge downside to getting the message out and getting people to the platform. It should be emphasized that this aspect is relevant for a shared action with all partners and to share materials, planning and methods and approaches of go to market
3	Although a series of events were planned (with flyers etc.), due to the pandemic we did not have a chance to test traditional channels

5.5. Remarks, opportunities and suggestions: what would you recommend?

Our project owners told us they'd need some help AFTER the campaign in order to manage the relationship with donors and their enhanced networks.

It could be interesting to keep involved also the projects not selected for the transnational pilot action, after having completed the local pilot action.

ICH desks should be very active for communication purposes on social media, such as linkedin in valorizing the activities conducted.

Not to leave alone the projects that haven't been funded, so that they can keep on designing and developing their initiatives.

On national level, we should keep working on the promotion crowdfunding approach (with awareness-raising and trainings). On transnational level, we should continue the cooperation started, which can also has a leverage effect on the national situation.

To examine and enable opportunities for further cooperation between the partners

Our project partners were very motivated to realize their projects. Due to COVID the preparation of some campaigns were cancelled but we have presented a project on a crowdfunding platform. The campaign is still running. However, for the first time we were able to raise awareness in the region that there are alternative ways of financing intangible cultural heritage.

My main recommendation is that you continue the project. That would be great if there is such an initiative happening in Europe every year. Each year there might be few projects supported. Other steps:

- the idea of the common platform is amazing

- there can be good practices gathered and shared on the platform

- the next step can be also a financial involvement into the projects (and example from Crowd-Fund-Port where every chosen project got the financial support next to the mentoring and coaching)

It was very good to join the forces from different regions and countries to get experiences and knowledge about CF. Although every country and all the people from different countries are not on the same level in awareness about CF but it was very important to have some initiative and show that CF can work in this field of business.

6. SWOT Analysis

The lessons learned and the observations reported in the questionnaires make it possible to prepare a SWOT analysis in order to identify the opportunities and precautions with which to develop an area - the ICH - and a financing method - crowdfunding - on which everyone agrees to be a promising sector and a modality that is still embryonic, but with great potential to support the development of initiatives within a context such as that of Artistic.

The culture, in fact, is an area to be safeguarded in a territory of ancient traditions such as that of central Europe. Not only that, the potential to develop business both directly and with related activities (such as cultural tourism) are very high and still to a large extent to be exploited.

This first project made it possible to experiment with an approach to both planning and financing that revealed the aforementioned potential. Nonetheless, it also brought out some critical issues to be solved and many opportunities for improvement to converge towards the creation and use of the value that ICHs can express in terms of employment effects, dissemination of culture and safeguarding the territory and traditions that are the real wealth of peoples.

6.1. Strenghts

1. It is everyone's opinion that the training was effective and appreciated. It can be improved, but how it was set up and done is definitely a strong point.

2. High level of support received from project partner, consultancy and in some cases also from crowdfunding platform.

3. The ICH concept is well expressed and identified by UNESCO.

4. The consultants who accompanied the participants in the crowdfunding campaign were competent in the matter.

5. Transnational initiative, although this potential should be better exploited.

6. Crowdfunding is everyone's opinion that it is a great initiative to pursue and develop and that it is adequate form of financing for ICH projects.

7. Crowdfunding campaigns gave the project owners the opportunity to define better the group member's role and skills, some gaps emerged and were therefore faced and overcame

6.2. Weaknesses

1. Preparing the business plan for some participants was not easy, as it is a new topic for them.

2. Although the concept of ICH is clearly specified by the Artistic initiative, it is not always easy to identify it in the proposals and make it clearly emerge.

3. The number of project proposals submitted is to be increased, in order to have a more severe selection process and greater evidence of the ICH.

4. The intention of Artistic was the development of initiatives that could lead to the birth of companies that would exploit the ICH to do business and with employment repercussions. In reality, the situations encountered were somewhat different. Many were idealists who wanted to develop a cultural or social idea without having business objectives, others to develop a non-profit idea, but with a business connotation. Still others had the goal of creating a start-up that would exploit an ICH (sometimes weak) with the aim of doing business. This has led to different ICH projects with different purposes, which in themselves are not a critical issue, but require a very different approach to crowdfunding. This diversity also affects the business plan, which in some cases must be very simple and focused on the social and cultural message, in others a more complex plan with industrial and joint-stock connotations.

5. The transnational coordination of the campaigns was weak. It is true that the level of maturity of platforms and people can also be very different from country to country, however the opportunity to converge towards a single transnational platform (possibly to be introduced even in countries where it was absent) could be at least one aspect to be analyzed in more detail.

6. Due to the pandemic and the restrictions, it has not been possible to implement adequate promotion and resonance through traditional channels, which is very important to bring people to the crowdfunding platform.

6.3. Opportunities

1. Fund a significant number of ICH initiatives - business, non-profit and social - operating differently in the approach to crowdfunding and campaigns depending on the type of project.

2. Significantly develop crowdfunding and establish a reference point for other economic and social development initiatives that can be financed with crowdfunding.

3. Spreading the transnationality of traditions for the benefit of related initiatives with important repercussions on the territory (for example cultural tourism).

4. The choice of the type of crowdfunding (donate, reward, lending and equity) is fundamental for the success of the campaign.

5. The characteristics are very different and each initiative has its ideal model. Choosing the wrong model easily leads to campaign failure. The declared intentions of ARTISTIC was the importance of carrying out projects that would lead to the birth of companies capable of developing business. During the selection process, many projects had an "idealist" social and initiative connotation. This type of initiative lends itself well - if of limited amount - to donated or rewarded methods (as long as rewarded is not part of an advance sale because fiscally things get complicated). If it is a question of setting up a business, lending and equity are the most appropriate approaches (no one gives money to someone else to set up their own for-profit company). Lending and equity require totally different investments and approaches to the campaign and also a specifically entrepreneurial mindset of the participant. Approaches need to be diversified to maximize campaign success, and this can be done starting from the selection activity.

6. Develop the great potential of lending and equity to finance the creation of companies capable of giving business value to the ICH.

7. The COVID pandemic represented an opportunity to boost Pilot Action project developers' technological skills. Some of them seized the opportunity to redesign their business model to find a better way to involve their audience, widening the range of people potentially reached with their initiatives.

6.4. Threats

1. Not having a high percentage of success in funding can lead to a progressive reduction of proposals to the point of jeopardizing the ICH initiatives, with the risk that certain ICHs may be lost or not adequately valued.

2. Failing to finance valid initiatives due to approaches oriented to small-scale projects with a strong social and non-profit connotation, which is an inadequate approach to financing a profit-oriented initiative with a significant economic commitment to carry it out.

6.5. Suggested improvements

#	Sector	importance	improvement
1	Approach to projects	LOW	Prepare some online training interventions to allow everyone to have a comparable level of basic preparation to participate in classroom lessons.
2		MEDIUM	Differentiate business plan schemes depending on the size and objectives of the project. It is connected to the type of approach to crowdfunding which in turn is linked to the aims of the project and the intentions of the project owner.
3	The "ICH" concept and the selection of initiatives	MEDIUM	Improve the criteria for classifying an ICH - ie the difficulty to distinguish between tangible and intangible heritage or between an interesting but not ICH popular initiative found in some cases. Furthermore, helping to standardize the culture and interpretation of the ICH concept in the various countries.
4		HIGH	Increase the time dedicated to the selection of projects and the dissemination of information on the Artistic call. This is to contribute to having a high number of proposals in relation to the places available and to have a more severe selection process
5	Approach to crowdfunding and to campaigns	HIGH	Thoroughly evaluate the adoption of a transnational crowdfunding platform specifically characterized for ARTISTIC campaigns. It can have greater resonance and confidence thanks to the European wide connotation. Furthermore, it could become a point of reference for supporters and financiers at the level of the whole of Central Europe, where to stimulate participation in campaigns even from different states than the state to which the proponent belongs.
6		HIGH	Differentiate approaches through business plan models and campaigns specifically created for donations, rewards, lending and equity. The difference between the platforms is considerable, not all of them offer all the modalities and it would be advisable if not to have a single ARTISTIC platform, at least agreements with specialized platforms especially on the equity mode.
7		MEDIUM	Although the pandemic has not helped, improve the exchange of information between partners by increasing the opportunities for meeting both face-to-

8	Communication strategy and transnationality	HIGH	Transnationality is important, although in some cases, as revealed by the answers to the questionnaire, it is not considered particularly important. This is the case, for example, of small initiatives, with a low amount, very locally limited. For significant projects, which also lead to the creation of companies and which approach lending and equity, it is very important. As far as lending and equity are concerned, transnationality brings two significant advantages: greater confidence for potential investors and a wider pool where it is possible to intercept investors.
9		HIGH	Improve the common communication strategy on digital channels, in particular developing backlinks, sharing contact lists, etc. in order to significantly increase the followers of the ARTISTIC site. Having a large number of followers allows you to be constant in the transmission of information and initiatives and thus improve the conversion rate of subscription and financing in the platforms
10		HIGH	Prepare a shared strategy of actions to be implemented on traditional channels (shops, public sites, etc.) in order to favor the exchange of information on the most effective ways and limit the risk of efforts that do not lead to the desired results.

7. Conclusions

This first edition of the ARTISTIC project suffered in the crucial moment - the planning and launch of the crowdfunding campaign - the development of the pandemic and its consequences. Among them, the fear of economic impacts and the focus of the public's charitable and participatory activities towards the support of hospitals and assistance to the weakest subjects. This situation may have damaged the funding campaigns of smaller projects with a social and non-profit background, which have donation and symbolic reward as their main approach.

A lesson learned was the need to better diversify, already in the selection phase, the approaches to crowdfunding and direct the initiatives of greater economic weight and typically oriented towards the establishment of profit companies towards lending and equity. The experimentation in the use of a double step, the first of pre-financing with

reward and the second (prospective) towards lending / equity was not effective and the participants should be informed that if their project belongs to this category of initiatives, it will not be possible allow the donation / reward approach (unless it is a reward with the characteristics of advance sale).

Crowdfunding, however, is the right way to go to finance these initiatives, which, due to their cultural, social and territorial impact, lend themselves well to participatory finance. Furthermore, the resonance that a transnational project with the "ARTISTIC" characteristics can have in generating interest in people, both in the territory of origin and acting as a call for mutual tourist development, should not be overlooked.