

## ChIMERA

### Innovative cultural and creative clusters in MED area

P.A. 1: Promoting Mediterranean innovation capacity to develop smart and sustainable growth

Obj. 1.1: To increase transnational activity of innovative clusters and networks of key sectors of the MED area

<https://chimera.interreg-med.eu/>

#### D.4.2.2. Regional Cluster Business Plan

##### WP 4. Testing

##### act. 4.2. Pilot action 1 Start up of innovative CCIs clusters

Responsible partner: LP – Friuli Venezia Giulia Autonomous Region

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## CLUSTER BUSINESS PLAN STRUCTURE (SOSTAC)

### 1. SITUATION Identification of the general situation before planning the Business Plan

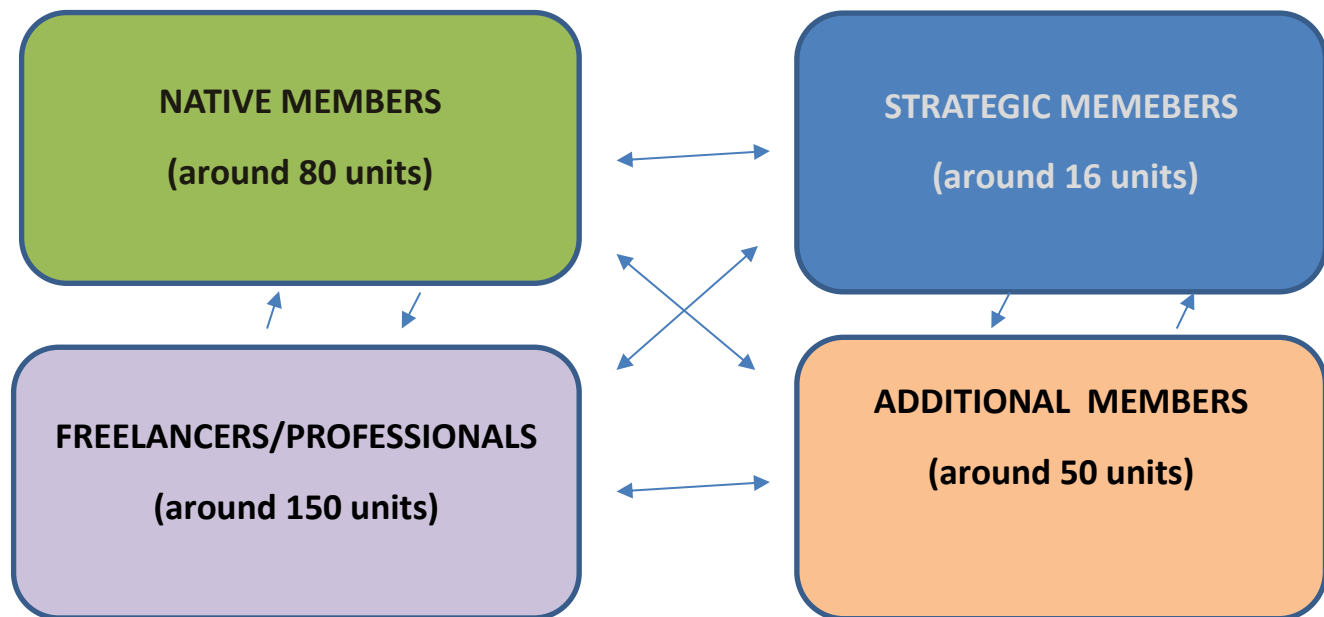
#### 1. SITUATION Identification the general situation before planning the Business Plan

1. *Customer/member insight*
2. *Territorial insight*
3. *Product/services analysis*
4. *PEST*
5. *Market/sector trends*
6. *Competitors analysis/Benchmarking*
7. *SWOT*

#### 1. *Customer/member insight*

As AV FVG cluster is in the phase of constitution, this section is dealing with potential Customer/Member Insight. The cluster composition should include all the AV value-chain components plus the peculiar territorial realities and resources characterising FVG AV cluster as the Research & Innovation system and specialised educational institutions. The AV FVG Cluster will include the FVG AR, SMEs of the audio-visual sector, FVG FC, FVG Audiovisual Fund, tech parks, training and educational institutions.

#### POTENTIAL MEMBERS INSIGHT



The number of the actors of the cluster should be around 30 (SMEs representing the audio-visual value chain;

FVG Film Commission; FVG Audiovisual Fund, Film Festivals; multimedia libraries; incubators; training and educational institutions).

Potential members can be divided in 3 categories, with different quotes and fees: native, strategic, additional

Actual available information regarding AV business involved in services, development, production and distribution of AV products and services comes from ISTAT's Statistical Archive of Active Businesses, FVG Film Commission and FVG Audiovisual Fund. Available data concentrate in a narrow range of 70-80 businesses.

A more accurate Mapping, concerning not only business but also free-lancers and professionals (A.L.A. FVG - Associazione Lavoratori Audiovisivo) should be useful to get updated information also on the main existing value chains

NATIVE MEMBERS <i>(around 80 units)</i>
Small and Medium Regional Audiovisual & Film Production and Post-Production Companies
Service and facilities providers (e.g. Av Rentals, Light Equipment)
Film Distributors & Broadcasters
FVG Film Commission
Friuli - Venezia Giulia Audiovisual Fund
Film festivals

STRATEGIC MEMBERS <i>(around 16 units)</i>
Investors (Medio Credito FVG; Banks Foundation; Italian Association for Business Angels – FVG node)
University & Research Centres (Area di Ricerca, Dams, Friuli Innovazione, ICTP)
FVG Chamber Of Commerce
Area Science Park
Autonomous Region Friuli Venezia Giulia

The number of freelancers who work directly or indirectly for the audio-visual sector is difficult to estimate, also because these professionals can have many working relationships in sectors other than audio-visual (for example interior designers), or they have various non-formalized collaborations.



		<p>will aim for the development of a series of external products and services.</p> <p><i>3. Services analysis</i></p> <p>Service analysis involves examining service features, costs, availability, quality and other aspects. Service analysis is conducted by potential users (AV FVG Cluster members) and by managers attempting to understand competitors and by third party reviewers. It is important to determine which services are already available in the regional and national market and which must be developed and offered by FVG AV cluster (subsidiarity). Existing services should simply be integrated into the AV FVG cluster's range of services, with special conditions negotiated with the providers for cluster members (demand bundling).</p> <p>“Core Services” Analysis</p> <p>During a Bootcamp and 2 Living Labs that involved a significant representation of the actors of the audio-visual sector (potential AV FVG Cluster members), using the "Service Design" methodology, the priority areas of action were analyzed and decomposed into "needs to be met", in response to which future cluster services have been prototyped.</p> <p>The needs identified by the first LLs' working groups were the following:</p> <ul style="list-style-type: none"> <li>• <i>Information matchmaking and exchange of experience among cluster participants à internal networking</i></li> <li>• <i>Matchmaking and networking with external partners/promotion of cluster location</i></li> <li>• <i>External networking</i></li> <li>• <i>Development of Human resources (Training and education)</i></li> <li>• <i>Development of entrepreneurship</i></li> <li>• <i>Acquisition of third-party funding (e.g. public funding)</i></li> <li>• <i>Collaborative Technology / Business Development or Technology Transfer or R&amp;D&amp;I</i></li> <li>• <i>Organization of Working Groups (on topics of local interest)</i></li> <li>• <i>Internationalization</i></li> </ul> <p>At least three typically <b>collective needs</b> emerged, namely those shared by most of the players:</p> <ol style="list-style-type: none"> <li>1. Collective positioning;</li> <li>2. Internal networking among cluster members (mapping and knowledge of who does what);</li> </ol>
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		<p>3. Fundraising: namely both private and public funding</p> <p>The collective need were coupled with 2 <b>individual support needs</b>:</p> <ol style="list-style-type: none"><li>4. Business development (variously labelled: business growth, promotion of services, PR, access to new markets, etc.);</li><li>5. Updating and developing skills.</li></ol> <p>The 2<sup>nd</sup> workshop with Living Lab approach enabled the participatory modelling of four distinct services, one for each strategic priority:</p> <ul style="list-style-type: none"><li>• Cooperation: the group that dealt with the priority "Cooperation" proposed to realize a support to the <u>establishment of purchasing groups for specific professionals</u>. The proposal aims to facilitate small and micro enterprises to access to skills otherwise too expensive. Through the stipulation of ad-hoc agreements between the cluster and previously identified professionals (locally but not only) through an in-depth scouting and based on the needs expressed by the members, the desk would be able to:</li></ul> <table><tr><td><i>o Reduce the costs of specialist consulting</i></td></tr><tr><td><i>o Ensure long-term availability and flexibility of the partner/consultant.</i></td></tr></table> <ul style="list-style-type: none"><li>• Strategic support: The group dedicated to Strategic Support services proposed and modeled a <u>service of systemizing, certifying and promoting the skills</u> of cluster members. This includes:</li></ul> <table><tr><td><i>o Build a database of skills from the FVG's AV sector</i></td></tr><tr><td><i>o Translate it into a digital catalogue: a consultable platform to search for customers or partners</i></td></tr><tr><td><i>o To use the platform as a tool to promote local skills and to bring together actors in partnerships</i></td></tr></table>	<i>o Reduce the costs of specialist consulting</i>	<i>o Ensure long-term availability and flexibility of the partner/consultant.</i>	<i>o Build a database of skills from the FVG's AV sector</i>	<i>o Translate it into a digital catalogue: a consultable platform to search for customers or partners</i>	<i>o To use the platform as a tool to promote local skills and to bring together actors in partnerships</i>
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<i>o To use the platform as a tool to promote local skills and to bring together actors in partnerships</i>							

- Promotion and marketing: the "Promotion and Marketing" table proposed a service to promote the services and products of the Cluster members. The service aims to improve the positioning of the cluster (through an activity of branding of the collective image), facilitate the achievement of the audience and increase the effectiveness of marketing on foreign markets. The proposal is based on three actions:

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|---|
| <i>o Events with case studies: periodic open meetings between members where experiences projects and new ideas are shared and promoted</i>  |
| <i>o Identification of an Audiovisual Market Analyst consultant to support cluster members in defining a supply closer to real demand</i>   |
| <i>o Designing an online aggregation platform that promotes the sharing of ideas, facilitating matchmaking between members and between members and potential resources outside the cluster.</i> |

- Training: The table dedicated to the priority "Training" proposed and modeled a HUB for the design and delivery of ad-hoc training services for members of the cluster. The main points of the proposal are:

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|---|
| <i>o Continuous survey and analysis of the training needs of the members</i>  |
| <i>o Design of training interventions based on the needs of the members, adapted to market requirements and up-to-date with respect to the technological state of the art</i> |
| <i>o Matchmaking between training supply and demand</i>   |
| <i>o Use of different channels for delivery: online or blended or small groups (tailor made)</i>  |
| <i>o Support activities: continuous monitoring of the quality of the courses provided (directly or indirectly) and fundraising</i>  |

In the Friuli - Venezia Giulia region there are a number of private business (companies and professionals) who offer professional consultancy, management and animation services for events, marketing and training. However, none of these types of services is "sized" or calibrated on a clustered reality.

- Among the services indicated during the LLs, the management and animation of events, related to the activity of Community building, and the services related to the identification and promotion of skills will

		<p>be developed internally to the audio-visual eco-system, involving stakeholders and public actors.</p> <ul style="list-style-type: none"> <li>• Training and updating services and consulting services related to Business Development will be outsourced, with timing and methods to be defined. <ul style="list-style-type: none"> <li>✓ Training and updating services will be delivered to group of members with tutorial, workshops, etc. They should be planned following a Training Plan agreed between all members of the cluster or a significant part of them.</li> <li>✓ Consulting services will be delivered on demand on a 1to1 base.</li> </ul> </li> </ul> <p>4. <i>PEST:</i></p> <p><i>See enclosed file CBP 1.4_Situation_Pest</i></p> <p>5. <i>Market/sector trends</i></p> <p><i>As neither the FVG AR nor Italy are the audio-visual trend setters, some of the most significant market trends for the audio-visual sector are reported below (source: European Audiovisual Observatory - Key Trends 2017/18, European Audiovisual Observatory)</i></p> <p><b>“Convergence” between the audiovisual and telecommunications industries.</b></p> <p>In Europe, providers of telecommunications services have showed consideration in direct investment in content, for e.g. by buying premium sports rights or producing film or TV series. Legacy “managed” television networks (cable, IPTV, satellite, DTT) that are converging with the open Internet. Virtually all categories of audio-visual service can be circulated over the Web, including live television, with an satisfactory quality of service. This new phase of convergence has opened competition in the audio-visual sector to Internet-native companies. Internet has tended to simplify the value chain by disintermediating players, usually the legacy services distributors. Disintermediation is already at work in the audio-visual sector:</p> <ul style="list-style-type: none"> <li>• The increase in <b>on-demand usage is challenging the role of television channels as providers of a programmed schedule.</b></li> <li>• <b>The Internet is enabling the direct distribution of services to consumers.</b> Whereas telcos and cable operators acted as retailers of TV content, their future role could be the provision of network capacity to</li> </ul>
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		<p>audiovisual services, whereby they would lose the commercial relationship with the client.</p> <ul style="list-style-type: none"> <li>• <b>Some film producers are testing direct-to- VOD</b> with a view to increasing their cut of <ul style="list-style-type: none"> <li>• revenues at the expense of national film distributors.</li> </ul> </li> <li>• <b>Certain sports organisations have made initial moves</b> – albeit only for niche sports - <b>into the direct online exploitation of their rights.</b></li> <li>• <b>TV channels are at risk of losing business relationships with advertisers</b> as automated, “programmatic” advertising exchange platforms increasingly manage advertising inventories.</li> </ul> <p>Moreover, there are trends related to technology. While companies in the audio-visual sector are facing several transgression challenges, there are also a huge number of opportunities to boost licensing and advertising revenue. OTT content presents the most immediate and exciting opportunity for rapid growth. There is also tremendous excitement about the long-term opportunities related to the growing use of IOT and VR/AR.</p> <p>The audiovisual industry has been undergoing a massive shift from Analog to Digital technology over the last several years. This shift was brought about to meet the demand for higher resolution video, to reduce the problems of radio frequency (RF) and electromagnetic interference (EMI) in order to make AV systems more “data-network-friendly.</p> <ul style="list-style-type: none"> <li>• <b>4K/Ultra High Definition (UHD) Video</b> <b>4K/UHD Video</b> are needed for two applications: extra-large video displays, and for fine resolution critical inspection viewing, such as what would be required in medical surgery procedures or in military applications where extremely high-resolution images are essential. 4K is approximately four times the resolution of 1080p (which is a typical resolution for most home TV’s). Quality is important for all customers, so be sure to see a massive shift in making all TV’s 4K.</li> <li>• <b>Lampless Projection</b> Traditional video projectors use very bright lamps to create the image. However, lamp less projectors utilize laser/LED light sources that don’t require traditional lamps. What this means is that LEDs (light emitting diodes) work in tandem with a fluorescent element and a laser within the projector’s light engine to provide the light source and condense the images. The main advantage of this technology is the durability: instead of the 2,000-hour lamp life expectancy of a old-style projector lamp, the LEDs are predicted to last approximately 10,000 hours plus without replacement. This obviously provides better cost savings over time.</li> </ul>
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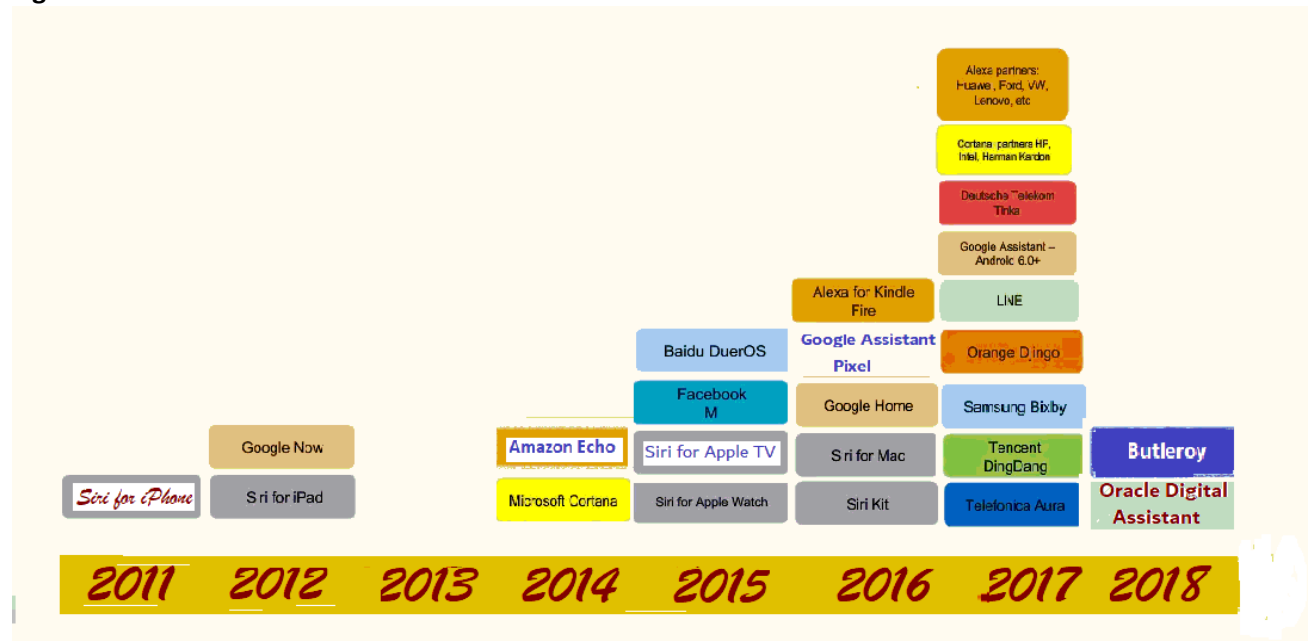
		<ul style="list-style-type: none"> <li>• <b>“WWW: We Want more Wireless”.</b> Wireless transmissions consent audio and video signals to be sent via wireless data networks (or between two devices using wireless data network communication protocols). This new accessibility of wireless technology in the industry will rise the total output of the whole industry and rise the speed of all processes as well.</li> <li>• <b>Video Walls</b> are increasingly used and accepted although it is not a technological novelty; the ongoing trend of having large visible images is a robust and stable one and is increasing year by year. With the rise of interactivity, the wish to have video walls that interact with users has increased. Video wall display options range from thin and ultra-thin display arrays with or without bezel compensation to blended rear projection displays.</li> </ul> <p><b>POTENTIAL DRIVERS FOR THE AV INDUSTRY:</b></p> <ul style="list-style-type: none"> <li>• <b>Advanced Display Technologies and digital signage</b> In the 5-year period going from 2014 to 2018 video projection technologies lost 11 bn € and will lost another 6,6 bn € in the next four years (2019-2022); Display Technologies overall market will grow to 36 bn € by 2022. 4K and LED are providing a boost to display market and driving new opportunities for integration.</li> <li>• <b>AR/VR interactivity and design</b> AR &amp; VR are becoming part of the design language, so the point is how to integrate new types of interactivity in locations and experiences. In 2022 at world level there will be almost 19.000 location-based VR venues, so locations with some integrated VR experience.</li> <li>• <b>Smart Speaker and AI</b> Voice as the new UI: there has been a massive launch of voice assistant platforms in the past years. In 2011-2018 25 voice assistant platforms were started. Currently Amazon Alexa is the most intensely supported platform, more than 70.000 skills at the beginning of 2019 supported. Google assistant platform is second with 665 skills and platforms supported by assistant.</li> <li>• <b>IoT in pro-AV: impact of smart building</b> Smart building systems means that formerly discrete systems are more and more functions of a single unified system. Pro AV is progressively interacting with broader control systems and commercial LED lighting, both of</li> </ul>
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which are quickly growing.

- **IoT in pro-AV: impact of IoT and cloud**

Pro AV-use IT equipment and cloud services are also a fundamental component of the broader market, allowing scale and IT capabilities. Cloud aaS provides many of the benefits of owned equipment with the flexibility of managed services, but not the costs. Cloud services will tend to benefit from risk and pressure to develop capabilities faster.

**Fig.1 – Voice Assistant Platforms 2011-2018**



Source: Graphic elaboration on various sources

**Fig 2 - Impact of IoT and cloud**

## Functional Needs

Equipment and/or Software

Cloud (aaS)

Managed Service and/or  
Maintenance

## Cloud

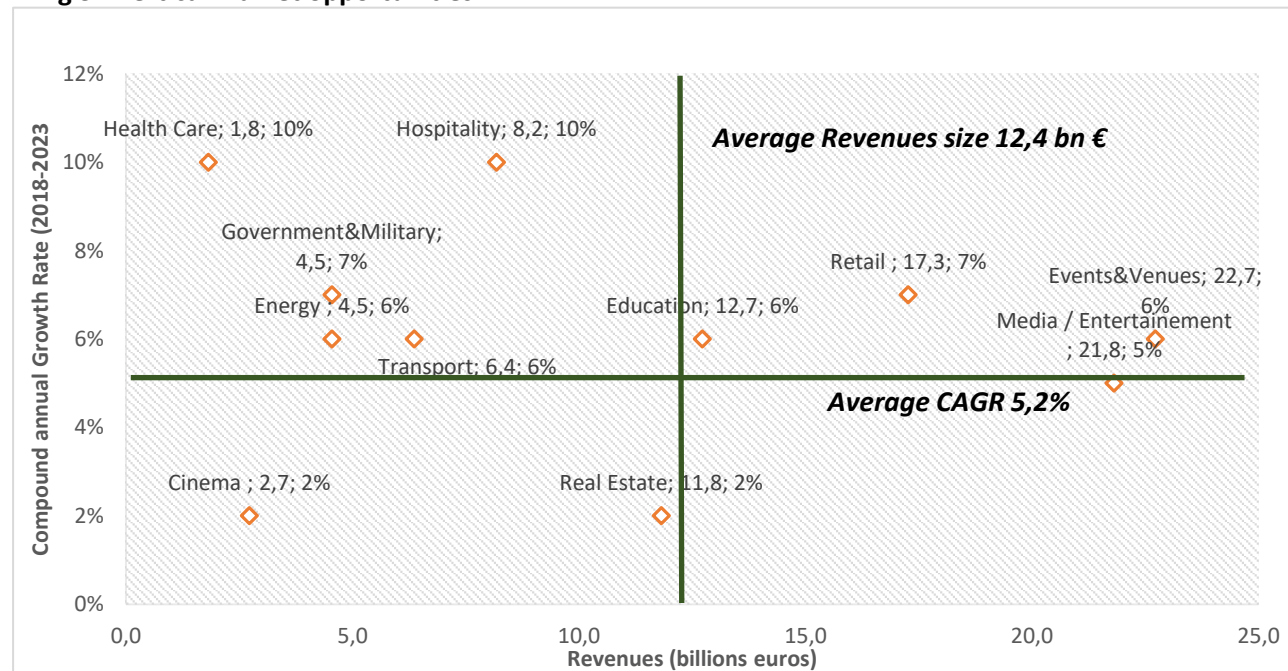
Private Cloud

Public Good

Virtual Private Cloud

Source: Graphic elaboration on various sources

**Fig 3 - Vertical market opportunities**



Source: Graphic elaboration on various sources

New pro AV buyers: the faster growth is coming from smaller industries.

#### 6. Competitors analysis/Benchmarking

SWOT Analysis focused on Erosion / Decrease of average audience due to:

- Antagonism between FVG poles;
- External poles of attraction;
- Non-inclusion in international circuits;
- Cross-border synergies potential is conditioned by politics;
- "Alien" initiatives of national origin;
- Transport infrastructure

So competitive pressures on the AV FVG cluster is not coming and will not come just from single competitors but also from (territorial or sectoral) system conditions like transports, territorial poles development degree.



#### **Trentino Film Commission**

Opened in 2010, the Trentino Film Commission promotes and supports film, television and documentary productions, both in Italy and abroad, that aim at increasing the value of and at disseminating the cultural, environmental and historical heritage of Trentino.

The TFC can offer logistic support to production units through location scouting, special hotel deals, the involvement of professionals working in the region and contacts with local public authorities and the police forces.

At the same time, the TFC is committed to encouraging the development of the local audio-visual industry and organising training opportunities to improve the qualifications of Trentino professionals operating in the sector.

The TFC is sponsored by the Autonomous Province of Trento and Trentino Marketing spa, in collaboration with the Historical Museum Foundation and the University of Trento.



#### **IDM bolzano**

IDM Südtirol was founded in 2016 and is South Tyrol's business services provider.

IDM stands for **Innovation, Development and Marketing**.

Our goals are South Tyrol's sustainable development as a business location and supporting your company to achieve lasting growth as well.

We promote South Tyrol as a tourist destination, market its products, and endeavour to turn the region into the most attractive location in Europe for entrepreneurs, start-ups and talented individuals; a region in which companies prosper and people enjoy working and living. We also provide Export and Innovation services to local companies in order to increase their competitiveness.

Furthermore, we support filmmakers with their projects and are a point of contact for companies looking to make long-term investments in South Tyrol.

IDM promotes the development of small and medium-sized enterprises in particular and strengthens the South Tyrol brand.

Established following a merger between the four organisations BLS, EOS, SMG and TIS, IDM Südtirol is the business services provider and regional development agency of the Autonomous Province of Bolzano-Bozen and the Bolzano Chamber of Commerce.



#### **Slovenian Film Centre**

Slovenian Film Centre, a public agency of the Republic of Slovenia, became operational on 19 January 2011 as a successor of the Slovenian Film Fund – a public fund. The goal of the Slovenian Film Centre is to encourage creativity in the film and audiovisual field in the Republic of Slovenia by creating suitable conditions for film, audiovisual and cinematographic activities. This Agency has been established by the Republic of Slovenia.



### Istria Film Commission

Istria Film Commission is a constitutive unit within the framework of the **Istrian Cultural Agency (IKA – Istarska kulturna Agencija – Agenzia culturale Istriana)**. Istrian Cultural Agency (IKA) is a public nonprofit institution established by the Region of Istria in 2002 for the purpose of answering immediate needs of the cultural sector development in Istria.

Istria Film Commission was founded with the intention to promote Istria as an attractive filming location, to raise awareness of the tangible and intangible cultural heritage of the region, the unique features of its natural environment and tourism and to plan its further development based on the concept of territorial competitiveness.

Istria Film Commission will represent a point of reference for national and international productions, investors, authors, film and audiovisual experts and institutions.

Istria Film Commission is a direct link between the audiovisual production and the Istrian area and its specific localities.



### Filming in Croatia

As Croatia's national agency responsible for supporting film production in Croatia, the [Croatian Audiovisual Centre](#) (HAVC) has a dual role. We support the industry by funding projects and training, and by promoting Croatia as a location for international production.

*Filming in Croatia*, a department within the HAVC, ensures that Croatia remains a film-friendly location for both local and visiting filmmakers. *Filming in Croatia* department helps navigate international filmmakers through practical production requirements, and support schemes available for international productions in Croatia.



#### **Carinthia Film Commission**

It is a joint project between the province of Carinthia and Kärnten Werbung with the aim of giving visibility to the stunning landscape of Carinthia and the cultural variety of the region in national and international film and cinema productions, and strengthening Carinthia as a film location.

## **VIENNA FILM COM MISSION**

**Vienna Film Commission**

It is the first contact when shooting in Vienna. As a free of charge service by the City of Vienna it supports national and international film productions of all kinds that aim to shoot in Vienna. The Vienna Film Commission acts as an intermediary between the Vienna City Administration and the film industry, most importantly for obtaining shooting permits. The Vienna Film Commission supports production companies in looking for suitable locations and service partners in Vienna. It lobbies for the film industry and promotes Vienna worldwide as a film location to achieve a long-term impact for the local film industry.



#### **Film Location Austria**

Film Location Austria offers a set of in-coming and shooting services: extraordinary locations; financial incentives; experienced crew members; high standard infrastructure. Film Location Austria gives support in

finding a production partner, searching for locations, negotiating permit fees, handling formalities.

*cine.*



#### **Cine Tirol Film Commission**

Cine Tirol Film Commission is the first contact for the realization of feature films, documentaries, commercials, music videos as well as photo shootings in Tirol.

Cine Tirol sees itself as the driving force of the film land Tirol: all activities aim to attract film productions to carry out their projects in Tirol in order to trigger positive effects in the economic, medial and film touristic sense. Furthermore, those cinematic inputs achieve an increase in publicity and popularity of the location brand Tirol.

Cine Tirol promotes the film land Tirol through marketing and communication activities as well as national and international networking events, offering all filmmakers an absolutely professional location service to find the perfect film locations in Tirol. Selected film projects can also receive support through a Production Incentive.

Moreover, the Cine Tirol Team is available for advice or assistance and is pleased to provide extensive information about *the* location in the heart of the Alps.




HRVATSKI KLASTER  
KONKURENTNOSTI  
KREATIVNIH  
I KULTURNIH  
INDUSTRIJA

**HKKKKI.EU**

**PRIORITY AREAS OF THE CLUSTER:**

Provide stronger support for research and development activities, innovation, experimentation and entrepreneurship in the creative and cultural industries

Improving access to finance

		<p>Human Resource Development  Strengthening the institutional and infrastructural support in the development of creative and cultural industries  Accelerate the spill-over effects of creative and cultural industries to other industries and society at large</p>  <p><b>ALPE ADRIA AUDIOVISUAL CLUSTER</b></p> <p>On June 14, 2013 in Divaca (Slovenia) the Letter of Intents of the Alps Adria Audiovisual was presented, which was signed by 19 companies present. The Cluster seems to have stopped the activity in 2014.</p> <p><i>7. SWOT</i>  <i>See enclosed file CBP 1.7_SWOT</i></p>
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2. OBJECTIVES <i>Identification of the objectives of the business plan</i>		
2. OBJECTIVES <i>Identification of the objectives of the business plan</i>	<ul style="list-style-type: none"> <li>1. <i>Mission and vision</i></li> <li>2. <i>Strategic objectives (Structure and Governance; Juridical Form; Number of Members; Cluster activities; Fundraising/Financing Obj.s; Awareness-Raising)</i></li> <li>3. <i>Marketing objectives</i></li> <li>4. <i>Funding/financing objectives</i></li> </ul>	<p><b>1. Mission and vision</b></p> <p><b>Vision</b></p> <p>The global technological trends and the interaction between them and global demand make the boundaries of what can be defined as increasingly vague and widening audio-visual sector. Actors and technologies are indeed changing. A new phase of convergence has opened up competition in the audio-visual sector to Internet-native companies and that Internet has also tended to simplify the value chain by disintermediating players - usually the legacy services distributors.</p> <p>A potentially even more radical disruption is the 'uberisation' of the audio-visual sector - a concept referring to the rise of intermediary peer-to-peer platforms that connect users with owners of goods not fully used. These evolution dynamics are occurring at a time when the consumption of video is increasing, driven by time-shifted TV consumption, more video-enabled devices and new content formats. The Vision is a changing horizon (3 years) and it will depend from context and FVG AV cluster development opportunities.</p> <p><b><i>Nowadays audio-visuals play an important role in society and economy. It's more than movies and videogames, it's important element of everyday life.</i></b></p> <p><b>Mission</b></p> <p>The AV FVG Cluster, through the provision of its services, will improve the visibility and attractiveness of the regional audiovisual ecosystem of which AV FVG Cluster is the propulsive component. AV FVG Cluster will strength attractiveness trough the identification, selection and promotion of value chains, mainly demand-driven. Moreover, AV FVG Cluster activities and services should strength innovation (techniques, languages, methodologies) absorption capacity in order to create a structural relationship with SIS FVG, adding an attractiveness (element of attractiveness) to the regional audiovisual ecosystem. Creation of a stable network of public and private stakeholders of the regional audiovisual system.</p> <p>Registration ID: 706119 Event password: @Env2019!</p>

## 2. Strategic objectives

Typical goals in numerous clusters are: Joint R&D; Promoting innovation; Joint marketing; Export promotion, developing new markets; Joint procurement, sourcing; Providing and using services to businesses (cluster services); Training and Continuing Professional Education (CPE); Utilising synergies and economies of scale; Lobbying

AV FVG cluster in his set-up phase needs to assure the preconditions, above all in terms of community commitment, awareness and knowledge.

So in the first phase (2019-2021) the following strategic objectives will be pursued:

- 1) A structured and compacted AV FVG Cluster along the main sectoral value chains (segments)
- 2) To contribute to the structuring of a lively regional audiovisual ecosystem.
- 3) To reach a critical mass and to setup an adequate number of services included R&D

In the second phase (2022-2024) those following strategic objectives will be pursued:

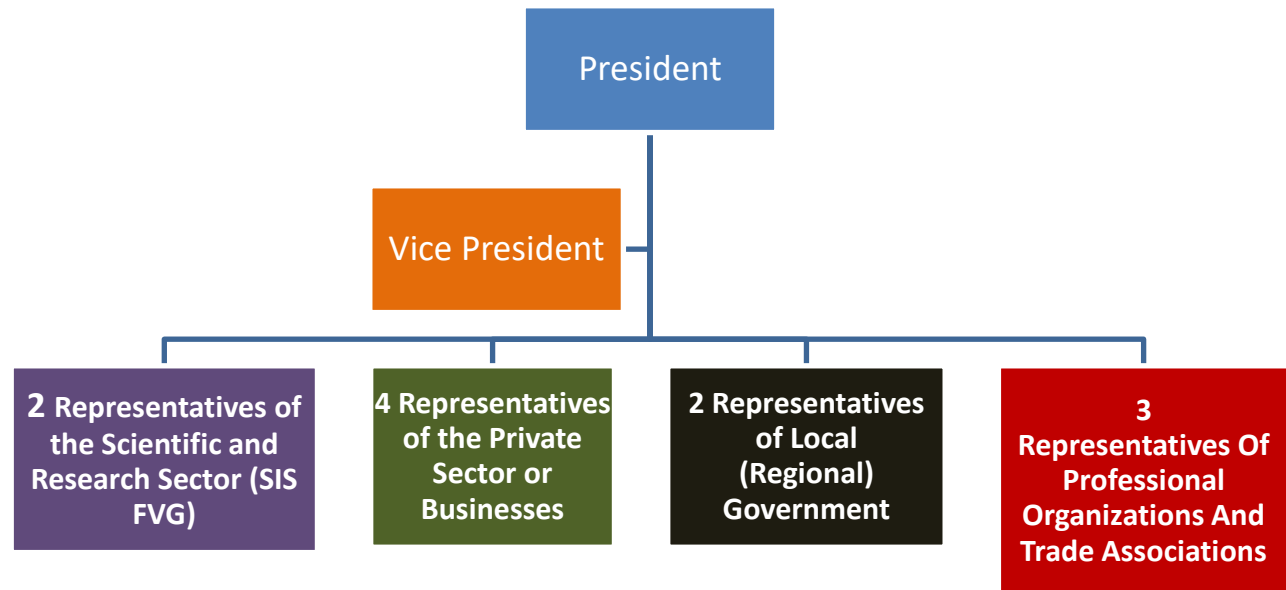
- 1) To strength innovation (techniques, languages, methodologies) absorption capacity of AV regional companies
- 2) To identify, strength and promote (nationally and internationally) AV FVG CLUSTER specializations in a *demand-driven* perspective (by the set-up of a network of national and international relations with trend-setters and top-clients);

### a. Juridical form

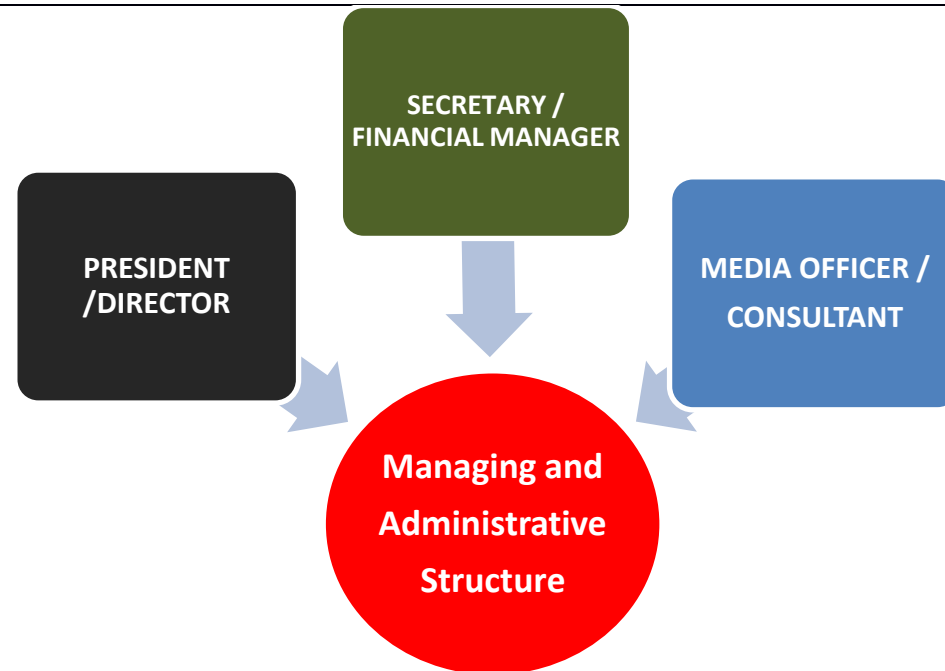
As the rules follows the strategy, and at in the start-up phase the strategic objectives of representativeness, networking, visibility prevail on the “commercial” ones as marketing and attractiveness, a hybrid organisation seems the more suitable option.

An interesting example is the Association that delegates a member to provide all the services of the cluster (a subject does the cluster organization); the member providing Cluster services can be a Limited Liability Company or a Joint Stock Company.

		<p>The establishment of an association could be preceded by the assumption of a slimmer legal and operational form such as the Temporary Business Association.</p> <p>The structure of the cluster will be formulated in a set of articles which are signed by all members and provide a binding basis for cooperation in the cluster. The articles should specify the legal form, goals, membership, rights and duties, as well as the organs and their functions.</p> <p><i>b. Structure and Governance</i></p> <p>The organisational structure of AV FVG Cluster must satisfy many requirements. As the number of partners delivering services will be small (max. 2-3) and the number of members actively cooperating in the cluster in the start-up phase will be around 15 and should somehow increase during the cluster development, the organisation should be as flat (have as few hierarchical levels) as possible and be transparent and operational.</p> <p>In fact, a flat organizational structures and increased process orientation of AV FVG cluster will make possible more efficient cooperation, greater flexibility and more members orientation in the cluster.</p> <p>It should be supported by all members and make possible rapid and focused mobilisation of resources without overwhelming resource providers or being hijacked by individual members.</p> <p><b>THE FVG AV CLUSTER BOARD:</b></p> <p>In the Board of AV FVG cluster all the components of the regional audiovisual ecosystem should be represented. The weight of audiovisual sector should be relevant but not predominant .</p> <p>3 Representatives of Professional Organizations and Trade Associations</p>
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As previously observed the Cluster Management Organisation, to say the Managing and Administrative structure, will be composed by not more than 3 professional profiles; the organisation should be small and flexible.



*c. Number of members*

At the end of first 3-years phase the number of member should reach 30 members. Each technical sub-group will have one representative (production; distribution; technical services as software; communication and marketing; graphic arts and design). Strategic members should be included as Universities, Incubators, Regional government representatives.

In the second phase (4-6 years) the number of members could reach the number of 50-60. Efforts will concentrate in keeping a balanced composition of the AV FVG cluster, representing all the segments of AV supply-chain and also emerging communities.

		<p><i>d. Cluster activities</i></p> <p><u>AV FVG Cluster's Community Building</u></p> <p>The first and foremost AV FVG cluster activity will be community building, an activity fundamental to achieve the strategic goal of the set-up of a lively ecosystem. Community building will be implemented both physically and through online community building (Facebook).</p> <p><u>Community Building Initiatives</u></p> <ul style="list-style-type: none"> <li>▪ In the first phase (2019-2021) the mapping activity and the set-up of AV FVG main cluster bodies should be activities as participated and shared as possible. <ul style="list-style-type: none"> <li>a) Project CHIMERA activities involving AV FVG potential members and audio-visual ecosystem stakeholders.</li> <li>b) An event celebrating the birth of the AV FVG cluster should be organized and collect not only the companies but all the actors of the ecosystem. This event will be repeated every year as an <u>Anniversary Party</u>.</li> <li>c) <u>2 Bar Camps per year</u></li> </ul> </li> <li>▪ In the second phase (2022-2024) community building initiatives should differentiate. <ul style="list-style-type: none"> <li>a) <u>Informal meetups related to specific industry segments</u> could be held (e.g. monthly video game-related meetings and VR meetups). These meetups should be held also to provide a structure for the innovative eco-systems.</li> <li>b) <u>1 Bar Camp per year</u> involving other sectors (creative or not-creatives)</li> </ul> </li> </ul> <p><u>On-line Community Building</u></p> <ul style="list-style-type: none"> <li>▪ In the first phase (2019-2021) on-line community building activity will develop thanks to the development of the AV FVG cluster web site that will constitute a relevant component of Service Platform <ul style="list-style-type: none"> <li>a) Online aggregation platform promoting the sharing of ideas, facilitating matchmaking and co-working between members and between members and potential members and other resources outside the cluster;</li> </ul> </li> </ul>
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b) Facebook address for AV FVG cluster community;

AV FVG Cluster's services platform and products

The "core" of the service platform has been designed and developed in a participatory way by a group of potential cluster members.

Its implementation in the first phase (2019-2021) will see the development, in the first instance, of the services useful for structuring and recognizing, internal and external, the Cluster. At the turn of the first and second phase (2021-2022) the start-up and consolidation of the Business Development service will follow. The cluster managers will consolidate the various services in an integrated "Cluster Service Platform" for which AV FVG cluster will acts as a sort of "one stop shop".

Simultaneously with the development and consolidation of the "Cluster Service Platform", the development of the FVG audio-visual cluster specialties will be triggered by the demand (demand-driven), initially developing from existing and emerging value chains identified by a mapping activity. In a second (mature) phase the specialization will be triggered also by the strengthening of innovation absorption capacity. The development and emergence of cluster specialization will have an effect, starting from the second phase, on the services platform.

For services or service groups, a series of targets must be defined in the short, medium and long term in terms of Volume, Economic and Financial Profitability, Intangible Resources.

**Service 1 Profile**

Service description	Help Desk for Calls
Basic concept	The goal of this service is to find resources and select projects that involve the cluster or some of its members and produce interesting spill-overs for the cluster in terms of skills, visibility and networking.
Target group	Cluster Members
Suppliers	Cluster Managing Organisation (CMO) or an External body with expertise on project cycle management.
Resources	1 Expert on monitoring and advice on calls

				Juiniior; 1 Senior project manager;
			Costs and Financing	To be defined
			Price policy	To be defined ( <i>discounted fee; fee based on the size of the enterprise/association; membership fee</i> )
			Marketing	Cluster Website; on-line community; cluster members mailing list
			<b>Service 2 Profile</b>	
			Service description	<b>Cluster Skills Catalogue</b>
			Basic concept	The Skills Catalog is a necessary tool to overcome the fragmentation of the sector, allowing the knowledge of the skills and professional and business profiles present in the area. In this way networks and alliances can be formed, inside and outside the audiovisual cluster, and identify the value chains around which to structure products and services for the market and review strategy and tactics of the second phase of the AV FVG Cluster.
			Target group	Cluster members; SMEs; RTO/ODT; Public Bodies
			Suppliers	Cluster Management Organisation
			Resources	Company or expert in data collection and / or survey management; 1 expert in database management and feeding; 1 Software architect; Front-end editor; Cluster website
			Cost and Financing	The quantitative survey should constitute the subject of a tender (15 thousand euro). Remaining activities: to be defined
			Price policy	To be defined ( <i>discounted fee; fee based on the size of the enterprise/association; membership fee</i> )
			Marketing	Cluster Website; on-line community

		<b>Service 3 Profile</b>	
		Service description	<b>Help Desk for Agreements</b>
		Basic concept	The service will allow access to professional training and consulting services, supply of other services and equipment, otherwise too expensive for individual companies thanks to the application of contracted prices between suppliers and the AV FVG cluster.
		Target group	SMEs Cluster Members
		Suppliers	Professionals and specialized companies; Cluster Management Organisation
		Resources	Cluster Manager / Cluster Management Organisation
		Cost and Financing	This activity is carried out by the Cluster Manager or the Cluster Management Organisation and therefore falls under the item of specific cost or financing
		Price policy	Free service
		Marketing	Cluster Website; on-line community; Group meetings and presentation of external services
		<b>Service 4 Profile</b>	
		Service description	<b>Promotion Help Desk</b>
		Basic concept	The service satisfies the need to promote the regional audiovisual system, its services and products, through the development of a branding and marketing activity of the AV FVG cluster. This service will increase and characterize the visibility of the cluster at national and international level.
		Target group	Cluster members
		Suppliers	External consultants; Cluster Management Organisation
		Resources	A market expert dedicated to the activity of Business development; support for web-management, support for

				event management, classrooms and rooms for events and seminars
			Cost and Financing	The part of the activity that falls within the internal competences of the CMO will fall under the specific item of cost or financing
			Price policy	To be defined (discounted fee; fee based on the size of the enterprise/association; membership fee)
			Marketing	<u>See Marketing Strategy.</u>
<b>Service 5 Profile</b>				
			Service description	<b>Training and Skills Development</b>
			Basic concept	The service will allow access to ad-hoc training, giving an answer to the training needs and overcoming also the lack of orientation to the cultural and creative audio-visuals professions. Moreover, the service will allow the development of management and fund raising skills, increasing AV FVG cluster competitiveness and upgrading the cluster's skills set.
			Target group	Cluster Members; non-member SMEs and freelancers.
			Suppliers	Training agencies, science parks, universities
			Costs and Financing	Cost should depend from the demand but a maximum amount could be estimated on yearly basis. All the services open to non-members could be co-financed.
			Resources	The external resources will be identified from time to time based on the specific courses to be delivered.
			Price policy	To be defined (discounted fee; fee based on the size of the enterprise/association; membership fee)
			Marketing	Cluster Website; on-line community; Group meetings and presentation of external services

		<b>Service 6 Profile</b>	
		Service description	<b>Business Development Desk</b>
		Basic concept	The Business Development Desk should satisfy the common need for a global view of technological and market trends, the common need for the integration of the AV FVG cluster in some of the audiovisual market international supply chains and the common need to foster more commercial dynamism among actors. The Business Development Desk subsumes a series of strategic and operation services improving the performance of the enterprise, its access to markets, and its ability to compete.
		Target group	SMEs Cluster Members; non-member SMEs and freelancers.
		Suppliers	BDS facilitators and providers; Consulting companies; FVG AR Chamber of Commerce
		Costs and Financing	Cost should depend from the demand but a maximum amount could be estimated on yearly basis. All the services open to non-members could be co-financed.
		Resources	The external resources will be identified from time to time based on the specific business development service to be delivered.
		Price policy	To be defined.
		Marketing	Cluster Website; on-line community; Group meetings and presentation of external services

*e. Fundraising/Financing Objectives*


Financing objectives are connected and consequent to the definition of a financing plan for the Cluster which also indicates objectives in volume of fundraising for **short and medium term**. The share of the different funding sources changes during the cluster life cycle.






- Starting phase: Public funding; Membership fees (diversified according to different categories);
- Mature phase: Public funding; Services to members and external; European, National, Regional funding; Membership fees differentiated by category (maximum 5% of total fundraising);

STARTING PHASE	%	MATURE PHASE	%
Institutional Funding	80%	Institutional Funding	60%
Involvement in funding projects	10%	Involvement in funding projects	15%
Membership Fees	5%	Membership Fees (Including co-financing)	10%
Offer of Services	0%	Offer of Services	15%
Other	0%	Other	0%

At the moment, FVG AR allocated a funding of 450,000 euros, divided into 150,000 euros for each of the years from 2019 to 2021

ACTIVITY	Activity by four-month periods								
	2019			2020			2021		
	I	II	III	I	II	III	I	II	III
Institutional Funding			●	→					→
Involvement in funding projects					●	→			→
Membership Fees (of wich);			●	→					→
Co-financing								●	→

	Offer of Sevices to non-cluster members								
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		Activity by four-month periods								
		2022			2023			2023		
		I	II	III	I	II	III	I	II	III
	Institutional Funding									
	Involvement in funding projects									
	Membership Fees (of wich);									
	Co-financing									
	Offer of Sevices to non-cluster members									

*f. Awareness-raising*

Acknowledgement of the audiovisual cluster as an important element for the economic development of the Region by Craft and Industry associations; contribution to tourism sector development

**3. Marketing objectives**

Whether the first inward-looking phase (cluster membership) or the outward-looking (potential clients internationalization activities) perspective is considered, the cluster’s reputation can be strengthened only if a sense of ownership from the cluster members and from the institutions/organizations supporting the AV FVG cluster is fostered. Only in a second mature phase (2022-2024) efforts should be

directed mainly towards external actors, not towards internal members (not the native category of members-see 1.2-Customer/member insight).

These 2 targets (members and non-members) should be reached in a time defined by the marketing strategy. The AV FVG Cluster marketing strategy has identified two main targets (would-be members; non-members). Towards these two targets, messages should be addressed (articulation of the value proposition), identifying the most suitable channels. A budget and a maximum timing associated with the individual marketing actions SHOULD BE identified.

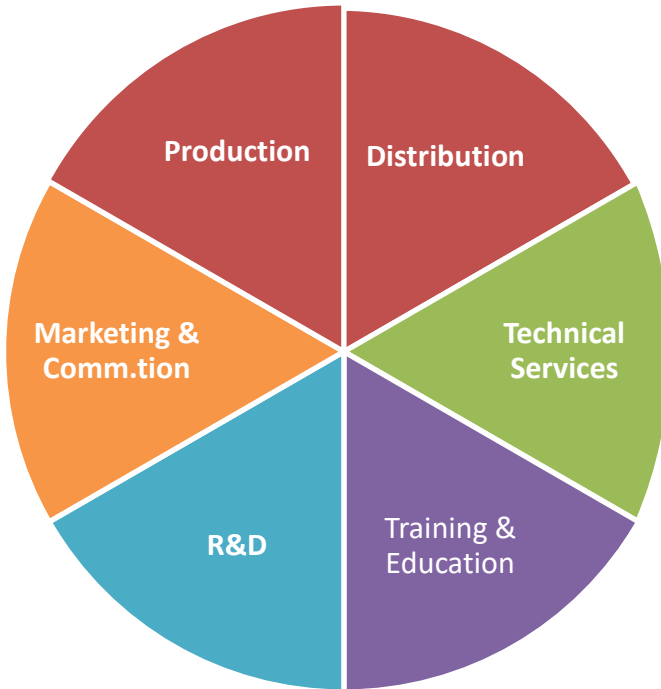
Marketing objectives are the intended goals of a company's marketing campaigns. Marketing objectives are often listed as SMART goals; this acronym stands for specific, measurable, achievable, realistic and time-sensitive.

The following objectives are relevant for FVG AV cluster promotion of services and products to members and non-members. To improve users acknowledgment about membership pros/advantages as:

- The opportunity to access to value-added services
- The opportunity of working with strong and innovative companies by Networking Events and Matchmaking
- Increased visibility and Inspiration by new knowledge and approaches
- Access to international conferences, workshops etc.at affordable costs

AV FVG CLUSTER MARKETING OBJECTIVES						
AV FVG CLUSTER MEMBERS	Annual Targets					
	2019	2020	2021	2022	2023	2024
Number (%) of AV FVG Cluster members using Cluster services	5%	20%	40%	60%	80%	100%
Average Number of services used by (AV FVG Cluster members) users	1	2	2	3	3	4
AV FVG CLUSTER NON-MEMBERS	Annual Targets					

			2019	2020	2021	2022	2023	2024
		Ratio between members /non-members accesses to the AV FVG Cluster site	10/1	8/1	6/1	4/1	2/1	1/1
		% Ratio between non- members / members Cluster services' users	0%	20%	40%	60%	80%	100%
		AV FVG Brand Awareness (Google Analytics; Social Media; SOV)	To be defined	To be defined	To be defined	To be defined	To be defined	To be defined
		<p>In this nascent phase of development part of marketing strategy, tools and tactics are missing their main object, as cluster services are identified and designed in a logic of supply of services inside the cluster and there are mostly not competitors in the regional territory. So the cluster's positioning in the market related to the nascent phase is quite clear as there are no other structures (competitors).</p> <p>In the mature the potential target groups will be internal and also external customers, So the AV FVG cluster marketing strategy model is composed by: two target groups to be addressed, in case differentiated by value-chain segments ; a set of products or services offered after the mapping phase has identified the main or emerging value and the ones on which to focus, in a demand-driven logic that includes the R&amp;D of services and products requested by the top-clients.</p> <p>The basic orientation of AV FVG cluster's marketing strategy is differentiation; the development of the audio-visual cluster specialties will be triggered by the demand (demand-driven), initially developing from existing and emerging value chains. In a second (mature) phase the specialization will be triggered also by the strengthening of innovation absorption capacity. Based on this orientation and the set of products / services that will be created, the marketing mix (product mix, price mix, distribution mix and communication mix) will be defined.</p> <p><i>4. Funding/financing objectives</i></p> <p>Annual Fundraising flows should be sufficient to cover the cost of the human resources and indirect costs, that, at present are estimated in about 150.000-200.000 euros (according to the Cataluna Cluster, that have similar structure).</p>						

		<p><i>The overall cost will depend significantly from the services offered: for examples film studios have high costs (2 electricians are needed) but also interesting renting fees as revenues; setting up the studios may be an important strategic lever for attraction, but the feasibility depends on the kind of headquarter that will be available. Other services to buy from external providers</i></p>
3. STRATEGY Identification of the strategy of the business plan		
	<p>1. Customer/member segments 2. Cost/benefit 3. Commercialization 4. Communication 5. Business model 6. Brand strategy</p>	<p>1. Customer/member segments</p>  <p>2. Cost/benefit</p> <p>By explicitly displaying to the (potential) Cluster Members the many benefits that the FVG AV Cluster strategy could bring to</p>

their companies may point out to opportunities (potential) Cluster Members have not thought of before.

FVG AV Cluster's members benefits stems from the community building activity implemented by AV FVG cluster management organization and the services platform, but FVG AV Cluster's members benefits steams for the fulfillment of strategic objectives and medium- and long-term impact (visibility, attractiveness and internationalization).

The following table shows a Benefit Grid with benefits suitable for FVG AV Cluster in bold and green area.

First phase (2019-2021)

MARKET RELATED REASONS	ORGANISATIONAL REASONS
Increase Activities/Profits	<b>Management of competencies and resources</b>
Coping with market turbulence	<b>Increase relational capital</b>
<b>Increase chance of survival</b>	<b>Approaches to build trust</b>
More chances to compete with larger companies	Improve potential of risk taking
Lobbying and market influence	<b>Learning and training</b>
<b>Easier access to loans</b>	<b>Shared set of assets (shared tools, lesson learned, legal information, etc.)</b>
<b>Better negotiation power (e.g. joint purchasing)</b>	Developing clear focus/ core competencies
<b>Prestige, reputation, reference</b>	<b>Share cost branding/marketing</b>
Access/Explore new markets/products	
Expand geographical coverage	
Increase potential for innovation	
Economies of Scale	
<b>Develop branding</b>	

Second phase (2022-2024)

MARKET RELATED REASONS	ORGANISATIONAL REASONS
<b>Increase Activities/Profits</b>	Management of competencies and resources
<b>Coping with market turbulence</b>	Increase relational capital
Increase chance of survival	Approaches to build trust

		<b>More chances to compete with larger companies</b>	<b>Improve potential of risk taking</b>
		<b>Lobbying and market influence</b>	Learning and training
		Easier access to loans	Shared set of assets (shared tools, lesson learned, legal information, etc.)
		Better negotiation power (e.g. joint purchasing)	<b>Developing clear focus/ core competencies</b>
		Prestige, reputation, reference	Share cost branding/marketing
		<b>Access/Explore new markets/products</b>	
		<b>Expand geographical coverage</b>	
		<b>Increase potential for innovation</b>	
		<b>Economies of Scale</b>	
		Develop branding	
		<p>The main cost incurred by FVG AV Cluster's members is the membership fee. So, the choice of the fee model is relevant. The fee model could be a flat one or could be based on the size of the enterprise/association. Moreover the membership fee could include or not the co-financing of the service platform for all the services or for all the services implemented or only for services provided not on a single basis.</p> <p><b>3. Commercialization</b></p> <p>Two typologies of services:</p> <ol style="list-style-type: none"> <li>1) For members only</li> <li>2) For members and non-members but with cost reductions for members depending on the type of quota policy adopted by the CMO of the AV FVG Cluster.</li> </ol> <p><b>4. Communication</b></p> <p>The term communication can include the whole communication strategy, namely the set of actions aimed at the integration of the strategic marketing plan with different forms of communication (advertising, promotion, sponsorship, public relations, direct marketing, with the final aim of the realization of business objectives.</p> <p>Strategic communication decisions will depend on the evolving characteristics of AV FVG cluster membership composition: if, for example, there will be technological partners, it will be possible to use specific channels of technological sector.</p>	

		<p>Internal:</p> <ul style="list-style-type: none"> <li>• On-line Magazine regarding the cluster;</li> <li>• Newsletter;</li> <li>• Apps for members</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• Social media (Facebook; Twitter; Instagram);</li> <li>• (<i>medium term</i>) Listing / Advertising on specialized publications-national level (not only in the audiovisual sector but also in different strategic and / or sensitive sectors for AV FVG cluster activity);</li> <li>• Public Relations (public administrations; sector organizations; scientific and research bodies in the FVG region; etc.)</li> <li>• Fairs</li> </ul> <p><b>Overview</b></p> <p>The role of communication is to support the AV FVG cluster's programs and activities by creating effective communications vehicles that help convey AV FVG cluster's mandate, goals and objectives, as well as regional audio-visual sector successes and challenges to key target audiences. In the first phase (2019-2021) will be very relevant to communicate how AV FVG cluster's programs, services, and activities tie into the economic health of Friuli – Venezia Giulia creative and cultural industries.</p> <p><b>Communications Objectives and Strategies</b></p> <ol style="list-style-type: none"> <li>1. Champion the positive economic impact of the audio-visual sector in Friuli - Venezia Giulia region and of AV FVG CLUSTER's role in supporting them. <ul style="list-style-type: none"> <li>• Leverage the success of audio-visual sector's stakeholders by promoting their products and services and by continuing to incorporate their 'success stories' into the overarching AV FVG cluster narrative using up-to-date, real numbers to demonstrate economic ROI of funding.</li> </ul> </li> <li>2. Increase the association of AV FVG CLUSTER with positive outcomes. <ul style="list-style-type: none"> <li>• Develop a mainstream media presence at regional, national and international levels– where possible using events and targets of opportunity as news hooks around which to tell AV FVG cluster and stakeholder success stories.</li> <li>• Expand audiences in the cross border regions incorporating diversity into all communications tactics, including using multicultural media relations and marketing to broaden reach and relevance as well as identify outreach oppor-</li> </ul> </li> </ol>
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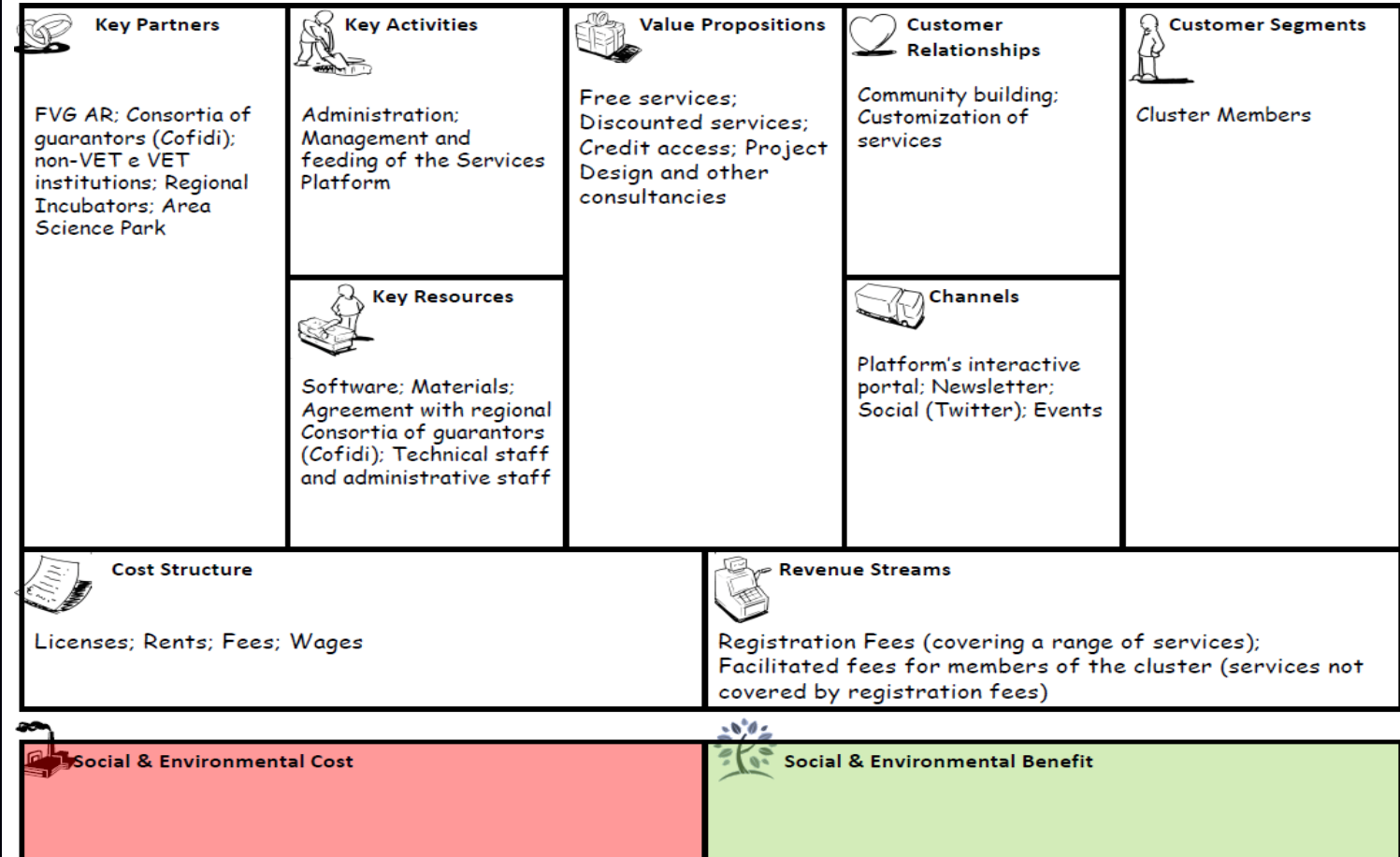
		<p>tunities to promote AV FVG cluster programs and services to multicultural communities and special needs groups.</p> <ul style="list-style-type: none"> <li>• Develop and deliver consistent and compelling messages for media relations, social media, presentations, speeches, etc.</li> <li>• Promote all sub-sectors and related communities equitably in AV FVG CLUSTER communications.</li> </ul> <p>3. Continue to strengthen the AV FVG cluster's brand.</p> <ul style="list-style-type: none"> <li>• Update content on the AV FVG cluster's website to keep it fresh and engage audiences.</li> <li>• Optimize the distinctive AV FVG cluster's 'brand look'.</li> </ul> <p><b><i>Communications Rollout and Products</i></b></p> <ul style="list-style-type: none"> <li>• <b>Key Messages</b> – Develop key messages throughout the two phases (2019-2021: 2022-2024) that are focused and supported by relevant facts and success stories to provide the basis for all communications products.</li> <li>• <b>Media Relations</b> – Leverage high-profile news stories to demonstrate how the AV FVG cluster facilitates/supports Friuli – Venezia Giulia's audio-visual and also other creative industries. Communications will seek to link compelling stories about Friuli – Venezia Giulia's' cultural media cluster/content to economic value messages – demonstrating the role and results of AV FVG cluster support. Media relations will also be used to support major events and announcements, e.g., Film Festival awards; Videogame and Design events; Friuli - Venezia Giulia showcases; film and TV production statistics; regional Awards, etc.</li> <li>• <b>Social Media</b> – Use Twitter and Facebook to disseminate AV FVG cluster, audio-visual ecosystem stakeholders and regional government related news to the broadest possible audience, while creating conversations/feedback with stakeholders. Employ AV FVG cluster's new hashtags as, for e.g., #AVFVGcrea, to increase involvement and to track results. Communications will post events on AV FVG cluster's YouTube channel both to provide a record and to keep audiences engaged and informed.</li> <li>• <b>60-second video</b> – In the first phase (2019-2021) AV FVG CLUSTER's 60-second spot will be created and refreshed each year with new images and a new soundtrack. It will be displayed on AV FVG cluster website and used as an opener at events.</li> <li>• <b>Advertising</b> – In the In the second phase (2022-2024) AV FVG cluster will seek ways to extend the reach of its ad-</li> </ul>
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		<p>vertising by creating partnerships with regional media that include editorial coverage for programs, services, and events (e.g., Film Festivals, Awards, etc.).</p> <ul style="list-style-type: none"> <li>• <b>AV FVG cluster Website</b> – It will be developed a regular schedule for updating content on the website splash page to keep it fresh and engaging for its audiences, including industry news and success stories.</li> <li>• <b>Diversity Outreach</b> – AV FVG CLUSTER will incorporate diversity into its communications tactics, including using cross-border media relations and marketing to broaden reach and relevance as well as identify outreach opportunities to promote AV FVG CLUSTER programs and services to cross-border audiences. Communications should dub the AV FVG cluster 60-second spot into at least three languages and will launch web pages in the respective languages outlining basic information on AV FVG CLUSTER programs and services; links will take readers to more detailed information in English.</li> <li>• <b>Industry Events</b> - AV FVG CLUSTER sponsors or hosts a number of audio-visual and other cultural and creative industries events and strategic initiatives throughout the year (film screenings; Fashion Awards; International; trade missions; etc.). Communications will use the lead-up periods to events to generate media interest in AV FVG cluster/stakeholder stories.</li> <li>• <b>Speaking Opportunities</b> - AV FVG cluster spokespersons should provide remarks at industry and stakeholder events. These can range from brief opening remarks at events (e.g., introductions of keynote speakers) to more detailed presentations. In each case, AV FVG cluster assesses individual opportunities to ensure that relevant key messages are delivered.</li> <li>• <b>Newsletter</b> – The objective of the newsletter is to continue to keep audio-visual ecosystem’s stakeholders regularly informed of AV FVG cluster programs and services; to celebrate program and stakeholder success stories; to highlight the other creative media sectors equally; to feature relevant industry research and to provide a calendar of industry-specific events. The newsletter should be published bi-monthly in an HTML format and circulated to a broad target list.</li> <li>• <b>Year in Review</b> – AV FVG cluster produces a Year in Review document that is used as a marketing/informational piece to highlight its activities and successes. The Year In Review includes many highlights featured in the Annual Report (if available), but without financials and program commitments, so it can be employed as soon as it is pro-</li> </ul>
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duced.

### 5. Business Model

#### General Business Model Canvas for Services intended for AV FVG Cluster members



		<p><i>6. Brand Strategy</i></p> <p>The term branding can include the set of strategies aimed at promoting the name/brand of the Cluster, at giving it an identity and making it recognisable on the market. The brand is the promise to the partners/customers. It must answer to what, where, when, to whom. AV FVG Cluster branding strategy is part of the communication strategy of the AV FVG cluster; AV FVG Cluster branding strategy should be harmonised with the FVG region branding strategy.</p> <p>-<b><i>Targeted communication</i></b> on social media of Audiovisual FVG Cluster' brand;</p> <p>-<b><i>Partnership with events</i></b> (festival; bar-camp; congresses and exhibitions) and organization (scientific organizations; local tourist promotion agencies); To exploit cross-sector synergies (contribution of audiovisual sector to tourism sector development; agro-food); Promotion of activities in non-artistic commercial events (example: commercial part of the Cannes Film Festival)</p> <p>-<b><i>Sponsorship (brand visibility and identity association) with events</i></b> and organizations; specialized newspaper; social network;</p> <p>-Cluster's website and communication tools (email and social media first);</p> <p>-Showing the brand of the Cluster;</p> <p>-Gadget and promotional events.</p>
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4. TACTICS <i>Identification of the tactics of the business plan</i>		
4. TACTICS <i>Identification of the tactics of the business plan</i>	<i>Legame tra piattaforma servizi e raggiungimento obiettivi strategici</i>	<p>In the first phase (2019-2021) the strategic objective of obtaining a structured and compacted AV Cluster along the main sectoral value chains (segments) will be pursued by setting and pursuing the following intermediate objectives:</p> <ul style="list-style-type: none"> <li>• Strong and widespread awareness of local skills thanks to the availability of the skills catalogue</li> <li>• Networking and knowledge sharing events</li> <li>• A sufficient number of synergies and collaborations among cluster members along sectoral value chains</li> </ul>
	<i>1. Offline marketing activities</i> <i>2. Multichannel experience Online Website/App Etc.</i>	<p>In the first phase (2019-2021) the strategic objective of obtaining a structured and lively regional audiovisual ecosystem will be pursued by the following intermediate objectives:</p> <ul style="list-style-type: none"> <li>• Creation of a stable network with at least an annual conference ("General States of Audio-visual") of public &amp; private stakeholders of the regional audio-visual ecosystem</li> <li>• Coordination, integration and customization of different regional policy instruments and measures focused on audio-visual sector.</li> <li>• An adequate and coherent set of community-building initiatives (Community Building Program)</li> </ul>
	<i>3. Content Marketing</i>	<p>In the first phase (2019-2021) the strategic objective of setting up an adequate number of services will be pursued by setting the following intermediate objectives:</p> <ul style="list-style-type: none"> <li>• Setting up the Skills Catalogue</li> <li>• Development of the "Agreements Desk"</li> <li>• Development of the Promotion Service</li> <li>• Development of the Project Calls Help Desk</li> </ul>

	<p>In the second phase (2022-2024) the strategic objective to identify, strength and promote (nationally and internationally) AV FVG CLUSTER specializations will be pursued by setting two intermediate objectives:</p> <ul style="list-style-type: none"> <li>• To assure and promote an intensive use of Service Desk for Calls and Service Desk for Agreements;</li> <li>• Identify professional services necessary for cluster members and «Certify» the quality of the provider;</li> <li>• Development of a collective "brand" capable of enhancing local excellences and specialisations also internationally;</li> <li>• Development of a platform of common marketing</li> </ul> <p>In the second phase (2022-2024) the strategic objective of strengthening of innovation (techniques, languages, methodologies) absorption capacity of AV regional companies will be pursued by reaching the following intermediate objectives:</p> <ul style="list-style-type: none"> <li>• At least 10 collaborations among the members of the cluster on innovations;</li> <li>• Collaboration Agreements between AV FVG clusters and technical and scientific institutions members of the Scientific and Innovation System of Friuli Venezia Giulia;</li> <li>• Participation in the Incubation and Pre-incubation regional Calls;</li> <li>• Conclusion of an Agreement with the Regional Incubators System for the customization of the CCIs Services Catalogue and their involvement in specific pre-incubation and incubation paths</li> </ul> <p>In the second phase (2022-2024) the strategic objective of completing the service platform will be pursued by setting the following intermediate objectives:</p> <ul style="list-style-type: none"> <li>• Evolution of the promotion service in promotion and marketing service</li> <li>• Development of the “Business Development” service</li> <li>• Development of the “Training and Upgrade” service</li> </ul> <p><i>1. Offline marketing activities</i></p> <ul style="list-style-type: none"> <li>• General public meeting to present the cluster and its activities in international festivals (Cannes, Berlin,</li> </ul>
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		<p>Amsterdam, etc.);</p> <ul style="list-style-type: none"> <li>• Promotion of the cluster and its brand through member activities, partnership with international events organized in the region by other subjects (“Barcolana”, “Friulidoc”, “Gusti di Frontiera”, Pordenonelegge etc.);</li> <li>• Co-branding, synergic action with PromoturismoFVG and regional museums, networking with other clusters.</li> <li>• Lobbying to reach critical mass</li> </ul> <p><i>2. Multichannel experience</i></p> <p>The experience will be channelled through social profiles like Facebook, Twitter, Instagram, and so on.</p> <p>A Platform will be reserved to FVG AV cluster members, where they can interact as in virtual Living Lab, learning about activities reserved to them and where cluster members can deepen their knowledge of some cluster-relevant issues, such as its funding.</p> <p><i>3. Content Marketing</i></p> <p>The FVG Audio-visual Cluster will share videos, news, podcasts and/or tutorial (eg: Master of film directing online), infographics, articles, guides, e-books, best practices in some fields as the environmental sustainability of its activities.</p>
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## 5. ACTION *What, who and when? Needed resources*
















### 5. ACTION *What, who and when? Needed resources*

1.- *Events calendar*  
2.- *Content calendar.*  
3. *SEO*  
4. *Advertising*  
5. *Public relations (offline)*  
6. *Social networks and online public relations.*  
7. *Direct marketing*  
8. *Needed resources.*





The whole section 5 must be remodeled according to the specific needs of the development of the FVG Audio-visual Cluster.






<i>Activity</i>	<i>Resources</i>	<i>Timing</i>
<b>Mapping of local actors e of their skills</b>		
<i>Identification of all local actors of the sector (Census)</i>	Company or expert in data collection and / or survey management	<i>To be defined</i>
<i>Profiling Criteria Identification</i>	Company or expert in data collection and / or survey management	<i>To be defined</i>
<i>Involvement of the actors (survey and 1to1 meeting) and joint review of the profile</i>	Company or expert in data collection and / or survey management	<i>To be defined</i>
<i>Formalization of skills and actors data base</i>	An expert in database management and feeding;	<i>To be defined</i>
<b>Provision and update of the Skills Catalogue</b>		
<i>Design of the digital tool for Catalogue consultation</i>	Software architect	<i>To be defined</i>
<i>Publication of the skills Catalogue on the Cluster website</i>	Front-end editor; Cluster website	<i>To be defined</i>
<i>Continuous feeding and updating of the database</i>	Front-end editor; Cluster website	<i>To be defined</i>
<b>Set-up of an Help Desk for Project Calls</b>		
<i>Monitoring of calls and collection of information on individual calls</i>	An expert on monitoring and advice on calls	<i>To be defined</i>
<i>Structuring and publication of</i>	Front-end editor; Cluster website	<i>To be defined</i>

		<i>information/news</i>		
		<i>Reading and analysis of contents of the individual calls</i>	An expert on monitoring and advice on calls	<i>To be defined</i>
		<i>Matchmaking between calls and businesses associated with the Cluster</i>	An expert on monitoring and advice on calls	<i>To be defined</i>
		<i>Individual support for application / reporting</i>	Juinior/Senior project manager;	<i>To be defined</i>
		<b>Launch of a help desk for contracts</b>		
		<i>Survey of cluster members' needs with regard to access to specific skills and services</i>	Cluster Manager	<i>To be defined</i>
		<i>Mapping of potential suppliers of services that can satisfy the needs of the cluster</i>	Cluster Manager	<i>To be defined</i>
		<i>Evaluate and select suppliers and negotiate an agreement with them</i>	Cluster Manager	<i>To be defined</i>
		<i>Making it possible for cluster members to enter into contact with service providers.</i>	Cluster Manager	<i>To be defined</i>
		<b>Promotion and market positioning</b>		
		<i>Creation of a section on the AV FVG cluster's website dedicated to activities promotions (presentation of the regional heritage, events, etc.)</i>	Front-end editor	<i>To be defined</i>
		<i>Creation and development of dedicated marketing tools (digital and non-digital)</i>	<i>A market expert for Business Development activity</i>	<i>To be defined</i>
		<i>Development and active maintenance of the presence of the AV FVG cluster on social media</i>	Cluster Manager	<i>To be defined</i>

		<i>Organization of at least 1 annual event for the AV FVG cluster promotion</i>	<i>Event-management support; seminar rooms and spaces for events</i>	To be defined; A space for events and seminar rooms should be made available free of charge.																																																																																													
		<table><tr><td rowspan="3">SKILLS CATALOGUE</td><td colspan="9">Activity by four-month periods</td></tr><tr><td colspan="3">2019</td><td colspan="3">2020</td><td colspan="3">2021</td></tr><tr><td>I</td><td>II</td><td>III</td><td>I</td><td>II</td><td>III</td><td>I</td><td>II</td><td>III</td></tr><tr><td><i>Mapping of local actors e of their skills</i></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td><i>Identification of all local actors of the sector (Census)</i></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td><i>Profiling Criteria Identification</i></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td><i>Involvement of the actors (survey and 1 to 1 meeting) and joint review of the profile</i></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td><i>Formalization of skills and actors data base</i></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td><i>Provision and update of Skills Catalogue</i></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table>								SKILLS CATALOGUE	Activity by four-month periods									2019			2020			2021			I	II	III	I	II	III	I	II	III	<i>Mapping of local actors e of their skills</i>										<i>Identification of all local actors of the sector (Census)</i>										<i>Profiling Criteria Identification</i>										<i>Involvement of the actors (survey and 1 to 1 meeting) and joint review of the profile</i>										<i>Formalization of skills and actors data base</i>										<i>Provision and update of Skills Catalogue</i>									
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		Design of the digital tool for Catalogue consultation									
		Publication of the skills Catalogue on the Cluster website									
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		HELP DESK FOR CALLS	Activity by four-month periods								
			2019			2020			2021		
			I	II	III	I	II	III	I	II	III
		Set-up of an Help Desk for Project Calls									
		Monitoring of calls and collection of information on individual calls									To be continued on 2022-2024
		Structuring and publication of information/news									To be continued on 2022-2024

		Reading and analysis of contents of the individual calls								To be continued on 2022-2024
		Matchmaking between calls and businesses associated with the Cluster								To be continued on 2022-2024
		Individual support for application / reporting								To be continued on 2022-2024
		<b>HELP DESK FOR CONTRACTS</b>	<b>Activity by four-month periods</b>							
			2019			2020			2021	
			I	II	III	I	II	III	I	II
		Set-up of an Help Desk for - Contracts								
		Survey of cluster members' needs with regard to access to specific skills and services								

		Mapping of potential suppliers of services that can satisfy the needs of the cluster									
		Evaluate and select suppliers and negotiate an agreement with them									To be continued on 2022-2024
		Making it possible for cluster members to enter into contact with service providers.									To be continued on 2022-2024
		<b>PROMOTION AND MARKET POSITIONING</b>	<b>Activity by four-month periods</b>								
			2019			2020			2021		
			I	II	III	I	II	III	I	II	III
		Set-up of an Help Desk for - Contracts									
		Creation of a section on the AV FVG cluster's website dedicated to activities promotions									
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		<p><i>5. Public relations (offline)</i> Participation as speakers of members on behalf of the FVG audio-visual cluster to partner events and/or other clusters events.</p> <p><i>6. Social networks and online public relations</i> Facebook; Twitter; Webpage</p> <p><i>7. Direct marketing</i></p> <ul style="list-style-type: none"><li>• DIRECT SALES: website; one to one meetings.</li><li>• ADVERTISING: Newspapers</li><li>• PUBLIC RELATIONS: Being called as speakers in events on behalf of the cluster</li></ul> <p><i>8. Needed resources</i></p>																																																																											
<p><b>6. CONTROL</b> <i>Defining KPI and controlling schedule</i></p>	<p><i>1. Strategic KPI</i> <i>2. Offline KPI</i> <i>3. Online KPI</i></p>	<p>The KPIs were partly are identified during the application of the Service Design methodology to the core services provided by the AV FVG Cluster.</p> <table><tr><th colspan="8">SERVICES PROVIDED BY AV FVG CLUSTER</th></tr><tr><th colspan="2"></th><th colspan="6"><i>Annual Targets</i></th></tr><tr><th colspan="2"></th><th><i>2019</i></th><th><i>2020</i></th><th><i>2021</i></th><th><i>2022</i></th><th><i>2023</i></th><th><i>2024</i></th></tr><tr><td rowspan="3">SKILLS CATALOGUE</td><td><i>Number of Accesses to the digital platform</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td></tr><tr><td><i>Number of Skills (ex ante / ex post)</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td></tr><tr><td><i>Number of Successful Contacts</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td></tr><tr><td rowspan="4">AGREEMENTS HELP DESK</td><td><i>Number of Agreements;</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td></tr><tr><td><i>Average number of cluster members per agreement;</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td></tr><tr><td><i>Response times;</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td></tr><tr><td><i>Quality of the answer in terms of cost and availability</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td><td><i>T.b.d.</i></td></tr></table>	SERVICES PROVIDED BY AV FVG CLUSTER										<i>Annual Targets</i>								<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	SKILLS CATALOGUE	<i>Number of Accesses to the digital platform</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>Number of Skills (ex ante / ex post)</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>Number of Successful Contacts</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	AGREEMENTS HELP DESK	<i>Number of Agreements;</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>Average number of cluster members per agreement;</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>Response times;</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>Quality of the answer in terms of cost and availability</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
SERVICES PROVIDED BY AV FVG CLUSTER																																																																													
		<i>Annual Targets</i>																																																																											
		<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>																																																																						
SKILLS CATALOGUE	<i>Number of Accesses to the digital platform</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>																																																																						
	<i>Number of Skills (ex ante / ex post)</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>																																																																						
	<i>Number of Successful Contacts</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>																																																																						
AGREEMENTS HELP DESK	<i>Number of Agreements;</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>																																																																						
	<i>Average number of cluster members per agreement;</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>																																																																						
	<i>Response times;</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>																																																																						
	<i>Quality of the answer in terms of cost and availability</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>																																																																						

		TRAINING AND SKILLS DEVELOPMENT DESK	Number of Audio-visual Operators trained	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of Educational Services provided	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of Companies / Professionals trained	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
		PROMOTION HELP DESK	Number of Events in which AV FVG cluster participate	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of Services / Products sold (ex ante/ex post)	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of print outputs	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of visitors on online site	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Analysis of the Awareness ex ante and ex post	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
		LONG TERM (STRATEGIG) KPIs							
				Annual Targets					
				2019	2020	2021	2022	2023	2024
		Set-up of network of national / international relations with trend-setters and top-clients	Number of collaboration initiatives led by AV FVG cluster or related national / international stakeholders	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of contact made by participants in initiative led by AV FG cluster	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of business connection and/or leads made as result of AV FVG's CMO	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
			Number of Foreign Market in which AV FVG cluster members hold connections	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.	T.b.d.
				2019	2020	2021	2022	2023	2024

		A lively a regional audio-visual ecosystem.	<i>Number of AV FVG initiatives supported by regional industry development programs and initiatives</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
			<i>Periodical meetings of a round-table among PP stakeholders of the audio-visual sector.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
				<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
		To reach a critical mass	<i>Number of AV FVG cluster members. % of local audio-visual sector stakeholders</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
		To specialize AV FVG CLUSTER in a demand-driven perspective	<i>Number of industry profiles posted on AV FVG cluster website</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
			<i>Number of industry research project and partnerships</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
			<i>Number of research studies and FVG SIS initiatives supporting audio-visual business evolution</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
			<i>Number members being AV innovative start-ups</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
		To reach a national and international visibility of AV FVG cluster	<i>Number of cluster members participating at national international event with AV FVG cluster logo.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
			<i>Social media influence (like-Klout score; Social Mention, Skorr, Twitter counter, Hootsuite Insights)</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>
			<i>Number of media impressions</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>	<i>T.b.d.</i>

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5. ACTION PLAN DETAILS (STRATEGIC ACTION PLAN)				
NR	ACTIVITY	RESULT	RESPONSIBLE	DATE
	<i>Write briefly each of the activities</i>	<i>Identify the concrete results targeted by the activity (according to KPIs)</i>	<i>Identify the staff/person/team responsible for the coordination and management of the activity</i>	<i>Identify the expected start and end date of the activity</i>
<b>AUDIOVISUAL ECOSYSTEM SET-UP</b>				
<b>1</b>	<b>Creation of a stable network of public &amp; private stakeholders of the regional audio-visual ecosystem</b>	Periodical meetings of a stable round-table among public and private stakeholders of the audio-visual sector. Annual conference e.g. "General States of Audio-visual") Creation of an FVG audio-visual trademark as an internal and external communication tool.	Coordination should be performed by a trade association (e.g. filmmakers association)	9/2019-9/2020
				2020-2024 (every year)
				9/2019-3/2020
<b>2</b>	<b>To carry out a census of audio-visual enterprises and professionals</b>	a) Set of identifying parameters. b) A definite mapping of audio-visual sub-sectors (actual or potential) in FVG AR.	Friuli Venezia Giulia A.R. should perform coordination. <i>For mapping of companies of audiovisual sector, it may be important to involve A.L.A. FVG - Associazione Lavoratori Audiovisivo Friuli Venezia Giulia.</i>	This activity should start by 2019. A first mapping should take 4 months. Subsequent mapping updates on an annual basis. 8/2019-12/2019
<b>3</b>	<b>Coordination, integration and</b>	Synergic policy measures <sup>1</sup> in different	Friuli Venezia Giulia A.R.	This activity should start

<sup>1</sup> As policy measures for CCI, innovation support, support for training and education, regeneration of cities (urban policy), promotion of entrepreneurship in rural areas,

	<b>customization of different regional policy instruments and measures focused on audio-visual sector.</b>	fields of intervention for the development of the audio-visual sector (internationalization, innovation, human resources, etc.). Simplified measures from the bureaucratic point of view.	Department for Culture and Sport; other concerned Departments	by 2020 on permanent basis
<b>AUDIOVISUAL CLUSTER SET-UP</b>				
<b>4</b>	<b>Identification, selection and contact of AV businesses with involvement and promotion of future activities</b>	<ul style="list-style-type: none"> <li>• First aggregation of the companies involved in making the system/cluster.</li> <li>• Representation of the sub-sectors involved</li> <li>• Indications on where to focus successive initiatives</li> <li>• Indications on the emerging cluster typology</li> </ul>	Alternative options: a) FVG A.R. b) Film Commission c) Trade association (film maker association...)	1/2020 – 6/2020 This activity should start after the end of mapping activity or.
<b>5</b>	<b>Definition of the Agreement between the AV cluster and the enterprises</b>	<ul style="list-style-type: none"> <li>• Subscription of the Cluster Action Plan for the first three years.</li> <li>• Identification of strategic interventions for the first three years<sup>2</sup></li> </ul>	Alternative options: a) FVG A.R. b) Film Commission c) Trade association (film maker association...)	12/2019 -4/2020
<b>6</b>	<b>Definition of the Cluster Management Organisation (CMO) and selection of the Cluster Management Team</b>	The Statute defines the nature and the autonomy of the CMO. CMO's tasks are identified. Description of the professional profiles and tasks of the Cluster Management's Team. Cluster Manager selected · 2 (?) Advisors/enablers	FVG A.R. Department for Culture and Sport	2019 - 2-4 months To be specified in the Call for Tender

promotion of innovative SMEs (start-ups), tourism, etc.

<sup>2</sup> Digital Infrastructure support and business service; study, research and development; innovative product policies; policies for the promotion of cluster; promotion of the collective brand; development and qualification of knowledge and skills; etc.

7	<b>Cluster Board set-up (stable round table) and identification of the role and main tasks of the board<sup>3</sup>.</b>	Regional audio-visual ecosystem representability. The Cluster Board is composed by the representative of (all) AV ecosystem components. The Cluster Board is formed with representability criteria including voting based on the composition of the cluster by employment and revenue. The Cluster Board composition is coherent with the 3- years Cluster Action Plan	First phase: FVG A.R Department for Culture and Sport. When the cluster is established: AV cluster	2020 - 2-3 months
8	<b>Brand Definition and Identity</b>	Increased recognition of the AV FVG Cluster at national and international level. Distinction of the positioning of the AV FVG Cluster with respect to the other Clusters.	Cluster Board	2022-2024
<b>STRUCTURING SERVICES AND CLUSTER ORGANIZATION</b>				
9	<b>Analysis of business needs by sub-sectors (technical skills; funding; management; innovation; Internationalisation)</b>	<ul style="list-style-type: none"> <li>• Ranking of needs by sub-sector based on the priority expressed and frequency.</li> <li>• Characterization of sub-sectors based on expressed urgencies.</li> </ul>	AV cluster	See Action 2
10	<b>Definition of cluster services</b>	<ul style="list-style-type: none"> <li>• Cluster Service portfolio Catalogue</li> <li>• Price list for various services.</li> </ul>	AV cluster	<ul style="list-style-type: none"> <li>• See Objectives 2.2.d</li> <li>• From 2020 onwards on an ongoing basis</li> </ul>
11	<b>Services Mapping and Development. Integration of existing and new services</b>	<ul style="list-style-type: none"> <li>• Optimization of synergies and Complementarities between already ex-</li> </ul>	AV cluster	2020-2024 See Section 5 “Action”

<sup>3</sup> The Board is a Platform for consultation, exchange and advice and assistance in making decisions on the most appropriate audio-visual policies to be implemented in FVG AR.

	<b>(including promotion and awareness) and their networking</b>	<p>isting and cluster's services</p> <ul style="list-style-type: none"> <li>• Services Platform (managed by the cluster; partly available on the cluster web site);</li> <li>• Reinforcement of the image of the AV sector (reliability, economic attractiveness)</li> <li>• Coordination on daily basis between AV companies and the other AV ecosystem key players<sup>4</sup></li> <li>• Periodic meetings to make businesses discuss about experiences and success stories</li> <li>• The cluster acts as the "broker" between AV companies and other key players (including service and technologies suppliers, providers, financial institutions)</li> <li>• Group purchases for equipment, energy, common services</li> </ul>		
<b>11</b>	<b>Agreement between FVG AR Vocational Education and Training institutes (VET) and the Cluster</b>	<ul style="list-style-type: none"> <li>• Clearly identified training paths (from short-term to medium and long term) according to the skill needs of the reference market, including internships and job start-ups for new graduates</li> <li>• Contrasting skills obsolescence</li> </ul>	AV cluster	2021-2022; 10 months

<sup>4</sup> CIAA, Universities, Science and Tech Parks, Public Authorities. One of the services provided by the cluster should envisage the certification of companies and associations present in the audiovisual sector.

		<ul style="list-style-type: none"> <li>• Professionalization of young people</li> <li>• Availability of skilled professionals and experts in the audiovisual sector</li> <li>• Training courses managed "on demand" directly from the Cluster</li> <li>• The Cluster coordinates (advisory function) with secondary and tertiary higher education for the setting up of a series of school curricula<sup>5</sup></li> </ul>		
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<b>FINANCING PLAN</b>	<p><i>Comment or describe how the planned activities will be funded. What are the main sources of funding?</i></p>	<p>The Financial plan is splitted in two sub-period: 2019-2021 and 2022-2024. The plan comprises the following elements: turnover and results, personnel, liquidity while investment are an item that could became significant in the end of the second sub-period. These figures should then be used to determine the finance needed and these values should be scaled from the total annual resources available for the AV FVG cluster .</p> <p>The cost structure (the breakdown of total costs into the various headings such as personnel, rental, materials etc) is particularly important in the current starting phase of AV FVG cluster (2019-2021) , as the cost structure is known (certain) and moreover some detailed items may not be financed or subsidised from public funds.</p> <p>Profit and cash flow forecasts should be conservative, as the AV FVG cluster nascent phase does not allow a robust forecast. Anyway cash flow forecast could be used to make statements about the liquidity of the AV FVG cluster and refunding needs in the mature phase.</p> <p>Four scenario hypotheses, modifiable based on contextual elements and strategy,</p>
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<sup>5</sup> The training activities should be as flexible as possible, free from institutional logics (universities, training courses financed by European funds).

were made:

- *The offer is considered as an offer of services to non-members of the Cluster.*
- *The co-financing of services will develop in a complementary way to the membership fee*
- *The income linked to the Membership Fee is made in the hypothesis of a flat fee without co-financing the services.*
- *The cluster produces a surplus only at the end of the second phase (2022-2024)*
- *Time-limited Strategic Initiatives, as flagship projects, will be developed only at the end of the second phase (2022-2024)*

#### FINANCIAL BUDGET FORECAST

	2019	2020	2021	2022	2023	2024
<b>REVENUE</b>						
<i>FVG AR funding</i>	150.000	150.000	150.000	150.000	150.000	150.000
<i>Involvement in funding projects</i>	0	15.000	26.500	30.100	33.800	37.500
<i>Membership Fees</i>	6.000	6.900	8.800	14.200	19.600	25.000
<i>Co-financing of Services</i>	0	0	4.000	5.000	8.000	10.000
<i>Offer of Services*</i>	0	0	3.000	13.000	26.000	37.500
<i>Contributions, sponsorships, other grants</i>	0	0	3.000	10.000	16.000	22.000
<b>TOTAL REVENUE</b>	<b>156.000</b>	<b>171.900</b>	<b>195.300</b>	<b>222.300</b>	<b>253.400</b>	<b>282.000</b>
<b>EXPENDITURES</b>						
<i>Salaries &amp; Benefits</i>	107.000	114.000	125.000	135.500	143.000	155.500

		<u>Renting Costs</u>	0	0	0	0	0	0
		<u>Administration</u>	10.000	10.000	11.500	11.500	12.000	12.500
		<u>Marketing &amp; Communication</u>	17.000	18.500	21.000	24.000	26.000	29.000
		<u>Training &amp; Education, Consulting, Product Development</u>	22.000	23.500	27.300	36.300	40.400	50.000
		<u>Leasing/Purchase of technologies</u>	0	5.900	10.500	15.500	22.000	25.000
		<u>Time-limited Strategic Initiatives</u>	0	0	0	0	0	10.000
		<b>TOTAL EXPENDITURES</b>	<b>156.000</b>	<b>171.900</b>	<b>195.300</b>	<b>222.300</b>	<b>253.400</b>	<b>272.000</b>
		<b>Net Surplus/(Deficit)</b>	0	0	0	0	0	10.000
		(*) Offer of services to non-members						
THE LINK BETWEEN ACTION PLAN AND RIS3	Please explain the coherence of this action plan with the Regional Smart Specialization Strategy	The S3 of Friuli Venezia Giulia has identified among the Areas of Specialization the one of "Culture, Creativity and Tourism".						
		The S3 defines the regional creative cultural system as a grid of connectivity between companies, territories, Universities and Administration. One of the strategic objectives of the FVG cluster is the creation of a regional ecosystem for the audiovisual sector that connects the poles of the quadruple helix mentioned above.						
		Moreover, the establishment of a cluster of cultural and creative audiovisual						

		enterprises, the AV FVG cluster, responds directly to two methodological priorities of intervention of the Strategy: to develop collaboration and synergies between companies and between companies and scientific structures (one of the strategic objectives); to promote new innovative entrepreneurship (this priority is also implemented through support for cultural and creative enterprises).
ANY OTHER REMARKS	<i>Please explain any other details that could be important for the business plan</i>	