

# Kristiina Urb

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## SHORT OVERVIEW

Kristiina Urb is a creative and cultural industries (CCI) expert and researcher with over 15 years of experience in the field. She has personally helped CCI SMEs benefit from more than 1.5 million euros and authored several books and research, e.g. [CCI Learning Module Toolbox](#).

"I have a years-long deep interest in cultural and creative industries, and I value constant self-development and progress towards new goals. Therefore, my journey has taken me from art college to becoming a creative entrepreneur, researching creative and cultural industries as a PhD researcher, and consulting cultural and creative organisations in Estonia and Europe as an expert."

## PUBLICATIONS

- Urb, K. (2023) Essential puzzle piece for CCI entrepreneurship: CCI managers' mental models concerning collaborative processes with nonCCI. In: Hill I. (eds) Creative (and cultural) entrepreneurship in the 21st century. Emerald Publishing. (forthcoming)
- Urb, K., Jyrämä, A. (2022) Bridging Creatives and Tech: Co-creation Enablers in Dyadic Problem-solving Processes During Software Development Projects. In Jyrämä, A. (ed.) Managing the Arts IV. Eesti Muusika- ja Teatriakadeemia kirjastus. Tallinn.
- Lead author and designer of "[CCI Learning Module Toolbox: Guidelines](#)" (2021). Funded by the EEA/Norway Cooperation Programme in Higher Education.
- Lead author and designer of "[CCI Learning Module Toolbox: Handbook](#)" (2021). Funded by the EEA/Norway Cooperation Programme in Higher Education.
- Lead author and designer of "[CCI Learning Module Toolbox: Worksheets](#)" (2021). Funded by the EEA/Norway Cooperation Programme in Higher Education.
- Co-author and designer of "[CCI Learning Module Toolbox: Case Studies](#)" (2021). Funded by the EEA/Norway Cooperation Programme in Higher Education.

- Sassi M., Urb K., Pihlak, Ü. (2020) The Evaluation of Organisational Performance: Estonian Cultural and Creative Industries Organisations. In: Piber M. (eds) Management, Participation and Entrepreneurship in the Cultural and Creative Sector. Springer, Cham.
- Urb, Kristiina; Kuznetsova-Bogdanovič, Kristina; Siil, Ragnar; Sarv, Jorma (2020). Lõuna-Eesti kultuurikorraldajate küsitlus [Survey of cultural managers in Southern Estonia].
- 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.
- Lead author of "[Handbook: methodological guidelines for youth workers to consult and inspire young people to inspire their business ideas](#)" (2019). Funded by the Erasmus+ program.
- Lead author of "[Metoodiline juhend noorsootöötajatele noorte nõustamiseks ja innustamiseks nende äriideede arendamisel](#)" (2019). Funded by the Erasmus+ program.
- 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.

## **WORKING EXPERIENCE**

### **URBSILL**

Urbsill is a design brand that creates premium contemporary clothes with alternative designs and Nordic aesthetics.

COO and CMO // 2022 - ...

### **CREATIVITY LAB**

International cultural and creative economy think tank.

CULTURAL AND CREATIVE INDUSTRIES CONSULTANT AND RESEARCHER // 2016 - ...

### **EIFEL CONSULTANCY**

Creative industries consultancy and training.

CEO and CREATIVE INDUSTRIES CONSULTANT, RESEARCHER AND TRAINER // 2016 - ...

### **ESTONIAN BUSINESS SCHOOL**

The oldest privately-owned business university in the Baltics.

RESEARCH GROUP MANAGER // 2019 - ...

INTERNATIONAL PROJECTS MANAGER // 2016 - 2021

VISITING LECTURER // 2016 - ...

Giving lectures to undergraduates. Lecture topics: strategic management, creativity in the service economy, business planning, export, etc.

### **CREATIVE ESTONIA**

Cultural and creative industries development centre.

CREATIVE EUROPE CULTURE ESTONIA PROGRAM MANAGER // 2019 - ...

PROJECT MANAGER // 2017 - 2022

### **EUROPEAN COMMISSION**

Instigating and implementing the EU's policies.

EXTERNAL EXPERT // 2016 - 2019 (project-based)

### **AALTO UNIVERSITY STARTUP CENTER**

Hybrid business accelerator.

INTERN // 2015 (2 months)

### **VISAR STUDIO**

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

CEO AND PARTNER // 2011 – 2015

### **CONTROL DESIGN CTRL**

Graphic design agency.

DEVELOPMENT MANAGER AND PARTNER // 2008 – 2012

### **EDUCATION**

PHD. CANDIDATE in Management

2016 - ...

[Estonian Business School](#), Estonia

Research focuses on cooperation, co-creation, collaboration, and managerial 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, and 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 cooperation, co-creation, collaboration, managerial cognition, and Cultural and Creative Industries.

### **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)

## **PROJECTS EXPERIENCE**

### **INTERNATIONAL PROJECT: "ekip" (2023-2026)**

My role: PROJECT MANAGER for Creativity Lab, INTELLECTUAL OUTPUT CREATOR.

#### Project description:

The European Commission has granted the ekip partnership of 6 million euros to develop innovation policies for the cultural and creative industries. The 17 partners of ekip bring specific competencies to the innovation policy platform. The process of formulating policies to develop innovation ecosystems for the creative industries is compared to an engine. More than 40 CCI networks and organisations across Europe are engaged to start the policy engine by defining and giving the engine data about policy areas. The data is then analysed, prioritised, further processed and brought to the Policy Lab. In the lab, new formulations are produced, iterated, and tested in partner cities' ecosystems. The plan is to run 15 such processes through the policy engine. To make sure that the policies are scaled and implemented, the final step is managed by an Observatory. A model called LIEPT (Lund Innovation Ecosystems Portfolio Tracking) will be implemented to follow the effect of the policies in ecosystems.

### **INTERNATIONAL PROJECT: "RECHARGE" (2022-2024)**

My role: PROJECT Co-MANAGER for Creativity Lab, INTELLECTUAL OUTPUT CREATOR.

#### Project description:

RECHARGE stands for Resilient European Cultural Heritage As Resource for Growth and Engagement. Keywords that together synthesise the project's aim: to reinvigorate community participation as added economic value for cultural heritage institutions across Europe. Funded within the European Union's HORIZON Europe programme (under agreement no. 101061233), the key funding programme for research and innovation within the EU, RECHARGE supports cultural heritage institutions in diversifying their funding through a replicable and sustainable participatory business model to acquire the necessary tools for its future developments, both in the digital realm and onsite.

### **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:

This cooperation project aims to develop the creative industries (CCI) learning module for universities. CCI is a dynamic and influential field that substantially impacts beyond its own sector. However, since the field is relatively young, important contributions are needed to help the field develop. Therefore, the aim of the project's intellectual output is to contribute to overcoming several shortcomings currently present in CCI. Equipped with the know-how and the right tools, HEIs can

substantially impact 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 EEA/Norway Cooperation Program in Higher Education funded the project.

**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 project aims to promote business thinking and entrepreneurial skills among young people by developing methodological tools and training for young people and youth workers. Within the framework of the project, a comparative study between Latvia and Estonia on the skills required in today's labour 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.

**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, 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)

The project's concept is to create a medium for people to comment on important subjects. The Internet is full of different environments where people can leave their comments (Facebook, online newspapers, blogs, etc.), and it has become part of our freedom of speech to post our thoughts and feelings online. They are often done anonymously and lack politeness and 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.

Overview:

- Art project "Social Postcard" (2014)
- Producer of the children's 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)