



EntreCC

UNLEASHING ENTREPRENEURSHIP POTENTIAL IN CCIS

**Title: FINAL IMPACT ANALYSIS
REPORT**

Project No: 2024-1-BG01-KA210-VET-000256549



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the Human Resource Development Centre (HRDC). Neither the European Union nor the granting authority can be held responsible for them.

Executive Summary

The EntreCC – Unleashing Entrepreneurship Potential in Cultural and Creative Industries project was implemented as a structured and strategically designed Erasmus+ KA210-VET small-scale partnership aiming to strengthen entrepreneurial competences within the Cultural and Creative Industries (CCI) sector through an integrated digital learning environment.

From its conception, the project followed a coherent and logically sequenced development pathway, ensuring methodological clarity and practical relevance. The implementation structure progressed systematically from research and analytical groundwork to educational development, digital integration, and real-user validation. The project architecture can be summarised as follows:

Sector analysis → EntreCC Handbook → Educational Modules → Digital Interaction Hub → Cross-country Testing → Impact Validation

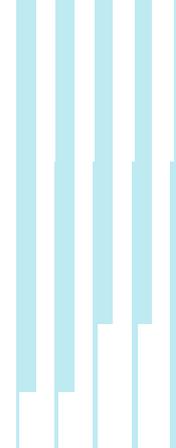
This structured progression ensured that each output built meaningfully upon the previous one. The EntreCC Handbook provided the research-based foundation and conceptual framework. The learning modules translated this framework into practical and accessible training units. The Digital Interaction Hub integrated the modules into an interactive online environment. Finally, the national testing workshops validated the platform under real learning conditions across four European countries.

The final implementation phase (October 2025 – February 2026) marked the transition from development to demonstrated impact. During this period, the Digital Interaction Hub reached full operational readiness and was tested simultaneously in Bulgaria, Greece, North Macedonia, and Austria. A total of 40 participants (10 per country) engaged directly with the platform. The majority of participants (approximately 80%) were students and young creatives, while 66.7% had previous experience with digital learning platforms. This combination provided balanced validation from both digitally experienced users and emerging professionals within the CCI ecosystem.

Overall feedback was highly positive across all countries. Participants consistently highlighted the intuitive navigation, logical module structure, and strong practical relevance of the educational content. Importantly, the platform was perceived not merely as an academic tool, but as a structured and accessible learning environment supporting entrepreneurial thinking within creative fields.

During the Sofia testing session, three participants described the platform verbally as: *“a small professional orientation guide for those starting their journey in the Cultural and Creative Industries.”*

This spontaneous feedback reflects one of the project’s most meaningful achievements: the ability to provide direction and confidence to early-stage professionals navigating the intersection of creativity and entrepreneurship.



In Austria, where the workshop included a comparatively higher number of established CCI professionals, feedback further confirmed the project's methodological coherence. Participants particularly appreciated the clear connection between the Handbook, the educational modules, and the digital platform. The structured translation of research into applied learning was described as a strong feature of the project. A constructive suggestion was made to incorporate short reflective or evaluation-style questions directly within the modules to enhance interactivity. This insight was acknowledged positively and has already informed thinking for potential follow-up initiatives.

Beyond educational validation, the project demonstrated strong consortium cohesion and institutional maturity. The partnership cooperation exceeded operational expectations. Communication remained consistent, transparent, and solution-oriented throughout the project lifecycle. The initial implementation delay did not weaken collaboration; rather, it strengthened internal coordination and reinforced shared ownership of outcomes.

Cooperation with the Bulgarian National Agency during early monitoring procedures was constructive and supportive. Clear guidance and structured communication ensured compliance with Erasmus+ requirements and contributed to strengthened governance practices within the consortium.

Dissemination was continuous and proactive. Following October 2025, the consortium intensified visibility efforts by publishing seven additional coordinated social media posts across all channels, with particularly strong engagement observed on Facebook. Dissemination activities extended beyond formal obligations. Partners actively presented the project during workshops, stakeholder meetings, and professional engagements. In North Macedonia, additional CCI professionals, freelancers, and teaching-related individuals were invited beyond the core participant group, expanding outreach beyond minimum requirements.

The European added value of EntreCC is evident in the cross-country consistency of positive feedback and the shared validation of a common digital learning tool adaptable across diverse CCI ecosystems. Participants perceived the European cooperation dimension as tangible and meaningful, reinforcing the relevance of transnational collaboration in addressing entrepreneurship gaps within creative sectors.

Sustainability considerations were embedded from the outset. The Digital Interaction Hub will remain accessible beyond the formal end of the project, and partners have expressed commitment to continued dissemination and integration of materials within relevant training activities. The project outcomes are positioned not as static deliverables, but as a foundation for future development and potential follow-up initiatives.

In conclusion, EntreCC demonstrates that a clearly structured small-scale partnership can generate measurable and meaningful impact when coherence, research alignment, educational clarity, and proactive dissemination are prioritised. The project successfully moved beyond output production into validated application, establishing a credible and sustainable digital learning environment supporting entrepreneurship within the Cultural and Creative Industries sector.

2. Reference to Mid-Term Milestones



The Mid-Term Evaluation Report documented the first operational phase of the EntreCC project, covering the implementation period from the initial coordination phase until October 2025. During this period, the consortium successfully established the structural, methodological, and strategic foundations required for the project's full development.

Key milestones achieved during the Mid-Term phase included:

- Activation of structured coordination and communication mechanisms among partners
- Completion of the EntreCC Handbook as the research-based conceptual framework
- Development and structuring of the majority of the educational modules
- Launch of the project website and activation of official social media channels
- Adoption and implementation of the Quality Assurance Plan
- Preparation and refinement of the Dissemination and Communication Plan
- Internal monitoring review conducted in September 2025

The Mid-Term phase was characterised primarily by foundational development. The consortium focused on building intellectual outputs, establishing digital infrastructure, and ensuring methodological coherence across all work packages. This period confirmed the partnership's capacity to deliver high-quality outputs despite the initial implementation delay, which was addressed through strengthened coordination and adaptive planning.



Importantly, the Mid-Term Evaluation confirmed that EntreCC remained fully aligned with its core strategic objectives throughout the first operational phase. The project demonstrated clear progress toward strengthening entrepreneurial competences within the Cultural and Creative Industries (CCI) sector by translating research findings into structured educational content. The development of the EntreCC Handbook and the preparation of learning modules reflected a deliberate effort to bridge creativity with business-oriented thinking, ensuring that educational materials addressed real challenges faced by emerging professionals.

At the same time, the Mid-Term findings highlighted the project's contribution to fostering digital readiness within a VET-oriented framework. The conceptual development of the Digital Interaction Hub and the early integration of modules into a structured digital environment illustrated the consortium's commitment to accessible, technology-supported learning solutions. Furthermore, cross-border collaboration was not limited to formal coordination; it was embedded within the co-creation process of educational content, reinforcing the European dimension of the initiative.

However, while the Mid-Term phase demonstrated strong implementation progress, organisational maturity, and structural readiness, it did not yet provide full evidence of external validation or measurable real-user impact. The Digital Interaction Hub was still under final technical development, and large-scale testing activities had not yet been conducted. At that stage, the project's outputs had been successfully produced and internally reviewed, but they had not yet undergone systematic real-world application across target groups.

For this reason, the Final Impact Analysis Report builds directly upon the Mid-Term findings by extending the evaluation logic from internal progress verification to externally validated impact assessment. The analytical focus therefore shifts from:

Output development → to validated application

Internal coordination → to external stakeholder engagement

Structural readiness → to demonstrated educational and practical impact

The period from October 2025 to February 2026 represents a decisive transition in the project lifecycle. During this phase, development maturity evolved into operational validation. The completion of the Digital Interaction Hub, the full integration of all educational modules, and the organisation of coordinated cross-country testing workshops marked the consolidation of the project’s full implementation cycle. This phase allowed the consortium to observe how the platform functioned under real learning conditions and how target groups perceived its relevance, usability, and added value.

Therefore, this Final Impact Analysis does not repeat the descriptive documentation of deliverables already detailed in the Mid-Term Report. Instead, it builds upon that structural foundation by analysing measurable outcomes, qualitative stakeholder feedback, dissemination intensification, institutional cooperation, and sustainability commitments that emerged during the final phase. The focus moves from “what was developed” to “what worked, for whom, and with what implications.”

In this sense, the Mid-Term Milestones function as the structural backbone of EntreCC, providing the methodological and organisational architecture upon which the project was built. The final implementation phase, by contrast, provides validated impact evidence, confirming that the project’s design translated effectively into practice and achieved its intended objectives within a real European CCI learning context.



3. Final Implementation Phase

The period from October 2025 to February 2026 represents the most decisive and impact-oriented phase of the EntreCC project. During this final implementation stage, the consortium transitioned from structured development to validated application, consolidating the full project lifecycle and confirming the practical relevance of its outputs under real conditions.

While the Mid-Term phase focused primarily on the development of intellectual outputs and structural readiness, the final phase concentrated on integration, operational stability, stakeholder engagement, and real-user validation. This transition marked the project's movement from preparation to measurable implementation maturity.

3.1 Completion and Integration of Educational Outputs

Following October 2025, the consortium finalised the complete educational framework of EntreCC. The eighth module was fully completed and integrated into the Digital Interaction Hub, ensuring that the platform reflected the entire conceptual scope originally defined in the project design.



Particular attention was given to ensuring coherence between the EntreCC Handbook, the individual modules, and the digital interface. Rather than functioning as independent components, these elements were carefully aligned to create a unified learning ecosystem. The Handbook continued to serve as the analytical and conceptual backbone, while the modules translated this foundation into structured, accessible learning pathways hosted within the digital environment.

During this stage, partners reviewed content clarity, internal consistency, and user navigation flow. Minor refinements were introduced to optimise readability, sequencing, and digital accessibility. The objective was not to redesign content, but to ensure pedagogical continuity and a smooth user experience once real testing began.

This internal consolidation phase ensured that the Digital Interaction Hub was not simply technically operational, but educationally coherent and strategically aligned with project objectives.

3.2 Operational Readiness of the Digital Interaction Hub

By early 2026, the Digital Interaction Hub reached full operational maturity. Technical stability, accessibility across devices, and structural clarity were verified internally before the testing workshops were implemented.

The platform was no longer in a developmental state; it had evolved into a functioning digital learning environment capable of supporting real users from diverse professional and educational backgrounds.

The transition from internal review to external engagement was carefully planned. Partners coordinated the timing, structure, and methodology of the national workshops to ensure consistency across all four countries. This unified implementation logic reinforced comparability of feedback and strengthened the reliability of the validation process.

The operational readiness of the platform represented a significant milestone. It confirmed that the project had successfully translated conceptual design into a stable and accessible digital solution within the planned timeframe.

3.3 Cross-Country Testing Workshops (18 February 2026)

The most critical element of the final implementation phase was the organisation of four national testing workshops conducted simultaneously on 18 February 2026 in Bulgaria, Greece, North Macedonia, and Austria.

These workshops marked the project's transition from output production to real-world validation.

A total of 40 participants (10 per country) engaged directly with the Digital Interaction Hub. The participant profile was highly relevant to the project's target groups, with approximately 80% identifying as students or young creatives and 66.7% reporting prior experience with digital learning platforms. This combination ensured both accessibility testing and informed evaluation from digitally experienced users.

Each workshop followed a structured format:

- Presentation of project objectives and context
- Demonstration of the Digital Interaction Hub
- Hands-on testing of modules
- Open discussion and qualitative feedback collection



The workshops functioned not only as testing environments but also as dissemination and stakeholder engagement events. Participants interacted with the platform independently, allowing facilitators to observe usability, navigation clarity, and engagement levels under authentic learning conditions.

Across all four countries, feedback was predominantly positive. Participants highlighted intuitive navigation, logical module progression, and practical relevance. Notably, students described the platform as supportive for understanding entrepreneurial pathways within the CCI sector, with several referring to it as a form of professional orientation support.

In Austria, where the workshop included a comparatively higher number of established CCI professionals, the feedback further validated the structured relationship between the Handbook, modules, and digital platform. Professionals appreciated the coherence of development and the clarity of application from theory to practice. A constructive recommendation was made to enhance interactivity within modules through embedded reflective questions—an insight that demonstrates the maturity of the evaluation process and the openness of the consortium to continuous improvement.

The testing phase therefore provided not only validation but also learning for future project evolution.

3.4 Dissemination Intensification, Governance Stability and Lifecycle Consolidation

During the final implementation phase, dissemination efforts were strategically intensified alongside platform validation. Following October 2025, seven additional coordinated posts were published across all official channels, with particularly strong engagement observed on Facebook. Visibility increased as the project approached full operational maturity, reinforcing stakeholder awareness at a critical stage.

Dissemination extended beyond formal obligations. The national testing workshops functioned as both validation and outreach events. Partners actively presented the project to participants and external stakeholders. In North Macedonia, additional Cultural and Creative professionals, freelancers, and CCI teaching-related individuals were invited beyond the core group, strengthening multiplier impact.

Project governance remained stable and aligned with quality assurance procedures. Coordination mechanisms functioned effectively, and constructive cooperation with the Bulgarian National Agency ensured continued compliance and administrative clarity.

By February 2026, EntreCC had completed a coherent implementation cycle, from analytical groundwork to digital validation, confirming the project's transition from structured development to demonstrated operational maturity.

4. Demonstrated Impact



The final cross-country testing phase provided the first structured opportunity to evaluate the EntreCC Digital Interaction Hub under real learning conditions. This phase marked the transition from output completion to validated educational impact.

A total of 40 participants (10 per country) engaged directly with the platform during the coordinated national workshops. The participant profile was highly aligned with the project's target groups, with approximately 80% identifying as students or young creatives and 66.7% reporting previous experience with digital learning platforms. This combination ensured that feedback reflected both accessibility for new users and credibility among digitally experienced participants.

4.1 Validation of Educational Relevance

The testing workshops confirmed that the educational framework developed within EntreCC effectively bridges creativity and entrepreneurship. Participants consistently highlighted the practical orientation of the modules and their relevance to contemporary challenges within the Cultural and Creative Industries.

The Digital Interaction Hub was perceived not as a theoretical repository, but as an applied learning environment supporting entrepreneurial awareness and professional development. In Sofia, three participants described the platform as:

“a small professional orientation guide for those starting their journey in the Cultural and Creative Industries.”

This spontaneous description reflects a deeper level of impact: the platform provides structure, clarity, and direction to emerging professionals navigating a complex and often fragmented sector.

The positive reception across all four countries confirms that the project's research-based design translated successfully into practical educational value.



4.2 Platform Performance and Stakeholder Validation

The final testing phase confirmed that the Digital Interaction Hub reached full operational maturity and performs effectively under real learning conditions. Participants consistently reported intuitive navigation, logical module progression, and clarity of structure. No technical difficulties were encountered during cross-country implementation, indicating platform stability and accessibility across devices and user environments.

The credibility of this validation is reinforced by the fact that 66.7% of participants had previous experience with digital learning platforms. Positive feedback therefore reflects informed evaluation rather than first-time novelty. The platform proved accessible for emerging users while maintaining professional relevance for more experienced stakeholders.

A particularly important layer of validation emerged from the Austrian workshop, where a comparatively higher number of established CCI professionals participated. As highlighted during the Final Meeting in Thessaloniki, these professionals valued the strong coherence between the Handbook, the educational modules, and the digital platform. The structured progression from research-based analysis to applied digital learning was recognised as a core strength of the project.

One constructive recommendation concerned embedding short reflective or evaluation-style questions within each module to enhance interaction directly within the platform. This suggestion demonstrates active engagement and critical reflection from participants. The consortium welcomed this insight and has already considered it within the conceptualisation of potential follow-up initiatives, reflecting a continuous improvement approach rather than a static output mindset.

Equally significant is the consistency of feedback across Bulgaria, Greece, North Macedonia, and Austria. Despite different national contexts and professional backgrounds, participants converged around similar strengths: practical relevance, structural clarity, and applicability to entrepreneurial development pathways. This cross-country alignment confirms the platform's transferability and reinforces its European added value.

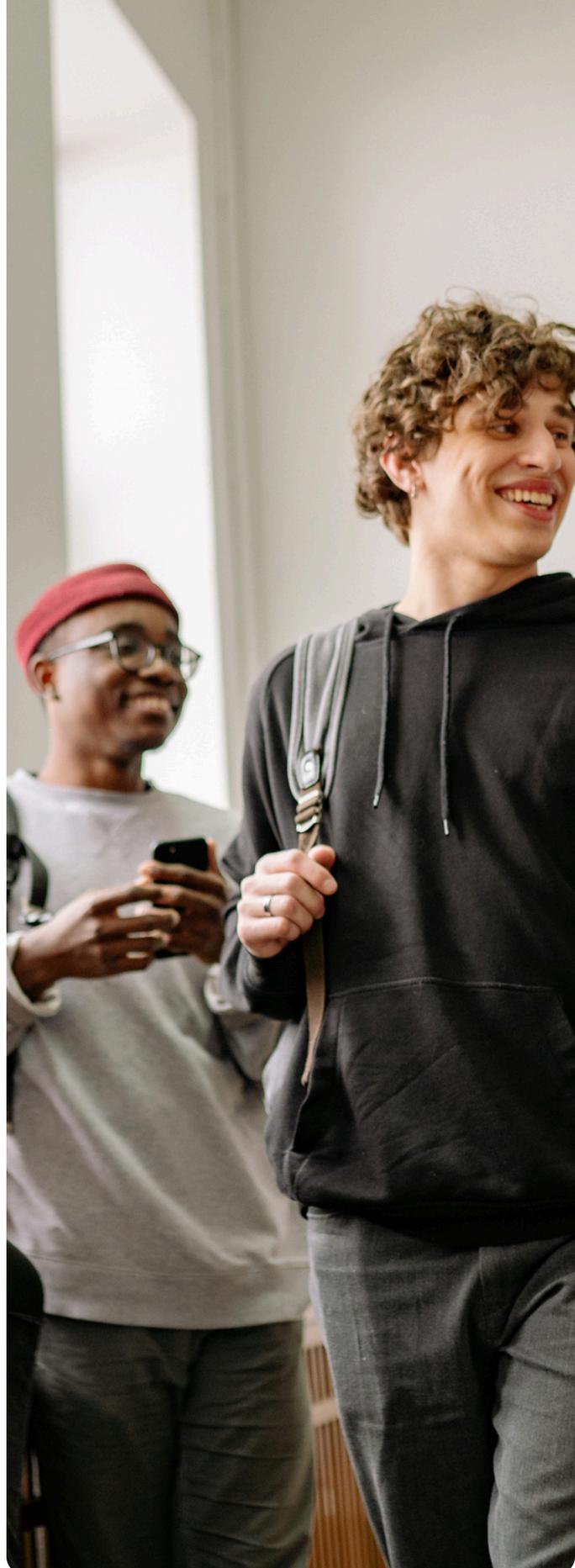
Overall, the testing results demonstrate that EntreCC successfully moved beyond structural readiness into validated application. The Digital Interaction Hub is not only technically functional but has been confirmed as an effective, adaptable, and credible educational environment within diverse European CCI contexts.

5. Quantitative Indicators

Although EntreCC was primarily designed as a qualitative educational intervention, the project's full lifecycle generated measurable implementation indicators that confirm structured delivery, stakeholder engagement, and dissemination consistency.

The most significant quantitative validation milestone was the organisation of four coordinated national testing workshops conducted on 18 February 2026 in Bulgaria, Greece, North Macedonia, and Austria. A total of 40 participants (10 per country) engaged directly with the Digital Interaction Hub under comparable implementation conditions. The participant profile was highly aligned with the intended target group, as approximately 80% identified as students or young creatives. Additionally, 66.7% reported previous experience with digital learning platforms, strengthening the credibility of the validation process.

The balanced cross-country participation ensured methodological consistency and provided a comparable evidence base across diverse national contexts. Beyond the officially registered participants, certain workshops, particularly in North Macedonia, extended outreach to additional Cultural and Creative professionals, freelancers, and CCI teaching-related individuals. These extended invitations increased the project's multiplier potential and reinforced the relevance of the platform beyond the immediate testing group.



5.1 Dissemination Reach and Structured Visibility

From a dissemination perspective, EntreCC maintained continuous and structured communication activity throughout the entire project lifecycle. Visibility was not treated as a final-stage obligation but as an integrated component accompanying implementation from the outset.

The official project website was launched early in the implementation phase and functioned as the central communication hub. It was regularly updated to reflect milestones, deliverables, workshop activities, and progress developments, ensuring transparency and public accessibility of results. The website provided not only informational updates but also long-term visibility for project outputs, supporting sustainability beyond the funding period.

In parallel, social media presence was actively maintained across Facebook, LinkedIn, and X. Content was coordinated among partners to ensure consistency in messaging while allowing national adaptation where appropriate. Two multilingual newsletters were produced and distributed in English and partner languages, reinforcing cross-country accessibility and enhancing stakeholder awareness across different linguistic contexts. This multilingual approach strengthened inclusivity and increased the relevance of communication at local levels.

Following October 2025, dissemination efforts were strategically intensified during the final implementation phase. Seven additional coordinated social media posts were published across all partner channels, with noticeably stronger engagement observed on Facebook. This increased visibility coincided deliberately with the platform's operational maturity and the organisation of the cross-country testing workshops. By aligning communication efforts with validation activities, the consortium ensured that outreach reflected the project's most impactful stage rather than remaining limited to development updates.

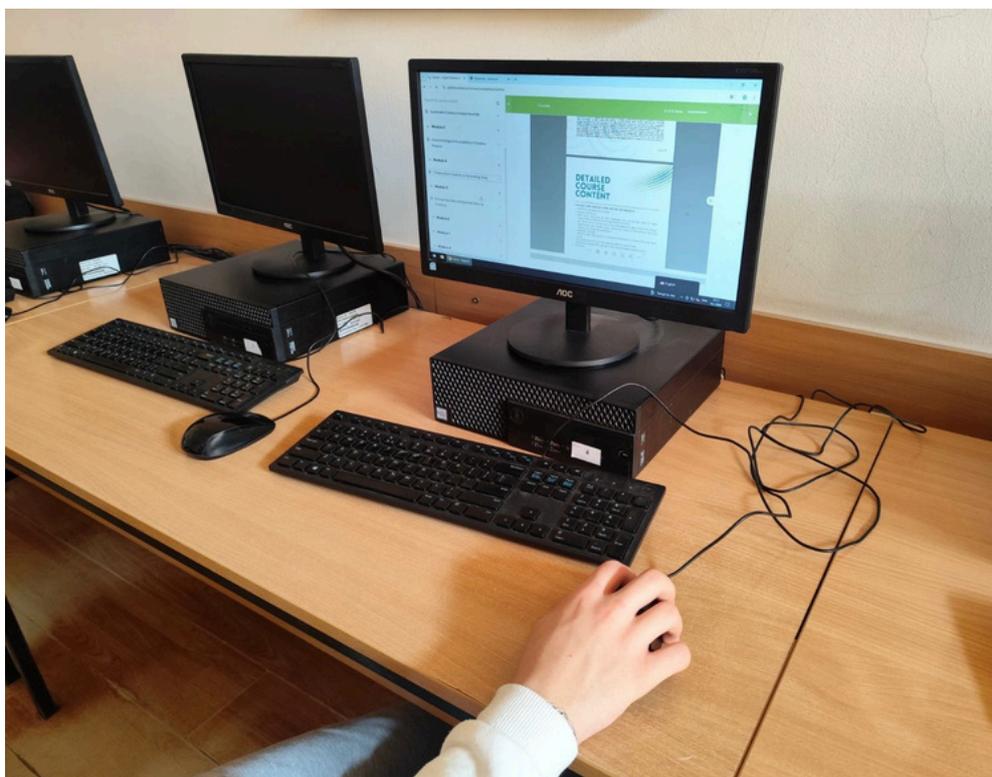
Importantly, dissemination extended beyond scheduled posts and newsletter distribution. Workshops served as direct communication and outreach events where project objectives, results, and the broader European dimension were presented in detail. Partners actively introduced the platform to stakeholders during professional meetings and institutional events, shared updates through organisational websites, and leveraged personal and professional networks to extend indirect reach. Participants involved in the testing phase were encouraged to disseminate information within their own circles, contributing to organic multiplier effects.





In terms of structural completion, the project successfully delivered all planned outputs within the agreed implementation period. These included the EntreCC Handbook, eight educational modules, the fully operational Digital Interaction Hub, the Quality Assurance Plan, the Dissemination and Communication Plan, and the coordinated cross-country testing workshops. The completion of these outputs, despite the adjusted operational start earlier in the project, confirms effective coordination, adaptive planning, and stable governance.

Taken together, these quantitative indicators demonstrate not only deliverable completion but also structured engagement, cross-country validation, and sustained visibility. The data supports the broader qualitative findings presented in the previous section and confirms that EntreCC progressed from planned development to measurable implementation maturity within the project timeframe.



6. Organisational & Consortium-Level Impact

Beyond the development of intellectual outputs and the validation of the Digital Interaction Hub, EntreCC generated substantial impact at organisational and consortium levels. The project functioned not only as a content-driven initiative but as a structured institutional learning process that strengthened internal capacities, reinforced transnational cooperation, and enhanced governance maturity across all participating organisations.

6.1 Strengthening Organisational Capacity

Participation in EntreCC significantly enhanced each partner's operational and strategic capacity within the fields of digital learning, entrepreneurship education, and transnational cooperation.

The development of the EntreCC Handbook and the subsequent educational modules required partners to engage deeply with sector-specific research, pedagogical structuring, and practical applicability within the Cultural and Creative Industries (CCI) context. This process strengthened institutional expertise in translating analytical findings into structured educational content. Rather than producing isolated materials, partners collaborated in developing a coherent framework that connects creativity, entrepreneurship, and digital delivery within a VET-oriented structure.

The creation and integration of the Digital Interaction Hub further expanded organisational competencies in digital environment management, user-oriented design, and accessibility considerations. Partners were required to align content clarity, navigation logic, and pedagogical sequencing with digital functionality. This strengthened internal understanding of how educational theory must adapt to online platforms to ensure usability and learner engagement.

The structured implementation of the Quality Assurance Plan reinforced monitoring and evaluation skills within each organisation. Evaluation mechanisms were embedded throughout the project lifecycle rather than applied solely at the reporting stage. This continuous internal review process improved documentation standards, progress tracking, and corrective planning procedures. As a result, partners strengthened their institutional ability to manage results-oriented European projects in a systematic and accountable manner.

In addition, the coordinated dissemination strategy required partners to engage in proactive communication planning, stakeholder mapping, and network activation. This strengthened outreach capacities and reinforced a culture of visibility beyond minimum contractual obligations.

6.2 Consortium Cooperation and Partnership Excellence

One of the most significant outcomes of EntreCC concerns the quality and depth of consortium cooperation. The partnership evolved beyond formal coordination into a highly functional and trust-based working structure.

Communication among partners remained consistent, transparent, and solution-oriented throughout the entire implementation cycle. Responsibilities were clearly distributed, and each organisation contributed according to its strengths while maintaining alignment with the shared strategic vision.

The initial implementation delay at the beginning of the project did not destabilise the consortium. On the contrary, it strengthened collective responsibility and intensified communication. Partners responded with adaptive planning and reinforced coordination mechanisms to ensure that milestones were respected and outputs remained aligned with project objectives. This experience enhanced resilience and confirmed the consortium's ability to manage unforeseen circumstances collaboratively.

Decision-making processes were inclusive and dialogue-based. Strategic adjustments, content refinements, and dissemination intensification were discussed collectively, reinforcing shared ownership. This participatory governance structure fostered trust and strengthened long-term partnership potential.

Cross-country collaboration also enriched the project intellectually. Partners exchanged insights regarding national CCI ecosystems, VET frameworks, and digital education practices. These exchanges influenced module development and ensured that the educational framework remained adaptable across diverse European contexts. The diversity of perspectives strengthened both content relevance and methodological flexibility.

6.3 Institutional Cooperation and Programme Alignment

An important dimension of the project's organisational impact concerns the quality of institutional cooperation and the consistent alignment of implementation practices with Erasmus+ programme requirements.

During the early monitoring checks conducted by the Bulgarian National Agency, cooperation was constructive, professional, and solution-oriented. The Agency provided clear guidance and timely procedural clarification, enabling the consortium to ensure that administrative processes, reporting structures, and financial management practices remained fully aligned with programme standards. This institutional dialogue strengthened internal coordination and enhanced clarity regarding compliance expectations. Rather than perceiving monitoring as a purely supervisory mechanism, the consortium experienced it as a supportive framework that contributed to quality assurance and procedural consistency.

The cooperation was characterised by transparency, responsiveness, and mutual respect. This positive working relationship facilitated smoother implementation during the final project phase and reinforced confidence in structured reporting and documentation practices.

Engagement with the National Agency also increased partners' familiarity with Erasmus+ regulatory frameworks, accountability standards, and financial management procedures. As a result, the consortium strengthened its institutional readiness for future participation in European programmes, building upon both practical experience and improved procedural awareness.

6.4 Erasmus+ Readiness and Strategic Positioning

Through the successful completion of EntreCC, the consortium demonstrated its capacity to design, implement, and validate a structured transnational educational initiative within a small-scale partnership framework.

The project confirmed that the partnership is capable of:

- Managing cross-country coordination effectively
- Delivering coherent and interconnected outputs
- Conducting real-user validation activities
- Maintaining sustained dissemination efforts
- Adapting implementation strategies when required

Beyond technical delivery, EntreCC strengthened strategic positioning within the Erasmus+ ecosystem. The partnership evolved from a collaboration established for a single project into a cohesive working alliance with shared values and operational compatibility.

Partners expressed strong willingness to continue cooperation under future Erasmus+ calls, particularly in areas related to digital innovation, entrepreneurship education, and CCI sector development. The trust established through consistent communication and shared responsibility provides a stable foundation for future joint initiatives.

6.5 Organisational Learning and Long-Term Impact

The organisational impact of EntreCC extends beyond immediate deliverables. The project reinforced strategic planning skills, structured implementation logic, and a results-oriented mindset.

By managing the full project cycle—from analytical groundwork through digital validation and dissemination intensification—partners strengthened their institutional resilience and adaptability. The experience of transitioning from development to validation confirmed the value of coherent project architecture and reinforced confidence in managing complex yet structured European cooperation initiatives.

EntreCC also strengthened the internal culture of collaboration within each organisation. Staff members involved in research, content development, digital integration, dissemination, and coordination gained practical experience in interdisciplinary cooperation. This contributes to long-term institutional learning that remains embedded beyond the project's formal end.

Ultimately, the consortium-level impact of EntreCC lies in the transformation of a small-scale partnership into a mature, coordinated, and strategically aligned European collaboration. The project not only delivered educational tools but also reinforced the organisational foundations required for sustainable transnational cooperation.

7. Deliverables Submission and Monitoring

The period from October 2025 to February 2026 marked the full consolidation of all planned project deliverables and the structured completion of the EntreCC implementation cycle.

During this final phase, the consortium focused on refining and finalising the educational modules, ensuring coherence between the Handbook, the Digital Interaction Hub, and the multilingual communication outputs. Continuous updates were made to newsletters, which were translated and disseminated consistently in partner languages, reinforcing accessibility and cross-country inclusivity.

Dissemination remained active and systematic across all official project channels. Social media communication continued in alignment with the Dissemination Plan, while additional outreach was conducted through the institutional and personal channels of participating organisations. This ensured that visibility extended beyond formal publication requirements.

A particularly strong effort was observed within Activity A5 – Knowledge Diffusion and Stakeholder Engagement. The Austrian partner, WKO, contributed significantly to strengthening stakeholder participation by engaging established CCI professionals and reinforcing professional outreach networks. This contributed to ensuring that the platform reached both emerging creatives and experienced practitioners.

By December 2025, the intellectual deliverables had been finalised. By early February 2026, the Digital Interaction Hub reached full technical and content maturity, allowing the consortium to prepare collectively for the cross-country testing phase.

A common testing date—18 February 2026—was agreed upon by all partners. Bulgaria, Greece, North Macedonia, and Austria organised their workshops simultaneously, each involving 10 officially registered participants. In certain cases, including Greece and North Macedonia, additional visitors attended as observers and stakeholders. While these individuals were not formally registered in participant lists, their presence contributed to qualitative feedback and dissemination impact.

Each national workshop followed a structured format. The sessions began with a presentation of the project’s objectives, milestones, and European framework. Representatives in each country demonstrated the Digital Interaction Hub, the official website, and the project’s communication channels to support further dissemination. Participants then registered on the platform and engaged directly with the modules during the testing process.

Photographic documentation and signed participant lists were collected in all countries. At the conclusion of each workshop, participants completed structured evaluation forms, providing qualitative and quantitative feedback on usability, relevance, and overall experience.

By 27 February 2026, the Activity Evaluation Report was completed, based on the four national testing sessions and the collected evaluation forms. This report served as structured validation evidence and informed the final analytical stage of the project.

The Final Meeting took place in Thessaloniki, hosted by PYLON ONE in Greece. During this meeting, partners presented the milestones achieved during the final months of implementation and discussed participant impressions from the testing day, including technical observations and feedback trends. The consortium confirmed that no major technical issues were identified during cross-country validation.

The meeting also provided an opportunity to collectively reflect on partnership cooperation and to ensure that all representatives contributed to the Final Impact Analysis process. Additional evaluation inputs were completed by country representatives to support comprehensive reporting.

The final newsletter, covering the testing phase and the Final Meeting outcomes, was prepared as the concluding dissemination action. Certificates of attendance were distributed by the host organisation, formally closing the project's operational activities.

Regarding monitoring procedures, the consortium remained fully aligned with Erasmus+ programme standards throughout implementation. Any guidance or observations provided during monitoring phases were received constructively and addressed accordingly. The partnership consistently followed programme instructions to ensure that the project remained fully compliant with European Union values, procedural requirements, and quality expectations. This commitment to alignment reflects the consortium's respect for programme standards and its intention to deliver a project that is both structurally sound and ethically consistent with EU principles.

The completion of all deliverables, the successful coordination of simultaneous cross-country testing, the structured preparation of validation documentation, and the constructive final consolidation meeting confirm that EntreCC concluded its implementation phase in a coherent, compliant, and professionally executed manner.

Beyond the operational milestones, the final phase also confirmed the internal coherence of the project architecture. The refinement of the modules, the alignment of translations, and the technical finalisation of the Digital Interaction Hub ensured that all intellectual outputs functioned as an interconnected system rather than independent deliverables. This structural consistency reflects the intentional simplicity and clarity that characterised EntreCC from the outset.

The monitoring dimension further reinforced this coherence. The consortium approached programme observations not as formal obligations, but as opportunities to ensure that the project fully embodied the standards and values of the European Union. Constructive remarks and procedural guidance were systematically addressed, demonstrating responsiveness and institutional responsibility. This approach strengthened internal quality assurance mechanisms and ensured that the final outputs met both educational and regulatory expectations.

Importantly, the coordinated testing date of 18 February 2026 symbolised the culmination of collective preparation. The decision to implement testing simultaneously across Bulgaria, Greece, North Macedonia, and Austria reflects a high level of organisational alignment and mutual trust. This unified implementation model enhanced comparability of results and reinforced the project's European character.

The Final Meeting in Thessaloniki did not function merely as a formal closure event. It served as a strategic consolidation point, allowing partners to review achievements, validate findings collectively, and confirm the accuracy of final reporting documentation. The joint reflection on participant impressions, dissemination outcomes, and technical stability ensured that the Final Impact Analysis was grounded in shared evidence and consensus.

By the end of February 2026, EntreCC had successfully completed a full and coherent implementation cycle: development, refinement, validation, documentation, and formal consolidation. The project closed not only administratively, but structurally and strategically, with all deliverables finalised, validated, and documented in alignment with Erasmus+ programme expectations.

8. Challenges Encountered and Future Assessment

Throughout its implementation, EntreCC was developed and delivered within a structured, carefully coordinated framework. Nevertheless, as with any transnational project involving multiple partners, digital components, and cross-country activities, certain operational challenges emerged. These challenges did not undermine the project's objectives or outcomes. On the contrary, they contributed to reinforcing internal organisation, improving coordination mechanisms, and strengthening institutional maturity within the consortium.

One of the primary challenges concerned the initial implementation delay. Adjustments to the operational timeline required the partners to reorganise milestones and refine internal planning procedures. This situation demanded flexibility while preserving alignment with the approved project design. The consortium responded proactively by increasing communication frequency, clarifying task distribution, and reinforcing internal monitoring practices. Rather than compromising quality, this adaptive response ensured that deliverables were completed in a coherent and timely manner. The experience ultimately strengthened the partnership's resilience and demonstrated its capacity to manage unforeseen administrative adjustments within a structured European framework.

A further challenge involved maintaining conceptual simplicity while ensuring digital depth and technical reliability. EntreCC was intentionally designed as a clearly structured small-scale partnership with interconnected outputs. Ensuring that the Handbook, the educational modules, translations, and the Digital Interaction Hub functioned as an integrated system required continuous refinement. The process of aligning pedagogical clarity with digital usability demanded close cooperation between content developers and technical contributors. This iterative refinement strengthened internal quality assurance practices and ensured that the final platform achieved both structural coherence and user accessibility.

The coordination of simultaneous testing workshops across four countries also required a high level of organisational precision. Agreeing on a common testing date, preparing consistent presentation materials, collecting documentation, and ensuring comparable evaluation procedures required sustained communication and shared commitment. The successful implementation of the testing phase on 18 February 2026 demonstrated that the consortium had reached a strong level of operational alignment. The challenge of synchronisation ultimately became evidence of collective maturity and effective cross-border coordination.

From a dissemination perspective, maintaining consistent visibility across multiple countries and languages also required sustained effort. Continuous translation of newsletters, coordinated social media communication, and activation of both institutional and personal networks demanded structured planning. The intensified outreach during the final phase reflects the consortium's understanding that visibility is integral to impact, not merely an administrative requirement.

From a future assessment perspective, the project demonstrates strong sustainability and development potential. The Digital Interaction Hub remains accessible beyond the funding period, allowing continued use by students, young creatives, and professionals within the Cultural and Creative Industries. Partners have expressed commitment to integrating relevant materials into future training activities and maintaining communication visibility where appropriate.

The feedback collected during the testing phase provides a constructive roadmap for future enhancement. In particular, the suggestion to embed additional interactive elements within modules highlights opportunities for further pedagogical innovation. This indicates that EntreCC generated not only validated outputs but also forward-looking insights capable of informing subsequent initiatives.

Overall, the challenges encountered during the project served as catalysts for organisational growth rather than constraints. They reinforced adaptability, strengthened collaborative processes, and enhanced strategic planning capacity. EntreCC concludes with a consortium that is more coordinated, more digitally competent, and better positioned for future European cooperation.

9. Final Conclusion

EntreCC – Unleashing Entrepreneurship Potential in Cultural and Creative Industries concludes as a coherent, validated, and strategically implemented small-scale partnership under the Erasmus+ KA210-VET framework.

The project successfully progressed through a complete and structured lifecycle: from analytical groundwork and research-based content development to digital integration, cross-country validation, stakeholder engagement, and final consolidation. Each phase built upon the previous one, ensuring continuity, clarity, and alignment with the project's core objectives.

The final implementation phase confirmed that the Digital Interaction Hub is not only technically operational but pedagogically relevant and practically applicable within diverse European CCI contexts. The positive reception across four countries demonstrates that the project succeeded in bridging creativity and entrepreneurship within a structured digital learning environment.

Beyond its tangible outputs, EntreCC generated meaningful organisational and consortium-level impact. It strengthened internal capacities, reinforced cross-border cooperation, and enhanced institutional maturity. The partnership demonstrated resilience, adaptability, and a shared commitment to quality and compliance with Erasmus+ programme standards.

Importantly, the project reflects the value of simplicity combined with coherence. EntreCC was intentionally designed as a focused and clearly structured initiative. This clarity enabled effective implementation, smooth digital integration, and credible validation outcomes. The interconnected progression from data analysis to Handbook, from modules to platform, and from testing to impact assessment confirms the internal consistency of the project architecture.

The European added value of EntreCC lies in its cross-country validation and shared ownership. Bulgaria, Greece, North Macedonia, and Austria collectively contributed to a learning environment adaptable across different national CCI ecosystems. The project demonstrates how small-scale partnerships can generate structured, transferable, and sustainable results when collaboration is grounded in trust and strategic alignment.

As the project reaches its formal conclusion, its outcomes remain active. The Digital Interaction Hub continues to function as an accessible educational resource, and the consortium remains committed to future cooperation. The experience gained through EntreCC provides a solid foundation for subsequent initiatives aimed at strengthening entrepreneurship, digital innovation, and cross-border collaboration within the Cultural and Creative Industries.

EntreCC concludes not merely as a completed project, but as a validated framework for continued European cooperation and educational development.

Over the course of its implementation, EntreCC evolved from a structured project framework into a genuine transnational collaboration. The partnership connected four countries—Bulgaria, Greece, North Macedonia, and Austria—under a common objective: strengthening entrepreneurship within the Cultural and Creative Industries. What began as coordinated institutional cooperation gradually developed into a shared learning environment bringing together organisations, educators, students, young creative entrepreneurs, and established CCI professionals.

Through the Digital Interaction Hub, the national workshops, and the final meeting in Thessaloniki, individuals from different professional stages and national contexts interacted in ways that would otherwise have been unlikely. Students and emerging creatives engaged with experienced professionals; educators exchanged perspectives with practitioners; organisations shared insights shaped by diverse CCI ecosystems. These interactions extended beyond technical testing or formal presentations—they created structured opportunities for dialogue, reflection, and cross-border understanding within a European framework.

In this sense, the journey of EntreCC reflects more than the completion of deliverables. It illustrates how focused small-scale partnerships can facilitate meaningful connections between sectors, generations, and countries. By bringing together students, young creatives, entrepreneurs, CCI professionals, and educators within a shared digital and physical space, the project fostered relationships and exchanges that extend beyond its formal duration. This human and collaborative dimension reinforces the broader value of Erasmus+: enabling connections that would not naturally occur, and transforming them into structured and lasting cooperation.

10. Annexes and Supporting Documentation

The following annexes provide supporting documentation that complements the analysis presented in this Final Impact Analysis Report. These materials serve as evidence of the project's implementation continuity, validation procedures, and final dissemination actions carried out during the concluding phase of EntreCC.

The annexes are included to enhance transparency, reinforce the impact findings outlined in this report, and provide additional documentation regarding the project's structural completion, cross-country testing validation, and final communication outcomes.

Annex 1 – Mid-Term Evaluation Report

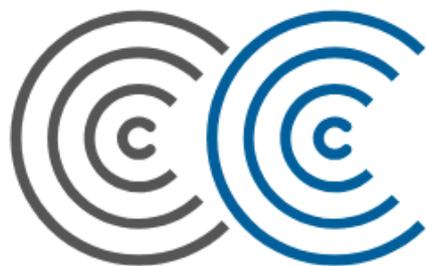
This annex includes the full Mid-Term Evaluation Report previously submitted during the first operational phase of the project. The document outlines the foundational implementation steps, coordination mechanisms, intellectual output development, and dissemination activation achieved up to October 2025. Its inclusion ensures continuity between the Mid-Term findings and the Final Impact Analysis, illustrating how the structural groundwork established during the initial phase evolved into validated outcomes during the project's final stage.

Annex 2 – Activity Evaluation Report

This annex contains the Activity Evaluation Report developed following the coordinated cross-country testing workshops conducted on 18 February 2026 in Bulgaria, Greece, North Macedonia, and Austria. The report documents participant engagement, collected evaluation forms, qualitative feedback trends, and validation findings related to the Digital Interaction Hub. It serves as formal evidence of real-user testing and supports the impact analysis presented in this Final Report.

Annex 3 – Newsletter 4

This annex includes the final newsletter published following the completion of the testing phase and the Final Meeting in Thessaloniki. The newsletter summarises key milestones achieved during the final implementation phase, highlights stakeholder engagement activities, and documents the official closure of operational actions. Its inclusion demonstrates the consortium's commitment to structured dissemination and transparent communication at the conclusion of the project lifecycle.



EntreCC

UNLEASHING ENTREPRENEURSHIP POTENTIAL IN CCIS

Title: FINAL IMPACT ANALYSIS REPORT

Project No: 2024-1-BG01-KA210-VET-000256549



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the Human Resource Development Centre (HRDC). Neither the European Union nor the granting authority can be held responsible for them.