Hack the Future

THEN FUND IT

✄

Cracking open
innovation policy
through culture
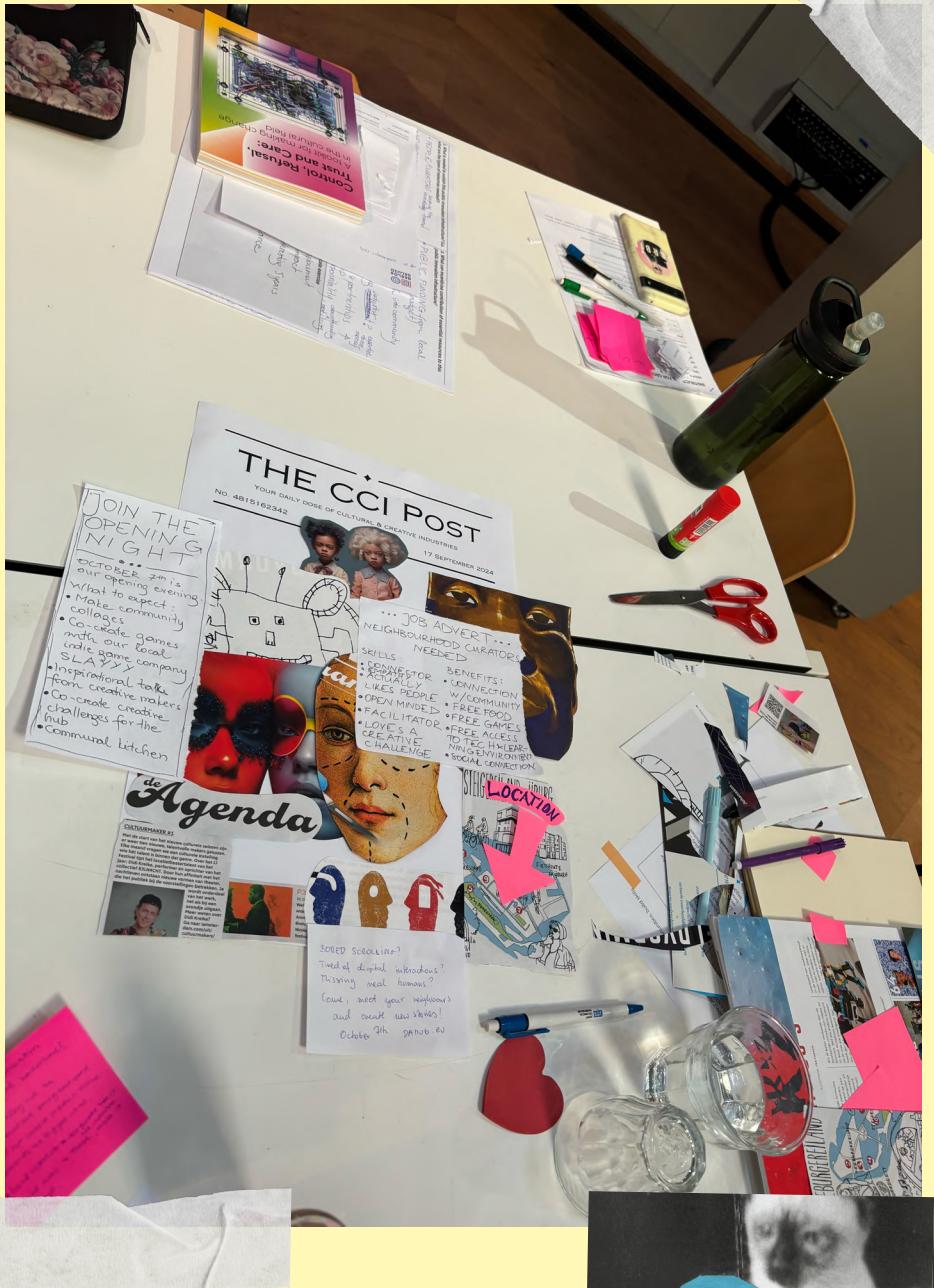*and creativity*

ekip

SOUND &
VISION
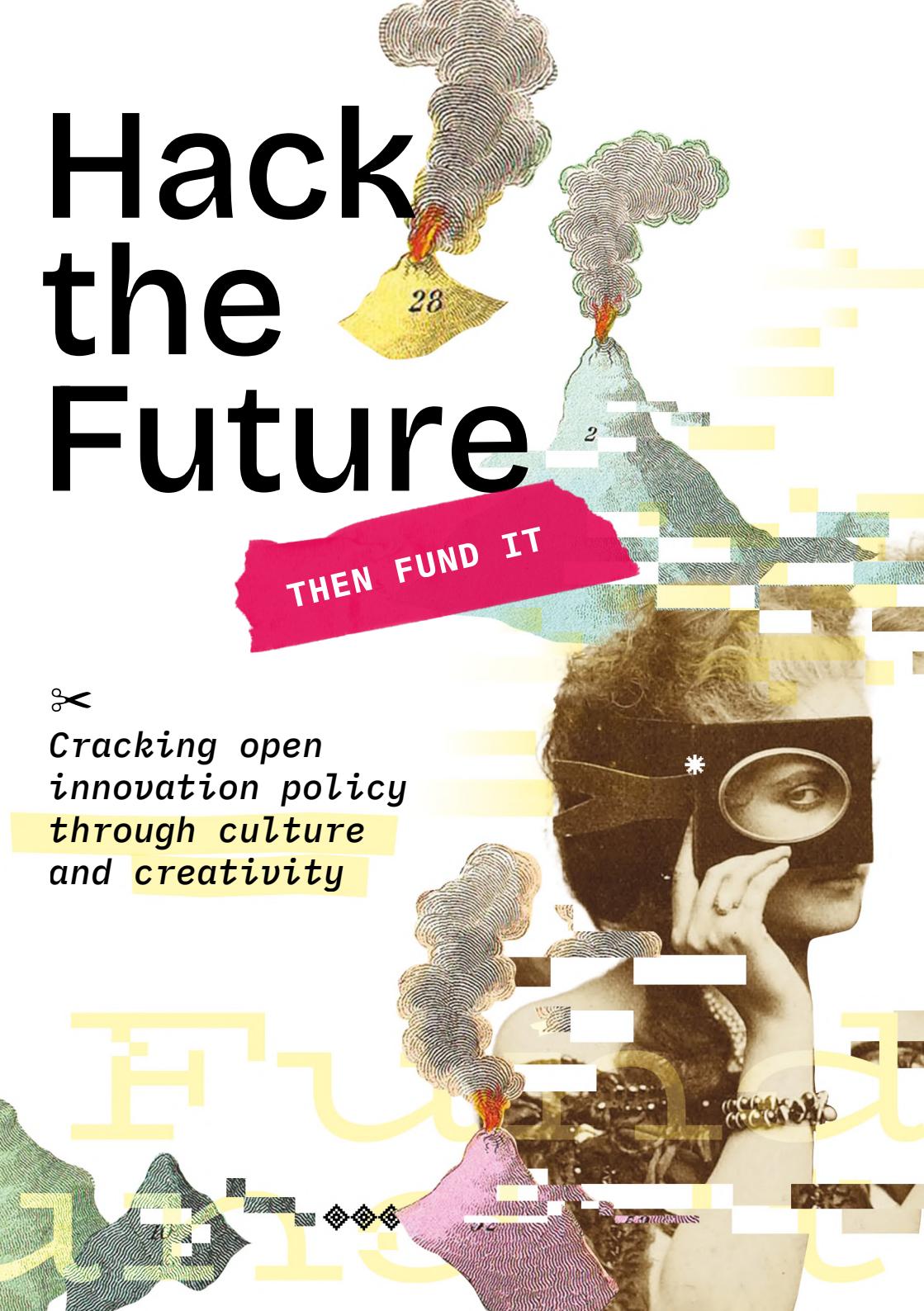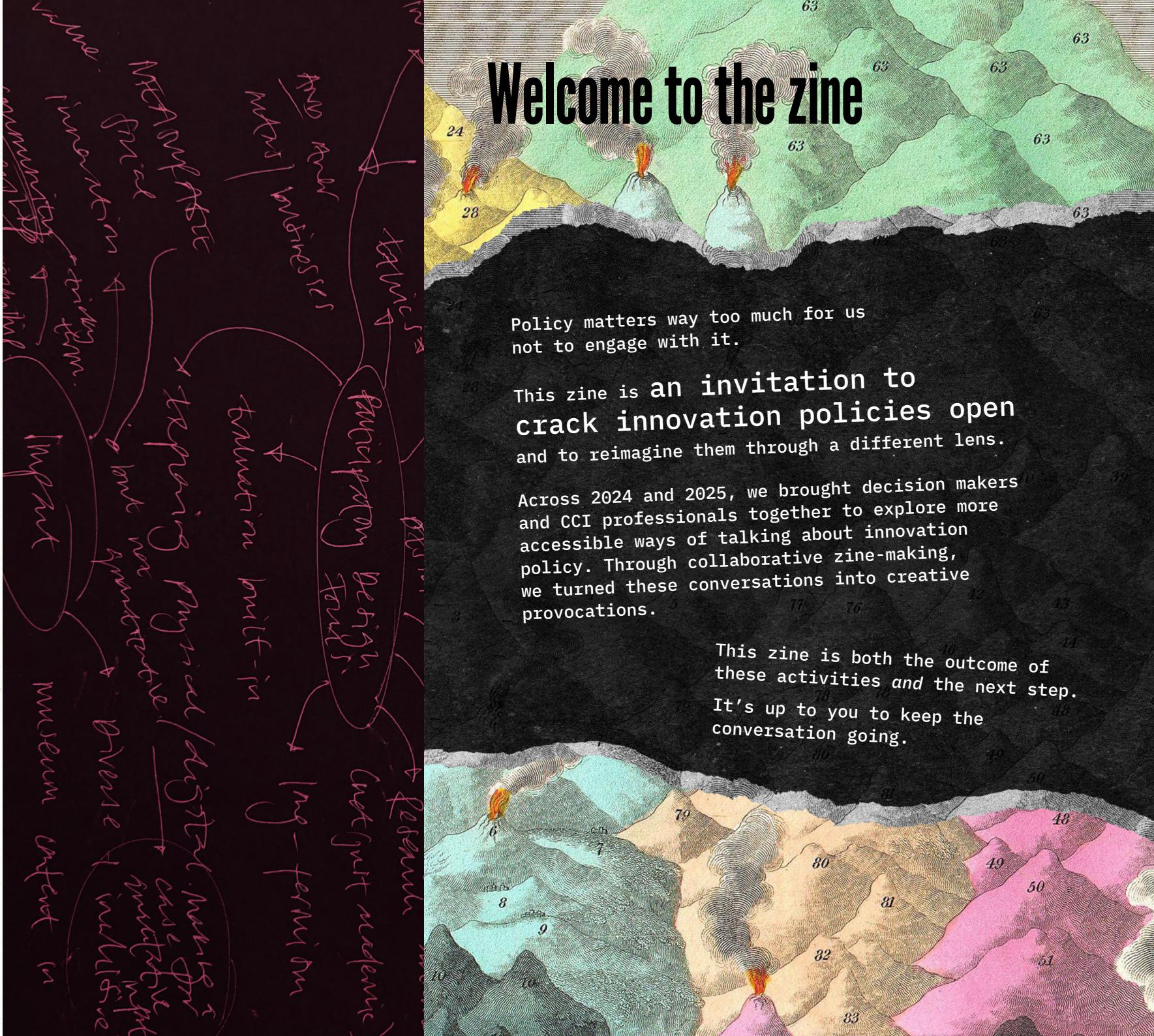
Welcome to the zine

Policy matters way too much for us
not to engage with it.

This zine is **an invitation to
crack innovation policies open**
and to reimagine them through a different lens.

Across 2024 and 2025, we brought decision makers
and CCI professionals together to explore more
accessible ways of talking about innovation
policy. Through collaborative zine-making,
we turned these conversations into creative
provocations.

This zine is both the outcome of
these activities *and* the next step.

It's up to you to keep the
conversation going.

Our focus - **innovation policies that box in & open up, stimulate & frustrate the cultural and creative industries**

(**we will use the acronym CCIs*** to refer to them because you cannot talk about policy without using a million acronyms 💀!).

Whether you're a policy expert or a total novice, keep on reading if you have ever found yourself wondering about questions defined by innovation policy:

- ◼ WHAT DOES INNOVATION DRIVEN BY PUBLIC VALUES LOOK LIKE?

- ◼ WHO GETS TO INNOVATE & WHO GETS LEFT OUT?

- ◼ HOW DO WE DEFINE INNOVATION SUCCESS?

- ◼ HOW DO WE LEARN FROM INNOVATION FAILURES?

This zine is a result of a series of **co-creation activities** (i.e. ✂ adults collaging ✂) with creative & cultural practitioners, funders, policy experts and researchers who are all excited about culture & creativity leaving a significant dent in how the world runs.

* Check the back-cover for a playful guide on the acronym CCI.

What you'll find in this zine?

How to use this zine!

- *bring it to your local policy maker*
- *discuss it in a reading club*
- *write in it, expand on it, make it yours*
- *get inspired to create your own*

never enough money

❤️ 8

Hacking ✛ the future of innovation policies

CCIs do not fit into the usual innovation mold. We're like a swarm. We're *many*, we're *small* and *fragmented*. We're not afraid to—and in fact prefer—to fly against the grain. We require openness and trust. We're often navigating between contradictory values. But that often leaves us unsupported and undervalued.

Instead of fitting into the mold, can we expand it to fit around us? In this zine you will find concepts and scenarios that intend to do just so. They provide rough-edged outlines of what could be. And it's up to us (and the policies that we create) to fill those outlines with actions that would bring them to life.

This zine comes from within that swarm. A collection made by and for those of us working, experimenting, and dreaming across the cultural and creative industries.
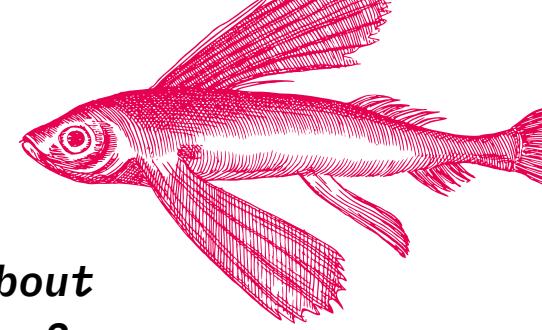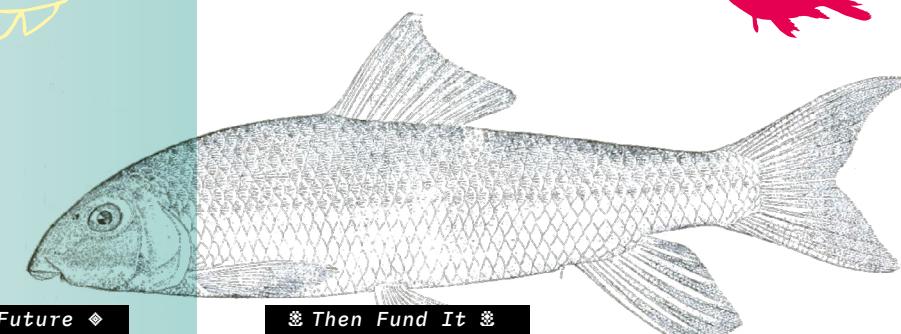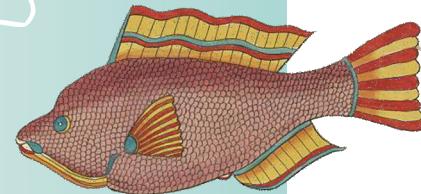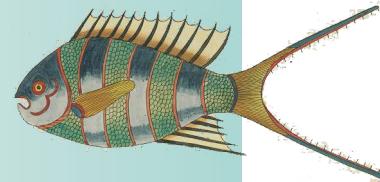
So why a zine about innovation policy?

Zines as a format stem from underground communities seeking independent and more open-ended ways to publish, build vocabularies of resistance, and mobilise together. It's certainly not the typical format for talking about policy. The **focus on visual language** and **unrestricted narratives** might feel UNUSUAL or even UNCOMFORTABLE in comparison to a typical policy paper...and that's the point!

We want to challenge you (and ourselves) to step away from the usual policy contexts that might open new ways of thinking, talking, imagining and building the future.
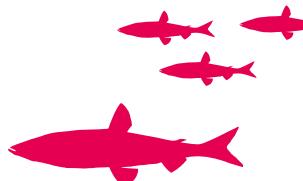
Click here to learn more about zine-making

INNOVATION POLICY JARGON

Bingo!

Think you can talk about innovation without falling into policy cliches?

Let's find out. Spot the buzzwords and stereotypical visuals, have a laugh, and try communicating something different.

LET'S FIND A SIMPLE FORMULA

to measure this super complex socioeconomic impact of art & culture

SYNERGY SYNERGIES SYNERGISTIC SYNERGISTICALLY SYNERGISM SYNERGIST SYNERGISE SYNERGISING

TECHNOLOGY MOVES FAST

& POLICY MOVES SLOW

THIS IS AN UNPRECEDENTED CHALLENGE/ OPPORTUNITY

in a rapidly changing landscape

WE CAN SOLVE EVERYTHING *with* **INTERDISCIPLINARY COLLABORATION**

THE SPILLOVER IMPACTS OF THE CCIS

HARNESS THE POWER OF AI FOR

[insert anything]

LET'S UNLEASH THE UNTAPPED POTENTIAL OF

[insert your favourite hype word / acronym]

Me: **CCIS CANNOT BE MEASURED WITH SIMPLE KPIS**

Me: **NOW LET'S TALK ABOUT THEIR CONTRIBUTION TO THE GDP**

Novelty **IS THE HOLY GRAIL OF INNOVATION**

CCIS ARE THE ENGINE / CCI-DRIVEN / OTHER MOTORISED METAPHORS

WE NEED TO LEVERAGE THE POWER OF ARTS AND CREATIVITY

We must **FUTURE-PROOF** *the CCIs*

CHAPTER 2

Imagining ✦ public innovation infrastructures
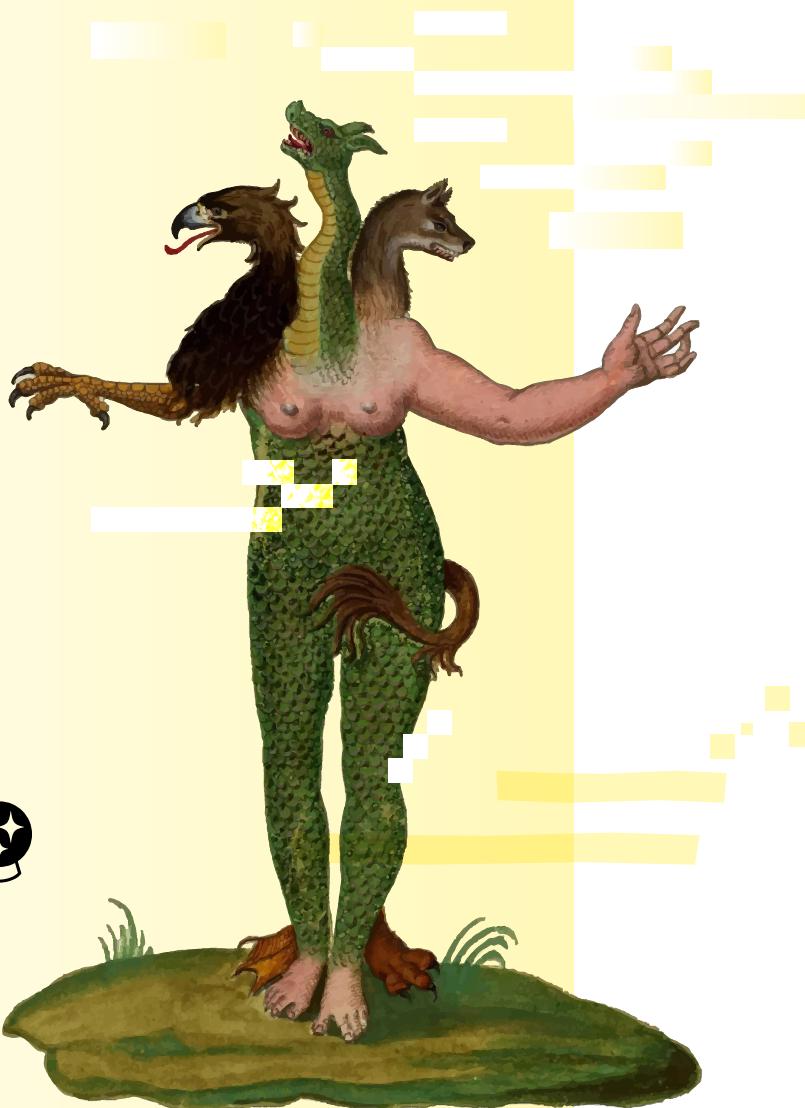
Innovation doesn't happen in a vacuum.

It needs physical places, people, and shared practices that connect ideas to action. Yet, one of the biggest obstacles for the CCIs is the absence of structural support.

Unlike tech startups that benefit from incubators, accelerators, and investors who speak their language, creatives often navigate a fragmented landscape, moving between projects, policies, and possibilities with little scaffolding in between.

If we want CCI innovations to benefit the public, it only makes sense to embed their innovation process in public infrastructures. So let's consider how existing public organisations could play this role of innovation intermediaries and support systems for CCIs.

What if innovation was nurtured in a neighbourhood house, a regional museum, or an ongoing arts festival?

What if our infrastructures were as creative, open, and participatory as the people who use them?
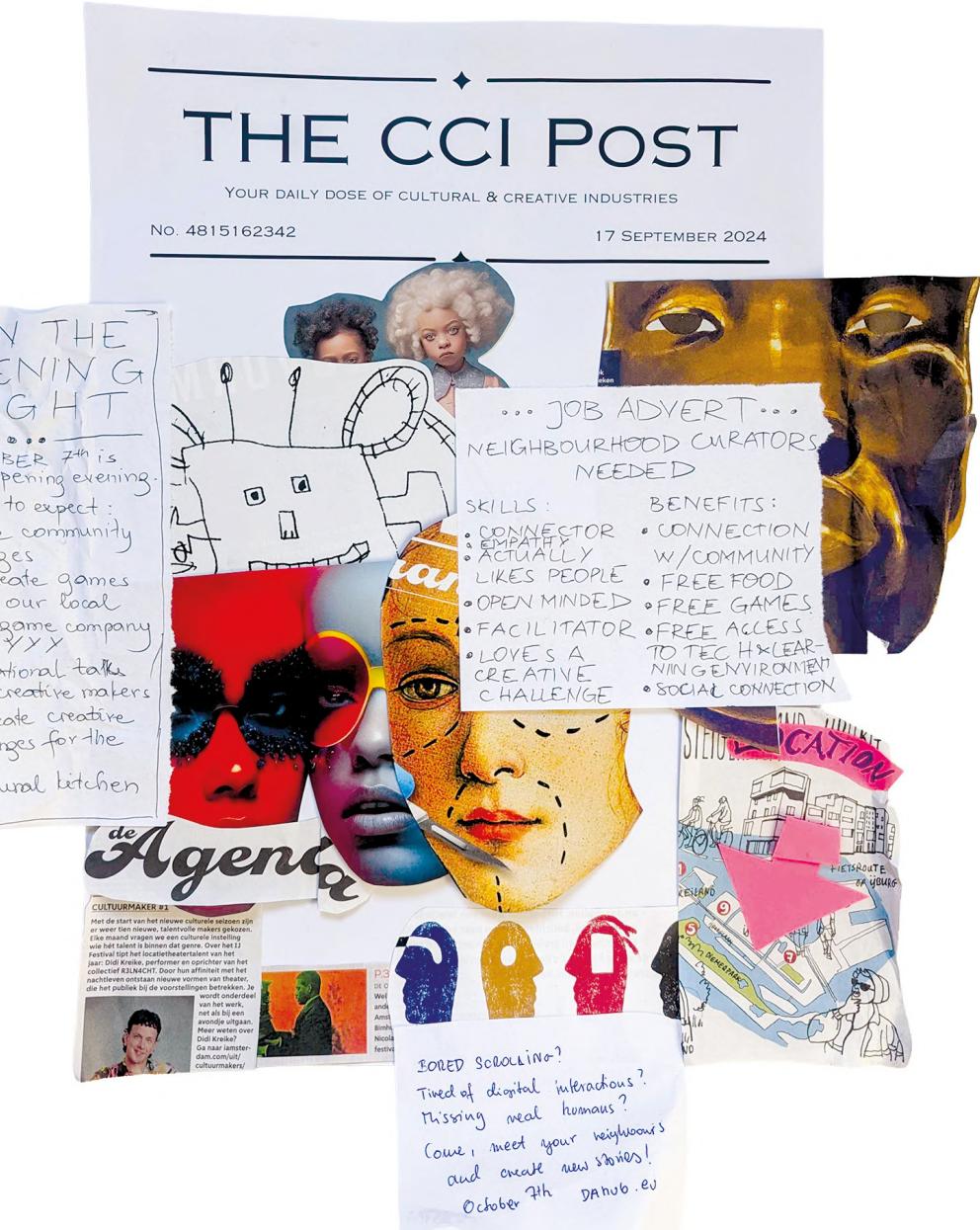
Each "What if..." scenario begins as a **BLUEPRINT** and becomes a story. The following blueprints are an invitation to imagine, adapt, and prototype — to see how these ideas might take shape in your own context. Think of them as starting points for reimagining how public spaces can support creative innovation with empathy, community, and storytelling at the core.

The Neighbourhood House

What if our public innovation infrastructure is ==a neighbourhood house== that facilitates ==encounters between CCIs, citizens and local businesses==, inviting them to address shared local challenges while practising empathy, shared values and storytelling as key open innovation skills?

STRUCTURAL NOTES

FOUNDATION	Common ground and intergenerational encounters.
FRAMEWORK	Experimentation toward shared goals and public values.
MATERIALS	Reciprocity and approachable innovation.
LOAD-BEARING ELEMENT	Neighbourhood council for collective governance.
DESIGN INTENT	Innovation grounded in a renewed social contract.

THE CCI Post

YOUR DAILY DOSE OF CULTURAL & CREATIVE INDUSTRIES

No. 4815162342   17 SEPTEMBER 2024

JOIN THE OPENING NIGHT

• OCTOBER 7th is our opening evening.

What to expect:
• Make community collages
• Co-create games with our local indie game company SLAYYY
• Inspirational talk from creative makers
• Co-create creative challenges for the hub
• Communal kitchen

... JOB ADVERT ...
NEIGHBOURHOOD CURATORS NEEDED

SKILLS:
• CONNECTOR
• EMPATHY
• ACTUALLY LIKES PEOPLE
• OPEN MINDED
• FACILITATOR
• LOVES A CREATIVE CHALLENGE

BENEFITS:
• CONNECTION W/COMMUNITY
• FREE FOOD
• FREE GAMES
• FREE ACCESS TO TECH + LEARNING ENVIRONMENT
• SOCIAL CONNECTION

de Agenda

CULTUURMAKER #1
Met de start van het nieuwe culturele seizoen zijn er weer tien nieuwe, talentvolle makers gekozen. Elke maand vragen we een culturele instelling wie hét talent is binnen dat genre. Over like 11 Festival tipt het localietheatertalent van het jaar: Didi Kreike, performer en oprichter van het collectief R3LN4CHT. Door hun affiniteit met het nachtleven ontstaan nieuwe vormen van theater, die het publiek bij de voorstellingen betrekken. Je wordt onderdeel van het werk, net als bij een avondje uitgaan. Meer weten over Didi Kreike? Ga naar iamster- dam.com/uit/ cultuurmakers/

BORED SCROLLING?
Tired of digital interactions?
Missing real humans?
Come, meet your neighbours and create new stories!
October 7th   DAhub.eu

THE CCI POST

YOUR DAILY DOSE OF CULTURAL & CREATIVE INDUSTRIES

7 September 2024

The Museum as Connector

What if our public innovation infrastructure is a programme of participatory design and futuring workshops and activities – designed by, through, and in a regional art museum – to connect communities and support equitable participation?

STRUCTURAL NOTES

FOUNDATION	Futuring with communities.
FRAMEWORK	Partnerships that traverse innovation and CCIs.
MATERIALS	Non–outcome-specific funding and sustained support.
LOAD-BEARING ELEMENT	Shared stewardship between institutions and citizens.
DESIGN INTENT	Reflection and participation as measures of innovation.

The Never-ending City Festival

What if our public innovation infrastructure is ==an ongoing, interdisciplinary arts festival== designed to revitalise the city by connecting its ==rich industrial heritage== and local storytelling to student-led work and community-driven innovation?

STRUCTURAL NOTES

FOUNDATION	Innovation feeding local regeneration.
FRAMEWORK	Affordable housing and cultural vitality intertwined.
MATERIALS	Local stories and community-driven projects.
LOAD-BEARING ELEMENT	Community buy-in anchoring the innovation agenda.
DESIGN INTENT	A city as a continuous festival of collaboration and renewal.

THE CCI POST

CULTURAL & CREATIVE INDUSTRIES

17 SEPTEMBER 2024

FORGING THE FUTURE

MINE-SET CROSS NEW FRONTIERS

CITIZENS AMAZED AS MINE-SET OPEN THE PERPETUAL FESTIVAL WITH INTERNATIONAL STARS SIDE BY SIDE. WITH LOCAL...

?

MINE-SET NEEDS FACILITATOR
ARE YOU THE UNDERGROUND...

seeking miners! (p.4)

Sustainable innovation funding 🐷

Does current funding for innovation match the characteristics and ambitions of Cultural and Creative Industries?

We know what **does not work**

- ✗ Short-term project cycles
- ✗ Simplification of impact through market-driven metrics
- ✗ Centring of grand ambitions and large scale
- ✗ Fast pace
- ✗ Exclusion of artistic practices from innovation processes
- ✗ Lack of flexibility
- ✗ Focus on predefined outputs and policy goals

But what does **a meaningful alternative** look like?

What does *meaningful* innovation funding mean to us?

Rotate the page to find out
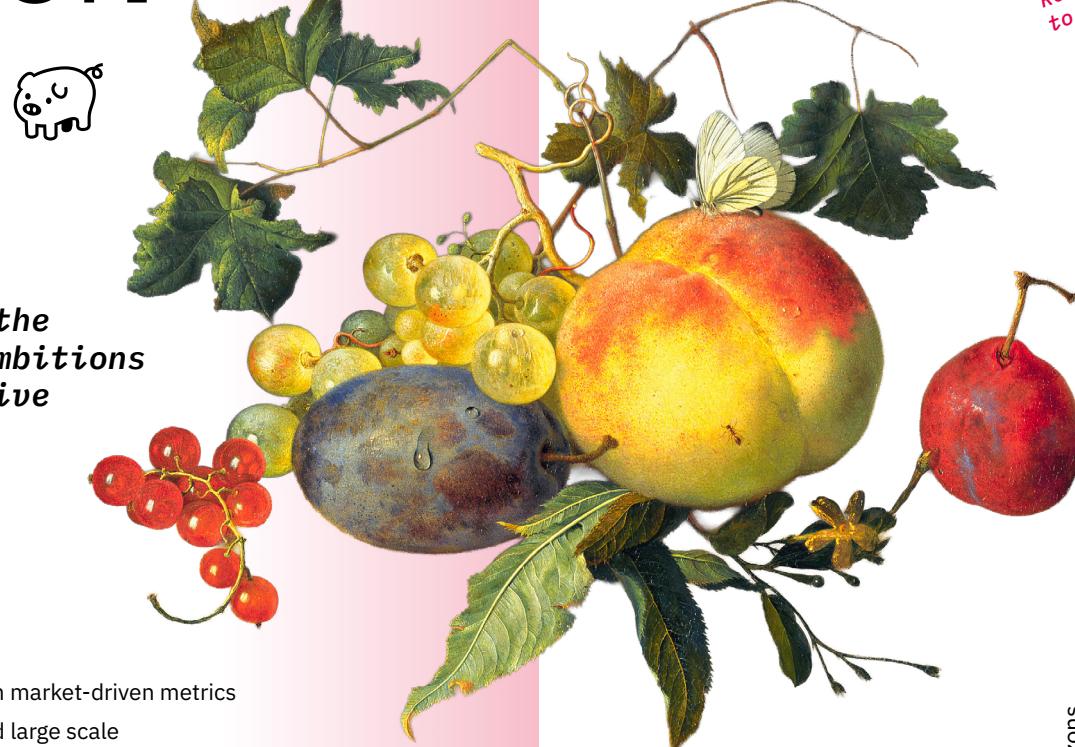
We can...
[choose one or more]
- ○ think about long-term horizons
- ○ plant seeds for things to grow
- ○ focus on replicability

...if innovation funding...
[choose one or more]
- ○ creates unexpected encounters
- ○ provides S T R U C T U R A L support
- ○ helps people thrive in their jobs
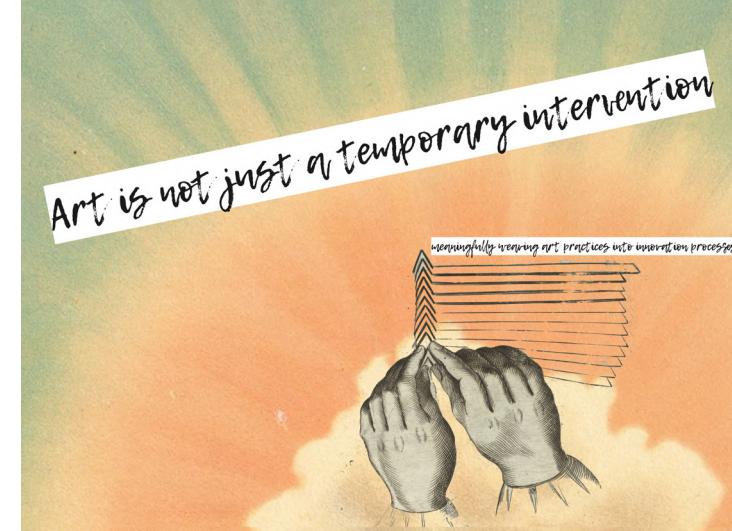
...and allows us to...
[choose one or more]
- ○ experiment & test assumptions
- ○ focus on the process rather than outputs
- ○ delve into the unknown and the unmeasurable
- ○ work outside of pre-set boundaries

Recognition of artistic, cultural, and creative practices

From grants to ecosystems 🪐

Let's be real - creative and cultural practices do not fit neatly into the "projectification" culture of strict timelines, predefined outcomes, and superficial impact measures. What we need is space and time to focus on processes that intentionally expand beyond project boundaries.

Let's all get comfortable with innovation results that are unexpected and difficult to measure. And let's inspire others to break away from the cage of limitations!

Art is not just a temporary intervention

meaningfully weaving art practices into innovation processes

Create this...

...in seconds?!

Dear project funding, Please note: I cannot be predicted. I cannot be controlled. Strict, linear timelines with predefined outcomes do not apply to me! I am a wild horse

What if funding was about creating pre-conditions for good relationships across disciplines,

and maintaining those relationships,

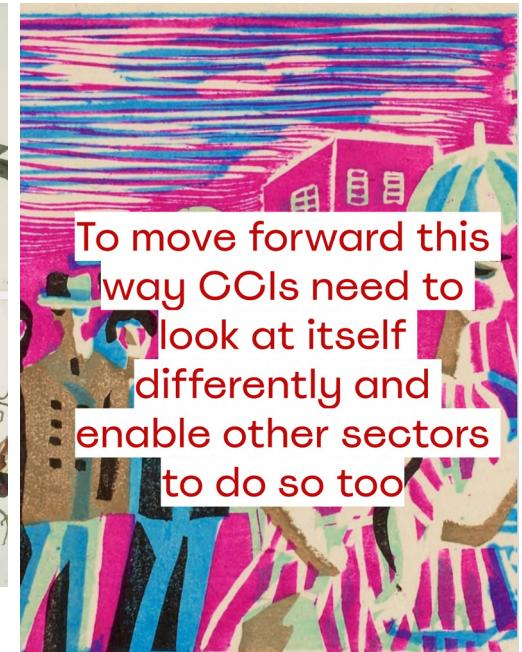*with flexibility to adapt outcomes to changes of the wind*

What if convincing impact made room for the unruly, the grassroots, the not-yet-polished?

'em the bi...

Claiming a seat at a table 🪑 and ✎ writing our story

We cannot afford to be an absent voice while innovation strategies get shaped without us. And we do not deserve to be seen as risky innovators - we are worthy investments that bring complex and enduring value.

Let's challenge the perception that we exist on the fringe of innovation and instead become the sharp edge that shapes its core. Let's create narratives that help us and others see our value and strengths refl ected across innovation ecosystems.

Culture is not the fringe of innovation. It's the edge that shapes the core.

To move forward this way CCIs need to look at itself differently and enable other sectors to do so too
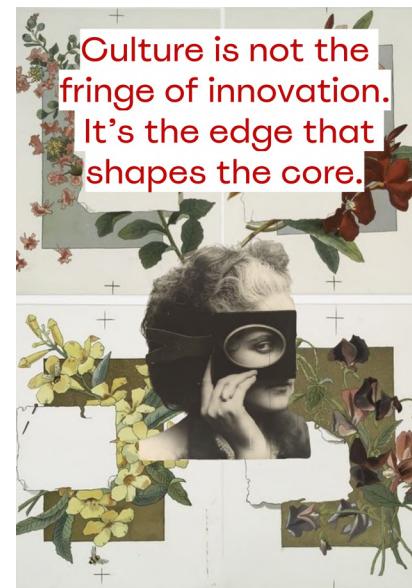
Meaningful involvement of CCIs in cross-sectoral collaborations

"let's work with CCIs"

creativity as a quick fix

don't expect fish to climb trees

originators and owners of solutions

Creativity ain't 💣 your quick fix

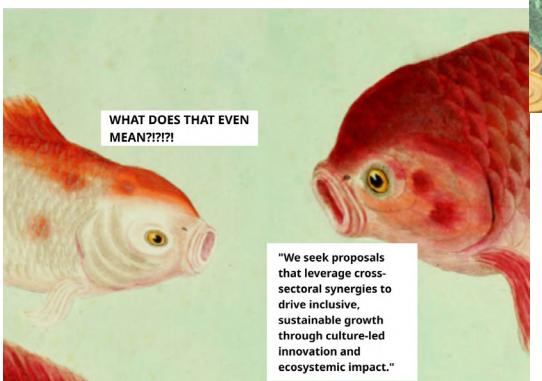Creativity is not a garnish or a temporary intervention. So stop thinking of us as a nice "add-on" in your collaborations!

When fully integrated, our skills can help us move from complex problems to systemic changes.

Rewriting 💰 innovation ☠ funding vocabulary

Funding language builds barriers. Vague terminology, grandiose expectations and policy jargon excludes those trying to find their way into the innovation landscape. A good innovation idea does not guarantee funding unless it is translated into the language of buzzwords and KPIs.

Can we build a new funding vocabulary to invite open-endedness, inclusivity, curiosity and playfulness?

WHAT IF THE LANGUAGE ACCESSIBLE?

THE CODEX FINANCUS INNOVATUS

..is this a language we all know?

WHAT DOES THAT EVEN MEAN?!?!?!

"We seek proposals that leverage cross-sectoral synergies to drive inclusive, sustainable growth through culture-led innovation and ecosystemic impact."

Redefining the end goal

The WHY of the innovation funding 🌋

Why must we always focus on inventing something new? Do we not risk doing innovation for innovation's sake? Can we be sure that we are solving real world problems rather than checking boxes on policy agendas?

Let's diversify our innovation targets. It's not only about scaling up and bringing more things to the market. Let's focus on derisking innovations, demystifying technologies, scaling down and slowing down, and reducing inequalities.

R&D happens in the streets

FUND REAL STUFF!

More INNoVaTIoN!

... but for who?
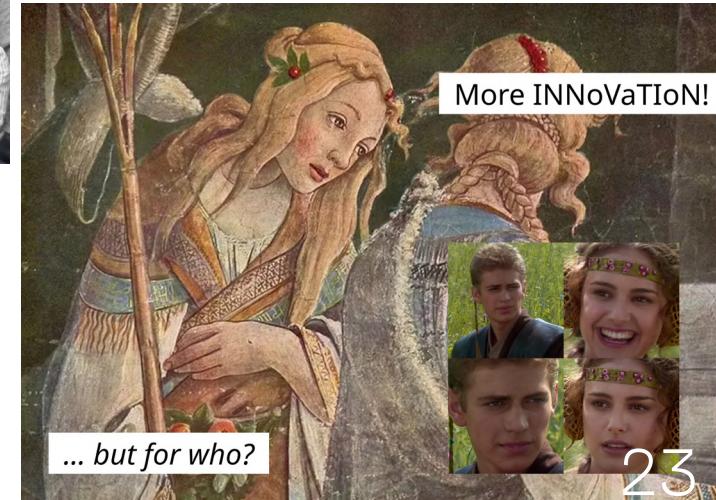
New compass ✳ for success 💩

Why do innovation metrics have to follow the logic of exploitative markets? We don't have to model our success on systems that reward concentration of resources and economic value of individual companies.

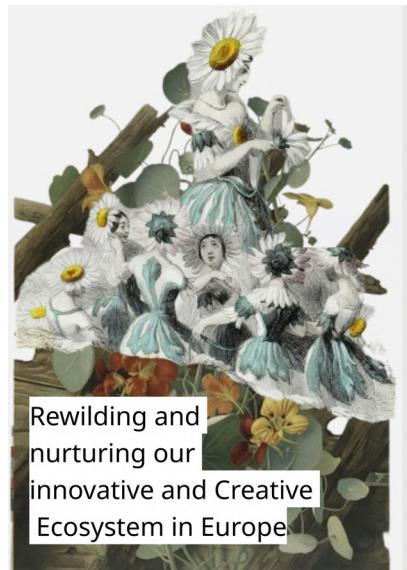Let's put the health of ecosystems and the wellbeing of our communities at the heart of innovation success.

Let's rewild the innovation community through a broad range of innovation successes.

What if we measured impact

by how safe people feel when using AI?

by closing research gaps for minoritised groups?

Rewilding and nurturing our innovative and Creative Ecosystem in Europe
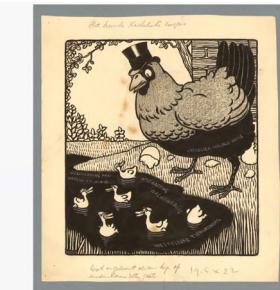
Or does European define successful innovation differently?

Does that mean replicating success in American-style of success?

RaTioNaL RecoVeRy all alternative meets mon + fridays at 4412 Pacific AVE. Lacey FROM 6 — 7PM

taking care of ourselves is punk

A.A. alcoholics anonymous 24 hour Telephone 352-7344

Feel inspired and want to make your own zine?

We've prepared a template and gathered all the materials you will need to get started. So bring together your current & future collaborators and start creating your own narratives and provocations.

And let us know how you get on - share your zine and tag @ekip

Here is the template

VENUS

DISTANCE FROM THE SUN 68 791 792 MILES

PROGRESSION PER HOUR 80 149 MILES

OF ITS ORBIT INCLINATION 3 deg. 23½ min

ECCENTRICITY 473 100 MILES

REVOLUTION ROUND THE SUN 224 d. 16h 49 s

VENUS   DIAMETER 7 498 MILES

We need to be more creative in demonstrating the impact of funding and grant-supported projects

To be recognised, the sector needs to shift both *how it presents itself* and *how others perceive its value*. This requires new narratives, cross-sectoral visibility, and aligning with broader policy and innovation

ALL ARE WORTHY

KELLAR

LEVITATION.

CCI's not as add-ons but equal originators

I am impact.
I am a ... traveller, not a ... fortune teller.

Room to grow & innovate how we measure & assess the impact of funding

What if we funding doesn't stop at artistic intervention?
Integration into decision making
Equal footing
Two-way skill & knowledge exchange
Measuring innovation by the deepening of empathy & relationships

collab call crafting

Why Failing at Creativity Matters If We Want to Be an Industry

THERE'S FLOWERS FOR EVERYONE

ARTISTS
ENTREPRENEURS
TECH/DIGITAL
TWO SIDES OF THE SAME COIN
BANKS
POLICYMAKERS
MANUFACTURORS
INSTITUTIONS

I think you need to surf the AI wave

What if...we had visibility and a unified voice?

Thanks for reading

It is not about making creatives speak the language of funders nor is it about making funders speak the language of creatives
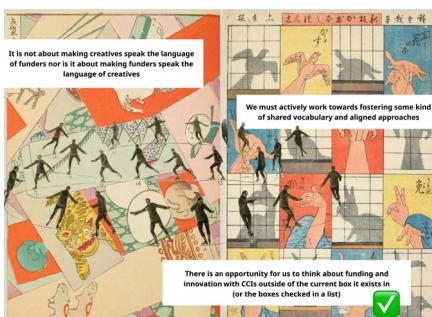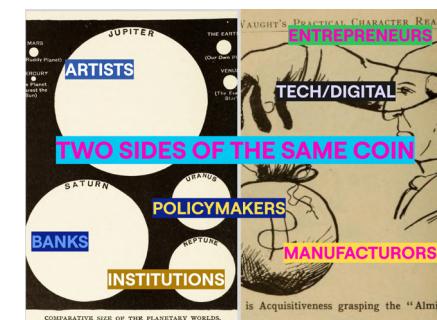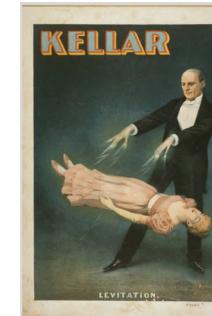We must actively work towards fostering some kind of shared vocabulary and aligned approaches
There is an opportunity for us to think about funding and innovation with CCIs outside of the current box it exists in (or the boxes checked in a list) ✅

You will use different KPIs to evaluate CCI projects, right?
Right?

CCIs don't exist to simply generate profit! Their values go beyond that, so different parameters should be considered when applying for funding.

CONSORTIA??
BUZZWORDS
MATCHMAKING?
IMPACT??

WANTED
CCIs as innovation agents
100 DOLLARS REWARD!

Check out **all the zines** made by our workshop participants

CHAPTER 4

A look to the FUTURE

OF INNOVATION POLICIES FUNDING

Did you expect to find policy recommendations, a roadmap or an action plan here?

Guess what - we don't have any. ◉

We know that this zine is a small and humble effort.

*But it is also a way to plant seeds for the future •◆✖✿✿✿ and a reminder that what might seem impossible and immovable doesn't have to stay that way IF we remember to **imagine** different ways of organising our systems.*

☺

Our invitation to you is simple.

TAKE

the visuals from this zine with you.
They are here to spark policy conversations that are
different from how we usually discuss policy.

USE

them in your presentations and publications, social media
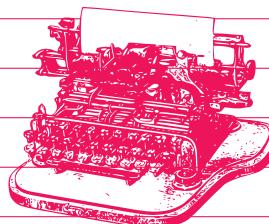posts and everyday communication.

KEEP

the provocations from this zine in mind the next time you
discuss policies, infrastructures and funding.

INVITE

others to make zines with you and use these moments
of creativity and conversation to develop
a common understanding and a shared vision
of what is possible.

final notes

CCI = Cosmic Constellation of Imaginings
CCI = Community of Cultural Innovators
CCI = Chaotic and Carefree Ideas
CCI = CRAFTING COLOURFUL INNOVATION
❊❶✿❖✾❋✿⚓☺❖❀❊ ❋✿☺❊♥◈☼
CCI = Critical Cultural Illumination
CCI = Cozy Collective Infrastructures
CCI = Co-creating Cultural Impact
CCI = Creative and Cultural Industries
CCI = Constant Conversation for Inspiration
CCI = Comfy and Caring Initiatives
CCI = Cluttered Cutlery Inventories
CCI = Crafty Crabs & Insects
CCI = Collectives of Cynical Inventors
CCI = Cucumbers, Cilantro & Ice cubes
CCI = Clubbing Culture Incubators

Write your own definition here

CCI = Creative and Creative Industries
CCI = Cutting Cucumber Intimately
CCI = Compass for Crazy Illusions
CCI = Chasing Clouds & Icebergs
CCI = Craving Chocolate Immensely
CCI = Crumbly Cookie Industry
♠✒♥☹♧☮👋✎✎🖐✉😶🦎🤟🍿📰🐷💩🌶🌐💥🤘💧
CCI = Cultural and Cultural Industries
CCI = Curiously Circular Infinities
CCI = Cute Cuddly Invitations
CCI = Curiouser and Curiouser Insights
CCI = Cool Collective Improvisations
CCI = Clickbait Culture Influencers
CCI = Cultural and Creative Industries
CCI = Cult Classic Icons
CCI = Constructing Cyborg Identities
CCI = Choose Creativity Instead

CCI = Caring Collaborative Interfaces
CCI = Crazy Cat-loving Individuals

www.ekipengine.eu