

# Kristiina Urb

[urb.kristiina@gmail.com](mailto:urb.kristiina@gmail.com) // [www.kristiinaurb.com](http://www.kristiinaurb.com)



## SHORT OVERVIEW

I have a years-long deep interest in cultural and creative industries, plus I value constant self-development and progress towards new goals. Therefore, my journey has taken me from art college to becoming a creative entrepreneur, to researching creative and cultural industries as a Ph.D. student and consulting cultural and creative organizations in Estonia and in Europe as an expert. I enjoy the project-based work-life arrangement because it gives me an opportunity to keep moving forward, work with new interesting people, and create a bigger impact.

## WORKING EXPERIENCE

### ESTONIAN BUSINESS SCHOOL

The oldest privately-owned business university in the Baltics.

- RESEARCH GROUP MANAGER // 2019 - ...  
Manager of the Creative Industries and Smart Cities research group.
  
- INTERNATIONAL PROJECTS' MANAGER // 2016 - ...  
Managing different international development projects related to the cultural and creative industries.
  
- VISITING LECTURER // 2016 - ...  
Giving lectures to undergraduates.  
Lecture topics: strategic management, creativity in the service economy, business planning, export, etc.

### CREATIVITY LAB

International cultural and creative economy think tank.

- CULTURAL AND CREATIVE INDUSTRIES CONSULTANT AND PROJECT MANAGER // 2016 - ...  
Managing different projects.  
Consulting creative and cultural organizations and entrepreneurs on strategic management.  
Analyzing the customer organization's current state and business environment.  
Developing future goals for companies; measuring the impact (indicators).  
Risk analysis and risk management plans.  
Developing and writing export and development plans.

### CREATIVE ESTONIA

Cultural and creative industries development center.

- CREATIVE EUROPE CULTURE ESTONIA PROGRAM MANAGER // 2019 - ...  
Managing the Creative Europe Culture program in Estonia.  
Consulting Estonian cultural organizations about the European Commission's funding opportunities.
- PROJECT MANAGER // 2017 - ...  
Managing different projects; including organizing international events.

### EUROPEAN COMMISSION

Instigating and implementing the EU's policies.

- EXTERNAL EXPERT // 2016 - ... (*project based*)  
Evaluation of the submitted proposals.  
Analyzing and evaluating the project's excellence, impact, quality, and efficiency of the implementation (e.g. clarity and pertinence of the objectives, soundness of the concept, and credibility of the proposed methodology).

### AALTO UNIVERSITY STARTUP CENTER

Hybrid business accelerator.

- INTERN // 2015 (*for two months*)  
Mapping and describing new customer segments: psychographic, behavioral, and demographic variables to learn more about the chosen customer segment.  
Development of a new service: mapping potential customers' expectations about the product to tailor the service.

### VISAR STUDIO

A creative studio specializing in various audio-visual solutions for museums.

- CEO AND PARTNER // 2011 – 2015  
CEO of the company.

Strategic management of the company.  
Marketing (including tools, research, analyses).  
Managing the team, customer relations, product and service development, innovation.

#### CONTROL DESIGN CTRL

Graphic design agency.

- DEVELOPMENT MANAGER AND PARTNER // 2008 – 2012  
Management of the team, customer relations, product development, design processes.

### **EDUCATION**

#### PH.D. CANDIDATE in Management

2016 - ...

Estonian Business School, Estonia

Research focuses on innovation, co-creation, collaboration, managerial and organizational cognition.

#### MASTER'S DEGREE in Cultural Management

2014-2016

Estonian Academy of Music and Theatre and Estonian Business School, Estonia

Research focuses on the Cultural and Creative Industries, entrepreneurial motivation, communication gap.

#### UNDERGRADUATE DEGREE in Media and Advertisement Design

2005-2009

Pallas University of Applied Sciences, Estonia

Grade: Excellent, a commendation from the committee

Awarded by the Estonian Rectors' Conference of Universities of Applied Sciences (RCUA) as the best diploma work of the year.

### **RESEARCH EXPERIENCE**

#### RESEARCH GROUP MANAGER // 2019 - ...

Estonian Business School

Manager of the Creative Industries and Smart Cities research group.

#### DOCTORAL RESEARCHER // 2016 - ...

Estonian Business School

Conducting doctoral research about innovation, co-creation, collaboration, managerial and organizational cognition, and Cultural and Creative Industries.

## **PUBLICATIONS**

Published:

- Urb, K. 2019. Creative entrepreneurs' perception of entrepreneurial motivation: a valuable insight for creative business incubators when supporting creative entrepreneurs' cooperation with other industries. *European Journal of Cultural Management and Policy*, 9 (2). 17-33. <https://www.encatc.org/media/5142-creativ-entrepreneurs-perception-of-entrepreneurial-motivation.pdf>
- Urb, K., 2019. Supporting creative entrepreneurs - the communication gap. *Kuidas korraldada kultuuri III? Managing the Arts III?*. Tallinn, Estonia: Estonian Music and Theatre Academy, pp 221-242.
- Sassi, M., Urb, K., and Pihlak, Ü. The Evaluation of Organizational Performance: Estonian Cultural and Creative Industries Organizations. In: M. Piber, ed., *Management, Participation, and Entrepreneurship in the Cultural and Creative Sector*. *In print*.

In process:

- Urb, K., and Jyräma, A. *Industry 4.0 Managerial Challenges: Bridging Creatives and Tech. Understanding Managerial Challenges and Potential Solutions During Collaborative SD Projects*. *Forthcoming*.
- Urb, K. *Collaboration between Cultural and Creative Industries and other sectors*. *Forthcoming*.

## **AWARDS AND SCHOLARSHIPS**

- Dora+ scholarships for conducting doctoral research in Liverpool (UK), Nagoya (Japan), New York (USA), and San Francisco (USA) (2018)
- Erasmus+ mobility scholarship: Student mobility for traineeships between Program Countries; country of mobility: Finland (2 months) (2015)
- DAAD Scholarships for Artists and Architects: Study Scholarships: One-year full scholarship from German Academic Exchange Service (DAAD) (2013)
- "Best diploma work of the year 2009" award from the Estonian Rectors' Conference of Universities of Applied Sciences (RCUA) (2009)

## **PROJECT MANAGEMENT EXPERIENCE**

INTERNATIONAL PROJECT: "CREATIVE INDUSTRIES LEARNING MODULE (CCILM)" (2019-2021)  
My role: PROJECT INITIATOR; PROJECT MANAGER for the lead partner (Estonian Business School), INTELLECTUAL OUTPUT CREATOR.

Project description:

The objective of this cooperation project is to develop the creative industries (CCI) learning module for universities. CCI is a dynamic and influential field that has a substantial impact across its own sector. However, since the field is relatively young important contributions are needed in order to help the field to develop. Therefore, the overarching aim of the project's intellectual output is to

contribute to overcoming a number of shortcomings currently present in CCI. Equipped with the know-how and right tools, HEIs can have a substantial impact on improving CCI. This project aims to give HEIs the necessary know-how and tools: the CCI learning module. The CCI learning module will provide all the necessary building blocks for putting together an innovative flipped classroom CCI course for bachelor students. In addition, it can be used to create an elective module for executive students or to build a business incubation program for people interested in setting up a company in creative industries (lifelong learning). Project partners bring together expertise and knowledge from Estonia, Norway, and Iceland to deliver the highest quality. The project is funded by the EEA/Norway Cooperation Program in Higher Education.

**INTERNATIONAL PROJECT: "YOUTH BIZ SKILLSET" (2017-2019)**

My role: PROJECT MANAGER for the Estonian partner (Estonian Business School) and INTELLECTUAL OUTPUT CREATOR.

Project description:

The goal of the project is to promote the business thinking and entrepreneurial skills among young people by developing methodological tools and training for young people and also for youth workers. Within the framework of the project, the comparative study among Latvia and Estonia on the skills required in today's labor market will be developed. The project is implemented in partnership with the Latvian association "Latvian Young Entrepreneurs Centre "Jobs & Society", the Estonian Business School, and the Spanish Communications and Innovation Center. The project is funded through the resources of the Erasmus+ Strategic Partnership.

**INTERNATIONAL PROJECT: "CLEVER (CREATIVE LEADERSHIP & ENTREPRENEURSHIP - VISIONARY EDUCATION ROADMAP)" (2016 – 2019)**

My role: PROJECT MANAGER for the Estonian partner (Estonian Business School) and INTELLECTUAL OUTPUT CREATOR.

Project description:

An initiative led by the Innovation Center ACT Shenkar with the participation of a consortium of 15 institutions from Israel and from Europe, is a funded project by the European Commission (EACEA) under the Erasmus+ Programme, for a period of 3 years (2015-2018). The aim of the project was to develop Cultural and Creative Industries study programs in Israeli HEIs.

**INTERNATIONAL PROJECT: "CULTURABILITY BSR – CULTURE FOR SUSTAINABLE DEVELOPMENT IS UNDER THE EU ACTION PLAN FOR THE BALTIC SEA REGION" (2016 – 2017)**

My role: PROJECT MANAGER for the Estonian partner (Creativity Lab)

The aim of the project:

To build knowledge on culture as a driver for sustainable development – and through showcasing and demonstration encourage the multiplication of good/best/next practices for culture and sustainability in the Baltic Sea Region and from that develop a number of high-quality high impact projects in the field. The focus of the project and its follow-up will be to build cooperation between core stakeholders within the creative industries, urban development, and social innovation on efforts, which use culture to integrate the environmental, economic, and social dimensions of sustainability.

### Art project "Social Postcard" (2014)

My role: AUTHOR OF THE PROJECT.

#### The concept of the project:

The aim of the project is to create a medium for people to use to comment on different subjects important to them. The Internet is full of different environments where people can leave their comments (Facebook, online newspapers, blogs, etc.), it has become part of our freedom of speech to post our thoughts and feelings online. They are often done anonymously and lack politeness as well as a clear linguistic structure but nevertheless they project one's mind about matters, perhaps even more so while being protected by anonymity. I like reading comments, I like to know what people are thinking and saying when no one else is watching and strangely enough, it often gives more intriguing insights about the subject than official texts do.

### **TRAINING**

- Ph.D. Summer School, Doctoral School in Economics and Innovation, Estonia (2017)
- Academic Writing Winter School, Doctoral School in Economics and Innovation, Estonia (2017)
- Training for beginner mentors, in Tallinn Estonia (2016)
- Creative Entrepreneurship Academy, in Tallinn Estonia (2016)
- Managing Art Projects with Societal Impact, MAPSI Summer School, Finland (2014)
- Seminar "Die Zukunft der Europäischen Union", in Bonn Germany (2014)
- Intensive German language course, Carl Duisberg Center in Köln, in Germany (2013)
- DAAD Scholarships for Artists and Architects: Study Scholarships, Academy of Media Arts Cologne, Germany (2013-2014)

### **LANGUAGE SKILLS**

- Estonian: Native
- English: Full professional proficiency
- German: Limited working proficiency
- Russian: Elementary proficiency

I have passed elementary French and Latin language courses.

### **ARTISTIC EXPERIENCE**

- Art project "Social Postcard" (2014)
- Producer of the children animation "Ant's adventures in Maiden Tower" (2013)  
Original length: 00:06:47  
<https://vimeo.com/79434292>, password: Neitsitorn
- Producer of the historical animation "Maiden Tower" (2013)

- Original length: 00:09:34  
<https://vimeo.com/65998729>, password: Neitsitorn
- Co-author of the interactive animation "Felix story" (2013)  
Original length: 00:04:41  
<https://vimeo.com/57081566>
  - Co-producer of the animation "Declaration of Estonian Independence" (2012)  
Original length: 00:01:27  
<https://vimeo.com/43527235>
  - Co-producer of the animation "Birth of the Universe" (2012)  
Original length: 00:03:36  
<https://vimeo.com/43180777>
  - "In a single breath", a 3D fashion show (by Visar Studio and VARKKI) (2011)
  - Co-author of the 3D animation "Elevator to the Center of the Earth" (2011)  
Original length: 00:04:30  
<https://vimeo.com/62640434>
  - Co-author of the HIV preventive 4D animation „Wake up!“ (2009)  
Original length: 00:09:27
  - Author of the video project "Elujoon" (2009)  
Original length: 00:02:52
  - "Dream", audio-visual performance (2007)
  - „Humming“, interactive movie (by Kristiina Urb and Lilian Mengel) (2007)
  - "Kirjaoskus– müüt või tegelikkus", poster selected for the typography exhibition (2007)
  - Different audio-visual projects at Tartu Art College (2007-2009)
  - "Isikupära", poster selected for the Graphic Design exhibition (2006)